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## GENERAL ADMINISTRATION

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# GENERAL ADMINISTRATION

## Functional Area Budget Highlights

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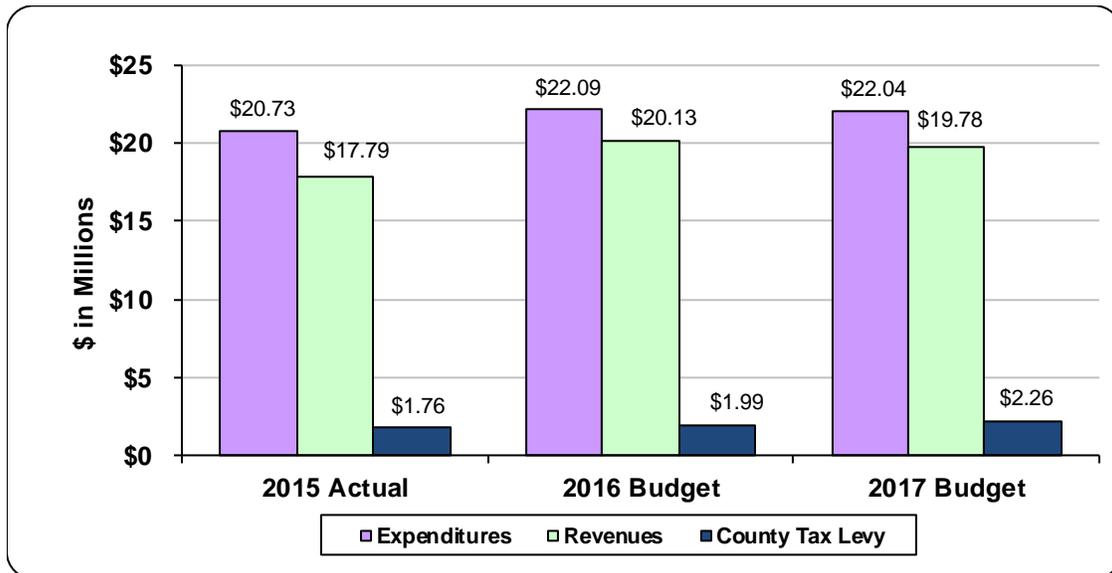
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The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer.**

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, and End User Technology.** The Technology fund includes the County's information technology, communications, and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2017 Expenditure Budget for this functional area totals \$22,041,700, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an decrease of about \$44,500 or 0.2% from the 2016 Adopted expenditure budget. Budgeted revenues in 2017 include \$876,700 of fund balance appropriations and total \$19,780,000, a decrease of \$345,500 or 1.7% from the 2016 Adopted Budget. The Tax Levy necessary to fund this functional area totals \$2,261,700, an increase of nearly \$272,700 from the 2016 Adopted Budget, which is mainly due to lower expected investment income impacting the Treasurer's Office budget for 2017.

**\*\* GENERAL ADMINISTRATION \*\***  
Functional Area Summary by Agency

	2015	2016	2016	2017	Change from 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>* TOTAL GENERAL ADMINISTRATION *</b>						
Revenues (a)	\$17,794,335	\$20,125,514	\$18,353,155	\$19,779,992	(\$345,522)	-1.7%
County Tax Levy (c)	\$1,757,879	\$1,989,069	\$1,989,069	\$2,261,743	\$272,674	13.7%
Expenditure (b)	\$20,729,142	\$22,086,229	\$21,760,870	\$22,041,735	(\$44,494)	-0.2%
Rev. Over (Under) Exp.	(\$1,967,568)	\$0	(\$1,545,397)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$790,640	\$28,354	\$126,751	\$0	(\$28,354)	-100.0%
<b>BREAKDOWN BY AGENCY</b>						
<b>COUNTY EXECUTIVE</b>						
Revenues	\$15,570	\$12,000	\$16,500	\$12,000	\$0	0.0%
County Tax Levy	\$560,965	\$571,365	\$571,365	\$568,865	(\$2,500)	-0.4%
Expenditure	\$526,660	\$583,365	\$547,140	\$580,865	(\$2,500)	-0.4%
Rev. Over (Under) Exp.	\$49,875	\$0	\$40,725	\$0	\$0	N/A
<b>COUNTY BOARD</b>						
Revenues	\$101,338	\$0	\$103,760	\$0	\$0	N/A
County Tax Levy	\$1,176,765	\$1,114,052	\$1,114,052	\$1,070,592	(\$43,460)	-3.9%
Expenditure	\$1,101,968	\$1,114,052	\$1,197,005	\$1,070,592	(\$43,460)	-3.9%
Rev. Over (Under) Exp.	\$176,135	\$0	\$20,807	\$0	\$0	N/A
<b>COUNTY CLERK</b>						
Revenues (a)	\$240,384	\$320,757	\$325,022	\$230,570	(\$90,187)	-28.1%
County Tax Levy	\$312,360	\$355,484	\$355,484	\$380,810	\$25,326	7.1%
Expenditure	\$528,500	\$676,241	\$658,814	\$611,380	(\$64,861)	-9.6%
Rev. Over (Under) Exp.	\$24,244	\$0	\$21,692	\$0	\$0	N/A
<b>COUNTY TREASURER</b>						
Revenues	\$3,893,470	\$6,401,746	\$4,491,547	\$5,987,251	(\$414,495)	-6.5%
County Tax Levy (c)	(\$5,983,850)	(\$5,713,850)	(\$5,713,850)	(\$5,308,850)	\$405,000	N/A
Expenditure	\$639,445	\$687,896	\$667,236	\$678,401	(\$9,495)	-1.4%
Rev. Over (Under) Exp.	(\$2,729,825)	\$0	(\$1,889,539)	\$0	\$0	N/A
<b>DEPARTMENT OF ADMINISTRATION</b>						
Revenues (a)	\$13,018,560	\$12,906,331	\$12,917,930	\$13,026,922	\$120,591	0.9%
County Tax Levy	\$4,690,854	\$4,665,954	\$4,665,954	\$4,635,954	(\$30,000)	-0.6%
Expenditure (b)	\$16,621,319	\$17,543,931	\$17,328,506	\$17,662,876	\$118,945	0.7%
Rev. Over (Under) Exp.	\$297,455	\$0	\$128,627	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$790,640	\$28,354	\$126,751	\$0	(\$28,354)	-100.0%
<b>CORPORATION COUNSEL</b>						
Revenues	\$525,013	\$484,680	\$498,396	\$523,249	\$38,569	8.0%
County Tax Levy	\$1,000,785	\$996,064	\$996,064	\$914,372	(\$81,692)	-8.2%
Expenditure	\$1,311,250	\$1,480,744	\$1,362,169	\$1,437,621	(\$43,123)	-2.9%
Rev. Over (Under) Exp.	\$214,548	\$0	\$132,291	\$0	\$0	N/A

- (a) The 2017 Budget includes a total of \$876,653 Fund Balance appropriations, which includes \$743,394 for the DOA IT Business and Infrastructure Services Program, \$16,554 for DOA Risk Management, \$52,656 for DOA Collections, \$10,075 for DOA Records Management, \$25,974 for DOA Mail Services / Copier Replacement, and \$28,000 for DOA Human Resources. The 2016 Budget includes a total of \$1,109,619 Fund Balance appropriations, which includes \$85,287 for the County Clerk, \$785,522 for the DOA IT Business and Infrastructure Services Program, \$63,428 for DOA Risk Management, \$86,154 for DOA Collections, \$19,700 for DOA Records Management, \$41,528 for DOA Communications, and \$28,000 for DOA Human Resources.
- (b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2017 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of \$536,800. Total 2016 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of \$483,750.
- (c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.
- (d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

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# GENERAL ADMINISTRATION

## Functional Area Budget Highlights

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### Significant program and funding changes to the 2017 Budget include the following:

- The **County Treasurer's** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2017 budgeted tax levy credit declines by \$405,000 to \$5,308,900 mainly due to an estimated reduction in investment income of \$400,000 to \$3,007,600 and decreased revenues of \$63,000 to \$2,640,000 for penalties and interest on delinquent taxes.
- The **County Clerk's Office** expenditure budget decreases by \$64,900, mainly due to a decrease for election costs that occur in odd-numbered years, when there are fewer elections held. In recognition of the reduction of these one-time (odd-year) decreases, General Fund Balance is decreased \$85,300 for election related work. Also, the County Clerk's office tax levy increases \$25,300 mainly for increased maintenance costs related to the new election system in the 2017 budget.
- The **County Board** expenditures decrease by \$43,500 mostly related to the unfunding of 1.00FTE Office Services Coordinator position offset by an increase of 0.50 FTE Administrative Specialist position to full time as well as the full year impact of the County Board Chair position at part time (0.50 FTE). Also, the County Board office has moved its operation into the administration center to maximize operating efficiencies.
- The **Department of Administration (DOA) General Fund** expenditures decrease by \$32,500, or less than 1%, due to reduced personnel costs (mostly related to a net reduction of 0.65 FTE and benefit plan selection), offset with increased operating and interdepartmental expenditures, mostly for EUTF charges. Non-levy revenues increase by \$27,500 due to increased indirect cost recovery revenues and tax listing services. This results in a reduction of \$60,000 in tax levy funding.
- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations increase \$142,200, mostly due to the transfer of a portion of several positions from the General Fund Information Technology Solutions program (to more properly reflect staff directed and work performed) and for the purchase of a higher number of copiers in 2017 that are not classified as fixed assets. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 88% in the 2017 budget.
- **DOA-Risk Management** expenditures for 2017 increase by 0.8% or \$23,000 to \$2.8 million. This primarily reflects a change in the company that provides property insurance, which was related to the elimination of the state run Local Government Property Insurance Fund (LGPIF). The Risk Management Division expenditures are subsidized with General Fund Balance of \$16,600, which is a reduction of \$46,900 from the 2016 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase \$31,100 (after reducing the fund balance subsidy) and reflect costs allocated to departments, which are based on a five year weighted average of claims experience and risk exposure factors.
- The **DOA-Collections** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures decrease by \$13,800, mostly due to an overall personnel reduction of \$8,800 or 0.50 FTE in temporary extra help and reduced interdepartmental charges. The 2017 budget ends the Tax Levy credit of \$30,000 for the repayment of startup costs to the general fund.

**BUDGETED POSITIONS 2015-2017  
SUMMARY BY AGENCY AND FUND**

**GENERAL ADMINISTRATION**

Agency	Fund	2015 Year End	2016 Adopted Budget	2016 Modified Budget	2017 Budget	16-17 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	6.15	6.15	5.50	(0.65)
COUNTY CLERK	General	4.00	4.50	4.50	4.00	(0.50)
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	55.15	54.25	54.25	53.60	(0.65)
	End User Technology	29.50	29.90	29.90	30.30	0.40
	Risk Management	3.20	3.20	3.20	2.95	(0.25)
	Collections	5.65	5.65	5.65	5.65	0.00
	Subtotal Dept. of Admin.	93.50	93.00	93.00	92.50	-0.50
CORPORATION COUNSEL	General	11.40	11.35	11.35	11.35	0.00
TOTAL REGULAR POSITIONS		125.55	124.65	124.65	123.00	(1.65)
TOTAL EXTRA HELP		11.25	8.52	8.52	8.69	0.17
TOTAL OVERTIME		0.15	0.13	0.13	0.14	0.01
TOTAL BUDGETED POSITIONS		136.96	133.30	133.30	131.83	(1.47)

**2017 BUDGET ACTIONS**

**County Board**

Reduce: 0.15 FTE County Board Chairman  
Unfund: 1.00 FTE Office Service Coordinator  
Increase: 0.50 FTE Administrative Specialist

**County Clerk**

Reduce: 0.50 FTE Administrative Specialist  
Increase: 0.50 FTE Temporary Extra Help

**Treasurer**

Reduce: 0.02 FTE Extra Help  
Reduce: 0.01 FTE Overtime

**Department of Administration - General**

Unfund: 0.25 FTE Administrative Assistant  
Transfer: 0.15 FTE Information Technology Manager to End User Technology Fund  
Transfer: 0.25 FTE Principal IT Professional to End User Technology Fund

**Department of Administration - End User Technology Fund**

Transfer: 0.15 FTE Information Technology Manager From General Fund  
Transfer: 0.25 FTE Principal IT Professional from General Fund

**Department of Administration - Risk Management Fund**

Unfund 0.25 FTE Administrative Assistant

**Department of Administration - Collections Fund**

Reduce: 0.50 FTE Temporary Extra Help

**Corporation Counsel - General Legal Services**

Increase: 0.19 FTE Extra Help  
Increase: 0.02 FTE Overtime

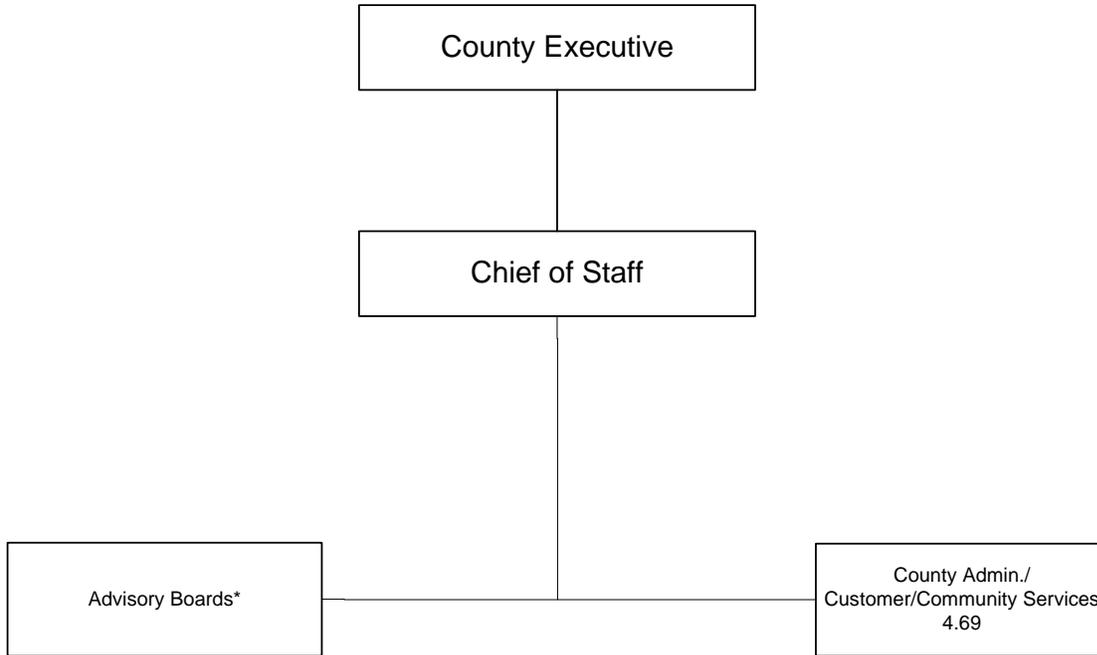
**2016 CURRENT YEAR ACTIONS**

None

# County Executive

# COUNTY EXECUTIVE'S OFFICE

## FUNCTION / PROGRAM CHART



4.69 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
  2. See Stats/Trends Section for position detail.
- \* No Staff FTE's are allocated to Advisory Boards.



**Statement of Purpose**

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$15,570	\$12,000	\$16,500	\$12,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$560,965</b>	<b>\$571,365</b>	<b>\$571,365</b>	<b>\$568,865</b>	<b>(\$2,500)</b>	<b>-0.4%</b>
<b>Total Revenue Sources</b>	<b>\$576,535</b>	<b>\$583,365</b>	<b>\$587,865</b>	<b>\$580,865</b>	<b>(\$2,500)</b>	<b>-0.4%</b>
<b>Expenditures</b>						
Personnel Costs	\$474,935	\$514,890	\$483,030	\$503,648	(\$11,242)	-2.2%
Operating Expenses	\$25,902	\$38,490	\$35,125	\$46,556	\$8,066	21.0%
Interdept. Charges	\$25,823	\$29,985	\$28,985	\$30,661	\$676	2.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$526,660</b>	<b>\$583,365</b>	<b>\$547,140</b>	<b>\$580,865</b>	<b>(\$2,500)</b>	<b>-0.4%</b>
Rev. Over (Under) Exp.	\$49,875	\$0	\$40,725	\$0	\$0	N/A
<b>Position Summary (FTE)</b>						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
<b>Total FTEs</b>	<b>4.69</b>	<b>4.69</b>	<b>4.69</b>	<b>4.69</b>	<b>0.00</b>	

(a) Other Revenue primarily relates to the County Executive awards luncheon.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: An economically vibrant county**

**Objective 1:** Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County’s diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2015 Actual	2016 Actual	2017 Target
County’s Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

**Objective 2:** Create an environment that promotes County-wide economic development. The County Executive continues to make job growth, business growth and economic development top priorities. The formation of the county’s new economic development organization (EDO) in 2016, in partnership with the City of Waukesha and the University of Wisconsin Small Business Development Center, was designed to support continued growth in new construction and job creation in Waukesha County.

Key Outcome Indicator: New construction growth in the County’s equalized value.

Performance Measure	2014 Actual	2015 Actual	2016 Actual
\$ Amount of New Construction **	\$491.5 million	\$522.3 million	\$820.2 million
% of Change	1.04%	1.07%	1.63%

*\*\*Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective 3:** The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30<sup>th</sup>.\*

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2009-2014 Actual	2010-2015 Actual	2011-2016 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.72%	1.91%	2.04%
Average annual tax increase (decrease) % on the tax bill of the medium value home over the 5 year period	0.16%	(0.08)%	(0.08)%

\* Year ending June 30<sup>th</sup> is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.69</b>	<b>4.69</b>	<b>4.69</b>	<b>4.69</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$15,570	\$12,000	\$16,500	\$12,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$536,650</b>	<b>\$547,530</b>	<b>\$547,530</b>	<b>\$545,030</b>	<b>(\$2,500)</b>
<b>Total Revenues</b>	<b>\$552,220</b>	<b>\$559,530</b>	<b>\$564,030</b>	<b>\$557,030</b>	<b>(\$2,500)</b>
Personnel Costs	\$462,368	\$498,570	\$469,530	\$487,328	(\$11,242)
Operating Expenses	\$22,482	\$30,975	\$28,105	\$39,041	\$8,066
Interdept. Charges	\$25,823	\$29,985	\$28,985	\$30,661	\$676
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$510,673</b>	<b>\$559,530</b>	<b>\$526,620</b>	<b>\$557,030</b>	<b>(\$2,500)</b>

Rev. Over (Under) Exp.	\$41,547	\$0	\$37,410	\$0	\$0
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(a) Other revenue is primarily from the County Executive awards luncheon to reimburse the cost of the luncheon.



Program Highlights

Personnel Costs decrease \$11,200 or 2.25% mainly to reflect a change in employee plan selection of health insurance, offset by the cost to continue of 4.69 FTE. Operating Expenses increase nearly \$8,100 largely due to a \$6,800 increase in consulting services to fund strategic, process improvement related projects within the county.

Activity Data



	2015 Actual	2016 Budget	2016 Estimate	2017 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	415	400	1,000	1,600

(a) Includes Corporation Counsel and UW Extension

Advisory Boards

**Program Description**

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$24,315</b>	<b>\$23,835</b>	<b>\$23,835</b>	<b>\$23,835</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$24,315</b>	<b>\$23,835</b>	<b>\$23,835</b>	<b>\$23,835</b>	<b>\$0</b>
Personnel Costs	\$12,567	\$16,320	\$13,500	\$16,320	\$0
Operating Expenses	\$3,420	\$7,515	\$7,020	\$7,515	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$15,987</b>	<b>\$23,835</b>	<b>\$20,520</b>	<b>\$23,835</b>	<b>\$0</b>
Rev. Over (Under) Exp.	\$8,328	\$0	\$3,315	\$0	\$0



**Program Highlights**

Overall expenditures for the Advisory boards is budgeted to remain at the 2016 budgeted levels based on prior year actuals and 2016 year-end estimates.



**Activity**

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

**Boards & Commissions Members**

	<u>Co. Board</u>	<u>Citizens</u>	<u>Avg. Meetings Per Month</u>
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2
Aging and Disability Resource Center Advisory Board	1	12	1
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Operations Commission	1	4	1
Board of Adjustment	0	5	1
Ethics Board	0	3	As needed

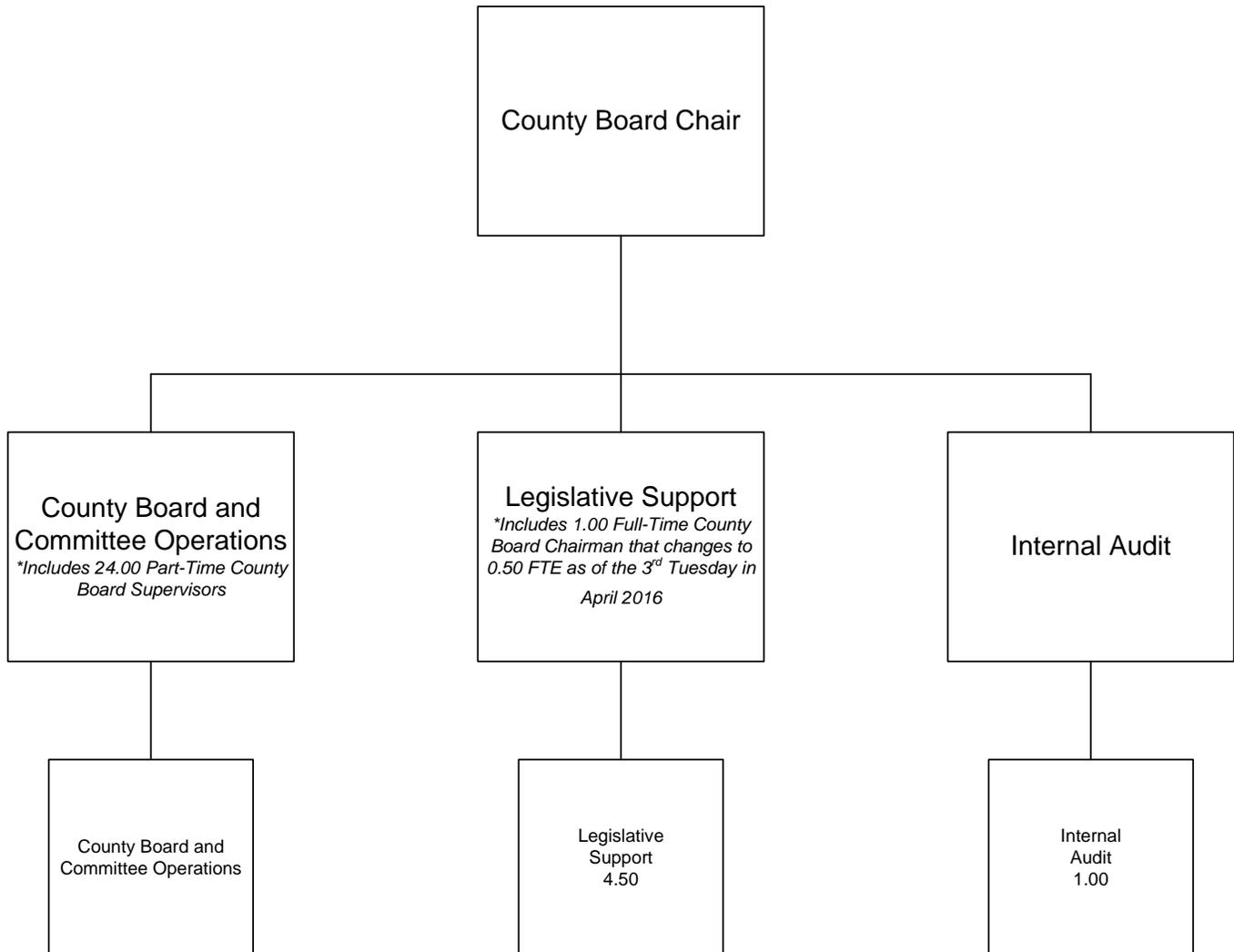
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget, the Veteran Service Commission which is included in the HHS - Veteran Services office budget, and Waukesha County representatives on the Federated Library Board which is budgeted in the Federated Library Budget.

Also, employees are appointed to the Future Parkland Standing Committee; Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

# County Board

# COUNTY BOARD CHAIR'S OFFICE

## FUNCTION / PROGRAM CHART



5.50 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.



**Statement of Purpose**

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2015 Actual	2016 Adopted Budget	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a) (b)	\$101,338	\$0	\$103,760	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$1,176,765</b>	<b>\$1,114,052</b>	<b>\$1,114,052</b>	<b>\$1,070,592</b>	<b>(\$43,460)</b>	<b>-3.9%</b>
<b>Total Revenue Sources</b>	<b>\$1,278,103</b>	<b>\$1,114,052</b>	<b>\$1,217,812</b>	<b>\$1,070,592</b>	<b>(\$43,460)</b>	<b>-3.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$920,018	\$890,025	\$876,449	\$832,778	(\$57,247)	-6.4%
Operating Expenses	\$153,555	\$193,529	\$290,058	\$207,073	\$13,544	7.0%
Interdept. Charges	\$28,395	\$30,498	\$30,498	\$30,741	\$243	0.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,101,968</b>	<b>\$1,114,052</b>	<b>\$1,197,005</b>	<b>\$1,070,592</b>	<b>(\$43,460)</b>	<b>-3.9%</b>
Rev. Over (Under) Exp.	\$176,135	\$0	\$20,807	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	7.00	6.15	6.15	5.50	(0.65)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>7.00</b>	<b>6.15</b>	<b>6.15</b>	<b>5.50</b>	<b>(0.65)</b>

- (a) The 2015 actual includes \$101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of \$56,250, consulting service for Internal Audit of \$14,000, Register of Deeds Audit of \$27,419 and requisitioned funds for five-year software maintenance of \$3,669.
- (b) The 2016 estimate reflects \$103,760 from open purchase orders carried over from 2015 to 2016 for the audit of the FMIS system of \$58,000, various third party consultant services of \$43,291, and requisitioned funds for five-year software maintenance of \$2,469.

## Major Departmental Strategic Outcomes and Objectives for 2017

### County-Wide Key Strategic Outcome: An economically vibrant county

**Objective 1:** Maintain exemplary financial management policies and practices to help lower borrowing costs and tax rate.

**Key Outcome Indicator:** The bond rating status is reflective of the county's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

**Objective 2:** Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2016 and 2017 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

**Key Outcome Indicator:** New construction growth in the county's equalized value.

Performance Measure	2014 Actual	2015 Actual	2016 Actual
\$ Amount of Net New Construction**	\$491.5 million	\$522.3 million	\$820.2 million
% of Change	1.04%	1.07%	1.63%

*\*\*Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

### County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

**Objective 3:** Complete operational, performance and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation and follow-up which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties' programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2017 audits include: HHS-Aging, Disability Resource Center (ADRC), Sheriff – Jail data management, Capital projects and Parks and Land Use.

**Key Outcome Indicator:** Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

### CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Estimated Operating Impact	A=Annual T=One-Time
201619	County Boardroom Technology Upgrade Project	2016	\$115,000	100%	\$4,000 - \$6,000*	A

*\*Operating impact consists of estimated annual server and software licensing maintenance costs. Capital projects typically fund the first year of licensing and maintenance costs. The operating impact will be reflected in the operating budget for the first time in 2017.*

**County-Wide Key Strategic Outcome: An economically vibrant county**

**Program Description**

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, County Code and as an elected department head directing overall operations of department staff including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>6.00</b>	<b>5.15</b>	<b>5.15</b>	<b>4.50</b>	<b>(0.65)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$592,850</b>	<b>\$529,007</b>	<b>\$529,007</b>	<b>\$478,074</b>	<b>(\$50,933)</b>
<b>Total Revenues</b>	<b>\$592,850</b>	<b>\$529,007</b>	<b>\$529,007</b>	<b>\$478,074</b>	<b>(\$50,933)</b>
Personnel Costs	\$515,974	\$478,534	\$466,299	\$423,358	(\$55,176)
Operating Expenses	\$10,455	\$21,975	\$19,275	\$25,975	\$4,000
Interdept. Charges	\$27,550	\$28,498	\$28,498	\$28,741	\$243
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$553,979</b>	<b>\$529,007</b>	<b>\$514,072</b>	<b>\$478,074</b>	<b>(\$50,933)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$38,871</b>	<b>\$0</b>	<b>\$14,935</b>	<b>\$0</b>	<b>\$0</b>

 **Program Highlights**

Personnel costs decrease \$55,176 as the result of unfunding 1.00 FTE Office Services Coordinator offset by the 0.50 FTE increase of an Administrative Specialist. The personnel costs also decrease slightly as a result of enrolled ordinance 169-67, which reduced the County Board Chairperson position from 1.00 FTE to 0.50 FTE starting in April 2016. The 2017 budget reflects a full year of salary savings along with the discontinuation of health insurance benefits.

Operating expenses increase \$4,000 due to costs associated with the changes to the County Board room, committee room and County Board Office location.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
 <b>Activity-Workload Data</b>					
Committee agenda/minutes prepared	250	250	200	200	(50)
Advisement to committees by staff	275	275	280	280	5
Reviewing/advising on state legislative issues	200	200	200	200	0
Staff participating in community events/meetings/conferences	150	150	150	150	0

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$333,885</b>	<b>\$333,765</b>	<b>\$333,765</b>	<b>\$336,213</b>	<b>\$2,448</b>
<b>Total Revenues</b>	<b>\$333,885</b>	<b>\$333,765</b>	<b>\$333,765</b>	<b>\$336,213</b>	<b>\$2,448</b>
Personnel Costs	\$261,078	\$265,032	\$264,741	\$261,480	(\$3,552)
Operating Expenses	\$50,708	\$66,733	\$65,233	\$72,733	\$6,000
Interdept. Charges	\$845	\$2,000	\$2,000	\$2,000	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$312,631</b>	<b>\$333,765</b>	<b>\$331,974</b>	<b>\$336,213</b>	<b>\$2,448</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$21,254</b>	<b>\$0</b>	<b>\$1,791</b>	<b>\$0</b>	<b>\$0</b>

 Program Highlights

Operating costs increase \$6,000 to restore money for collaborative consulting study efforts.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
 <b>Activity-Workload Data</b>					
Ordinances/Resolutions considered	122	150	130	130	(20)
County Board meetings attended	259	275	275	275	0
Standing Committee meetings attended	606	600	600	600	0

Internal Audit

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Program Description**

Internal Audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a) (b)	\$101,338	\$0	\$103,760	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$250,030</b>	<b>\$251,280</b>	<b>\$251,280</b>	<b>\$256,305</b>	<b>\$5,025</b>
<b>Total Revenues</b>	<b>\$351,368</b>	<b>\$251,280</b>	<b>\$355,040</b>	<b>\$256,305</b>	<b>\$5,025</b>
Personnel Costs	\$142,966	\$146,459	\$145,409	\$147,940	\$1,481
Operating Expenses	\$92,392	\$104,821	\$205,550	\$108,365	\$3,544
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$235,358</b>	<b>\$251,280</b>	<b>\$350,959</b>	<b>\$256,305</b>	<b>\$5,025</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$116,010</b>	<b>\$0</b>	<b>\$4,081</b>	<b>\$0</b>	<b>\$0</b>

- (a) The 2015 actual includes \$101,338 from open purchase orders carried over from 2014 to 2015 for audit of HHS mental health third party billing of \$56,250, consulting service for Internal Audit of \$14,000, Register of Deeds Audit of \$27,419 and requisitioned funds for five-year software maintenance of \$3,669.
- (b) The 2016 estimate reflects \$103,760 from open purchase orders carried over from 2015 to 2016 for the audit of the FMIS system of \$58,000, various third party consultant services of \$43,291, and requisitioned funds for five-year software maintenance of \$2,469.

 **Program Highlights**

Operating costs increase \$3,544 due to an increase in consulting services for contracted audits.

Anticipated 2017 audits include: HHS-Aging and Disability Resource Center (ADRC), Sheriff – Jail data management, Capital projects and Parks and Land Use.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
 <b>Activity-Workload Data</b>					
Audits of department activities	5	5	7	4	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Percentage of internal audit recommendations accepted by management for implementation*	NA	NA	*	80%	NA

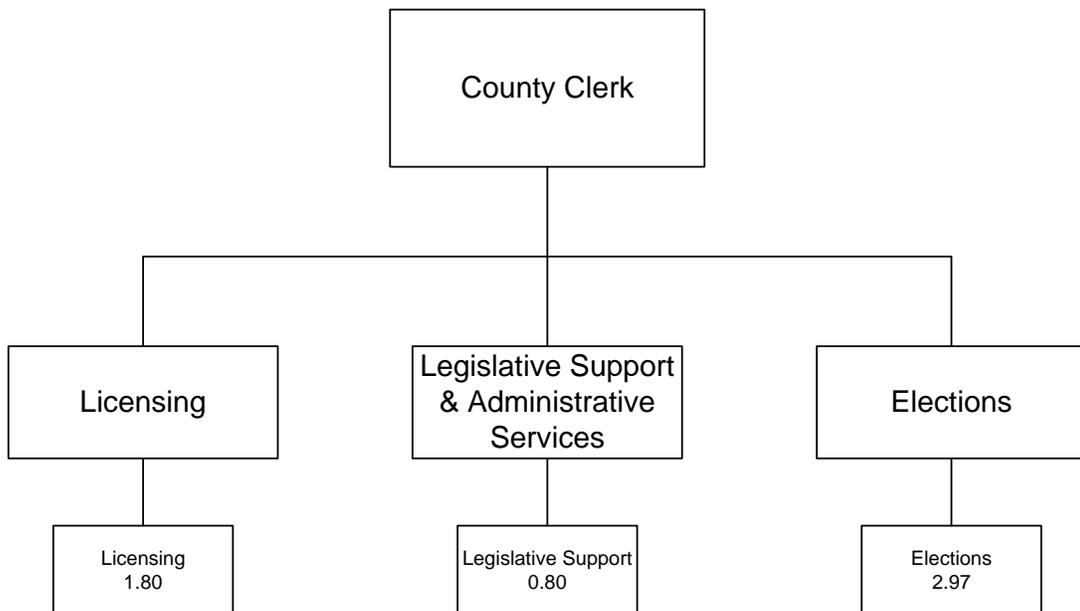
\*New activity-workload data measure in 2016.

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# County Clerk

# COUNTY CLERK'S OFFICE

## FUNCTION / PROGRAM CHART



5.57 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.



**Statement of Purpose**

Waukesha County voters elect the County Clerk every four years, a State Constitutional Officer defined by Wisconsin Statutes. The County Clerk’s three main statutory duties are to act as the Waukesha County Election Commissioner; Clerk of the Waukesha County Board; and County Clerk, archiving various documents, issuing marriage and domestic partnership licenses.

Financial Summary	2015	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$171,890	\$163,210	\$168,315	\$168,210	\$5,000	3.1%
Charges for Services	\$68,023	\$71,260	\$70,620	\$61,560	(\$9,700)	-13.6%
Interdepartmental	\$0	\$100	\$0	\$0	(\$100)	-100.0%
Other Revenue	\$471	\$900	\$800	\$800	(\$100)	-11.1%
Appr. Fund Balance (a)	\$0	\$85,287	\$85,287	\$0	(\$85,287)	-100.0%
<b>County Tax Levy (Credit)</b>	<b>\$312,360</b>	<b>\$355,484</b>	<b>\$355,484</b>	<b>\$380,810</b>	<b>\$25,326</b>	<b>7.1%</b>
<b>Total Revenue Sources</b>	<b>\$552,744</b>	<b>\$676,241</b>	<b>\$680,506</b>	<b>\$611,380</b>	<b>(\$64,861)</b>	<b>-9.6%</b>
<b>Expenditures</b>						
Personnel Costs	\$344,273	\$403,142	\$388,373	\$372,079	(\$31,063)	-7.7%
Operating Expenses	\$143,799	\$231,143	\$228,835	\$197,685	(\$33,458)	-14.5%
Interdept. Charges	\$40,428	\$41,956	\$41,606	\$41,616	(\$340)	-0.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$528,500</b>	<b>\$676,241</b>	<b>\$658,814</b>	<b>\$611,380</b>	<b>(\$64,861)</b>	<b>-9.6%</b>
Rev. Over (Under) Exp.	\$24,244	\$0	\$21,692	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	4.00	4.50	4.50	4.00	(0.50)
Extra Help	0.79	1.00	1.00	1.50	0.50
Overtime	0.07	0.07	0.07	0.07	0.00
<b>Total FTEs</b>	<b>4.86</b>	<b>5.57</b>	<b>5.57</b>	<b>5.57</b>	<b>0.00</b>

(a) The 2016 budget includes one-time General Fund balance appropriation of \$85,287 for higher costs associated with the higher number of elections.

The Mission of the County Clerk’s Office is to:

- Administer programs for the County mandated by State Law & County Ordinances, with special emphasis on elections, instilling confidence in the integrity of Waukesha’s elections with county voters.
- Issue marriage and domestic partnership licenses,
- Maintain a positive working relationship with elected officials, all County departments, the County Board and the 37 municipalities.
- Maximize the benefits of the new county-wide election equipment and transmission of election results.
- Provide expedient and courteous service to all our customers

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective:** Explore the opportunity to assess fees related to marriages performed at the courthouse.

**Program Description**

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law. It also administers the state dog licensing program as mandated by State law. Final major activity is accepting and forwarding all required materials for passport applications to the U.S. State Department.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.16</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$171,890	\$163,210	\$168,315	\$168,210	\$5,000
Charges for Services	\$17,327	\$16,000	\$15,500	\$15,500	(\$500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (a)</b>	<b>(\$68,335)</b>	<b>(\$35,043)</b>	<b>(\$35,043)</b>	<b>(\$59,684)</b>	<b>(\$24,641)</b>
<b>Total Revenues</b>	<b>\$120,882</b>	<b>\$144,167</b>	<b>\$148,772</b>	<b>\$124,026</b>	<b>(\$20,141)</b>
Personnel Costs	\$84,952	\$106,488	\$108,656	\$84,576	(\$21,912)
Operating Expenses	\$21,154	\$20,485	\$21,160	\$22,110	\$1,625
Interdept. Charges	\$17,157	\$17,194	\$17,164	\$17,340	\$146
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$123,263</b>	<b>\$144,167</b>	<b>\$146,980</b>	<b>\$124,026</b>	<b>(\$20,141)</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$2,381)</b>	<b>\$0</b>	<b>\$1,792</b>	<b>\$0</b>	<b>\$0</b>

(a)The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

 **Program Highlights:**

The office implemented the new State Department of Vitals Records electronic marriage license system – Statewide Vital Records Information System (SVRIS) in 2016. All current office staff attended the necessary training and the new program has been working very effectively.

Fines and License revenues include marriage license revenue increases \$5,000 in the 2017 budget to \$110,000. Passport revenue remains unchanged in the 2017 budget at \$58,000. Charges for Service revenue which includes passport photo and marriage waiver fee is budgeted to decrease \$500 in 2017 to \$15,500.

Personnel costs have a net decrease of \$21,900 due primarily to the elimination of 0.50 FTE for the shared Administrative Specialist position with the County Board's Office. That position decrease is offset in part by the addition of one temporary part-time employee at 0.50 FTE.

Operating expenses increase slightly to \$1,625 mainly related to increased postage costs.

**Activity-**The chart shows the number of County Clerk issued licenses and applications by year.



	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Budget	Budget Change
Marriage Licenses	1,763	1,939	1,921	1,750	1,825	75
Domestic Partnerships	14	5	2	4	1	-3
Passport Photos	1,223	1,318	1,282	1,325	1,325	0
Passports Applications	2,161	2,200	2,059	2,100	2,100	0

Elections

**Program Description**

Prepare and publish State statutorily required legal election notices. Serve as a “provider” for 11 “reliar” municipalities performing a wide-range of election actions for them. Certify to local clerk’s pertinent election data. Program, proof, distribute ballots, electronic media and other election supplies to 37 municipalities. Electronically receive unofficial election results on election night and ensure timely posting on the county’s website. Canvass the results of all County, State, Multi-jurisdictional Judges, and Federal Offices. Respond to all questions and complaints regarding the election process within the County. Maintain the necessary records for Waukesha County municipalities collaborating on the Statewide WisVote System (a modernization of the prior SVRS system) to maintain compliance with Federal law and State statutes.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.90</b>	<b>2.97</b>	<b>2.97</b>	<b>2.97</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$50,574	\$55,000	\$55,000	\$46,000	(\$9,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$0	\$85,287	\$85,287	\$0	(\$85,287)
<b>County Tax Levy (Credit)</b>	<b>\$319,086</b>	<b>\$327,876</b>	<b>\$327,876</b>	<b>\$381,457</b>	<b>\$53,581</b>
<b>Total Revenues</b>	<b>\$369,660</b>	<b>\$468,163</b>	<b>\$468,163</b>	<b>\$427,457</b>	<b>(\$40,706)</b>
Personnel Costs	\$203,974	\$238,865	\$222,600	\$233,962	(\$4,903)
Operating Expenses	\$116,902	\$208,208	\$204,775	\$172,675	(\$35,533)
Interdept. Charges	\$19,754	\$21,090	\$20,770	\$20,820	(\$270)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$340,630</b>	<b>\$468,163</b>	<b>\$448,145</b>	<b>\$427,457</b>	<b>(\$40,706)</b>
Rev. Over (Under) Exp.	\$29,030	\$0	\$20,018	\$0	\$0



**Program Highlights & Activities:**

Starting with the February 16, 2016 primary, the County successfully launched the new electronic election equipment system. The project’s goal was to develop its scope and requirements, select the vendor, train approximately 200 individuals, and pilot the system county-wide so that it would be fully vetted in time for the 2016 Presidential Election. In addition to electronically transmitting election night results directly to the county as soon poll site tabulating machines are closed, the system eliminates all manual tasks previously done at the poll sites and municipal offices reporting results. All 37 municipalities are now using the same equipment, programming sources, and election night reporting procedures. Results for the February 2016 primary started coming in at 8:01 – April election results started coming in at 8:04.

Charges for Services decrease \$9,000 primarily related to less charges to municipalities for election services. These are cyclical in nature and are slightly lower in odd-numbered years (2 elections) and higher in even election years (4 elections). In addition, to the impact of the elections the county is doing less work for three fewer municipalities (formerly reliar municipalities) converted to self-providers in 2016.

Personnel costs decrease mainly due to turnover of staff offset by costs to continue the 2.97 staff in this program.

Operating expenses decrease by nearly \$35,500 mainly due to 2 fewer elections planned for in 2017 resulting in a \$52,500 reduction of costs. Also, legal notices budgeted at \$18,200 in 2016 are projected to be \$8,200 lower in 2017. These lower expenses are offset by a \$27,000 increase in maintenance costs related to the new Election system.



	2013	2014	2015	2016 (a)	2017 Est.
<b>Number of Waukesha County Registered Voters as certified in January</b>	262,329	267,472	269,000	266,410	270,000
<b>Number of Regular Elections</b>	2	4	2	4	2
<b>Number of Special Elections</b>	2	1	4	0	0
<b>Number of Mock Elections (test new system)</b>	0	0	(2*)	0	0

(a) Includes a Presidential Election (typically higher voter turnout) but increase registered voters is not captured until January 2017.

Legislative Support and Administrative Services

**Program Description**

The County Clerk’s Office serves as the custodian – or archive - for all records of the County Board of Supervisors and other county-related records as required by state statutes. The County Clerk’s Office is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances.

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support. The office is responsible for preparing a fiscally responsible annual budget. It actively works with the County and County Board on areas of mutual interest such as business continuity, the county accounting system, and internal audit.

Throughout the day, the Office is the first place residents call to get transferred to the appropriate department.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$122	\$260	\$120	\$60	(\$200)
Interdepartmental	\$0	\$100	\$0	\$0	(\$100)
Other Revenue	\$471	\$900	\$800	\$800	(\$100)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$61,609</b>	<b>\$62,651</b>	<b>\$62,651</b>	<b>\$59,037</b>	<b>(\$3,614)</b>
<b>Total Revenues</b>	<b>\$62,202</b>	<b>\$63,911</b>	<b>\$63,571</b>	<b>\$59,897</b>	<b>(\$4,014)</b>
Personnel Costs	\$55,347	\$57,789	\$57,117	\$53,541	(\$4,248)
Operating Expenses	\$5,743	\$2,450	\$2,900	\$2,900	\$450
Interdept. Charges	\$3,517	\$3,672	\$3,672	\$3,456	(\$216)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$64,607</b>	<b>\$63,911</b>	<b>\$63,689</b>	<b>\$59,897</b>	<b>(\$4,014)</b>
Rev. Over (Under) Exp.	(\$2,405)	\$0	(\$118)	\$0	\$0

 **Program Highlights**

In 2016 the County Clerk’s Office collaborated on several initiatives with the County Board’s Office and County Administration.

In collaboration with the County Board, a shared-employee program was started that assisted in helping both operations meet their work requirements while keeping the funding costs to county residents low. A program to co-locate the two offices was completed, providing opportunities to leverage Clerk’s Office’s walk-in support and ability to share various physical resources.

A long-needed project to totally revamp the dated County Board Room audio and voting systems was undertaken with collaboration between the County Clerk’s Office, County Board Office, and County Administration Department. The portable audio and presentation part of the system will be available to departments and other entities, adding to the cost savings opportunity while bringing the system up to current industry-wide standards.

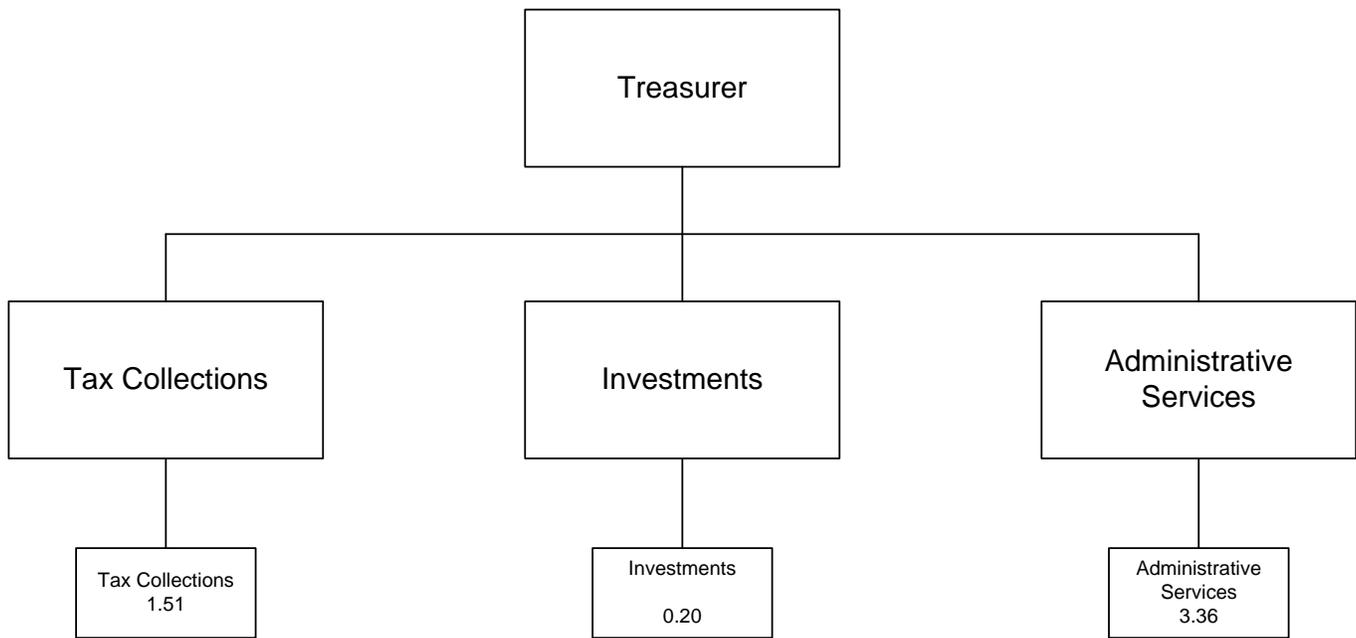
Personnel costs decrease by about \$4,200, mainly related to personnel turnover offset by costs to continue the 0.80 FTE’s in this program area.

Operating expenditures are budgeted to increase by \$450 mostly related to a \$1,200 increase in office supplies offset by a reduction in legal notices and subscription costs.

# **County Treasurer**

# TREASURER'S OFFICE

## FUNCTION / PROGRAM CHART



5.07 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.



**Statement of Purpose**

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2015	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$123,256	\$44,400	\$80,000	\$95,105	\$50,705	114.2%
Charges for Services	\$132,937	\$125,900	\$126,649	\$126,200	\$300	0.2%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$3,637,277	\$6,231,446	\$4,284,898	\$5,765,946	(\$465,500)	-7.5%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit) (b)</b>	<b>(\$5,983,850)</b>	<b>(\$5,713,850)</b>	<b>(\$5,713,850)</b>	<b>(\$5,308,850)</b>	<b>\$405,000</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>(\$2,090,380)</b>	<b>\$687,896</b>	<b>(\$1,222,303)</b>	<b>\$678,401</b>	<b>(\$9,495)</b>	<b>-1.4%</b>
<b>Expenditures</b>						
Personnel Costs	\$371,062	\$382,835	\$382,208	\$386,920	\$4,085	1.1%
Operating Expenses	\$140,005	\$171,324	\$151,291	\$156,575	(\$14,749)	-8.6%
Interdept. Charges	\$128,378	\$133,737	\$133,737	\$134,906	\$1,169	0.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$639,445</b>	<b>\$687,896</b>	<b>\$667,236</b>	<b>\$678,401</b>	<b>(\$9,495)</b>	<b>-1.4%</b>
Rev. Over (Under) Exp.	(\$2,729,825)	\$0	(\$1,889,539)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.07	0.07	0.07	0.05	(0.02)
Overtime	0.03	0.03	0.03	0.02	(0.01)
<b>Total FTEs</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.07</b>	<b>(0.03)</b>

- a) For budget comparison purposes, the 2015 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
- b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
- c) The 2016 Revenues are projected to underperform the 2016 adopted budget as a result of expected lower investment rates of return and lower interest and penalty collected on delinquent property taxes.

**Current and Planned Capital Projects**

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '16	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a)(b)	2018	\$970,000	75%	\$31,875	A

Refer to Capital Project section of the budget book for additional details.

- a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available lines of business applications has been achieved. Previous budget documents listed the project at 95% complete reflective of the initial application implementation. The projects scope was modified in 2015 to allow for business process reviews, planning and application replacement due to expected vendor discontinuation of application development. The percent completion at the close of 2016 has been adjusted to 75% reflecting the move forward toward system replacement with an implementation date of 2017 for vendor selection with implementation completion in early 2018.
- b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Tax Collection

**Program Description**

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective:** Electronically import (interface) tax payments into the tax system in order to alleviate manual entry and reduce costs by internally utilizing electronic check presentation equipment and working cooperatively with financial institutions and escrow companies.

**Key Outcome Indicator:** An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2014 and 2015 tax bills, a 2017 target (estimate) is shown below:

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
# Tax payments received electronically	17,325	6,500	18,000	18,500
Projected estimated cost savings	\$3,119	\$1,170	\$3,240	\$3,330

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.53</b>	<b>1.53</b>	<b>1.53</b>	<b>1.51</b>	<b>(0.02)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$123,256	\$44,400	\$80,000	\$95,105	\$50,705
Charges for Services	\$131,585	\$124,700	\$125,449	\$125,000	\$300
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,197,941	\$2,822,500	\$2,183,534	\$2,757,000	(\$65,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (a)</b>	<b>(\$2,796,715)</b>	<b>(\$2,739,111)</b>	<b>(\$2,739,111)</b>	<b>(\$2,723,212)</b>	<b>\$15,899</b>
<b>Total Revenues</b>	<b>(\$343,933)</b>	<b>\$252,489</b>	<b>(\$350,128)</b>	<b>\$253,893</b>	<b>\$1,404</b>
Personnel Costs	\$96,370	\$99,983	\$99,028	\$101,426	\$1,443
Operating Expenses	\$72,957	\$98,349	\$96,116	\$97,400	(\$949)
Interdept. Charges	\$51,833	\$54,157	\$54,157	\$55,067	\$910
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$221,160</b>	<b>\$252,489</b>	<b>\$249,301</b>	<b>\$253,893</b>	<b>\$1,404</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$565,093)</b>	<b>\$0</b>	<b>(\$599,429)</b>	<b>\$0</b>	<b>\$0</b>

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.



### Program Highlights

Fine/Licenses is budgeted to increase \$50,700 to \$95,100 which consists of Ag Use Conversion Penalties, reflecting an increase in real estate development.

Charges for Services is budgeted to increase \$300 to closer reflect past years' collection amounts in Municipal Tax Processing Fees.

Other revenue is budgeted to decrease \$65,500 which includes a decrease in Interest and Penalty on delinquent taxes of \$63,000 to \$2,640,000 and a decrease in Recoveries of \$2,500.

Personnel costs overall are increasing by \$1,400 primarily related to cost to continue. Also, extra help is reduced 0.02 FTE due to efficiencies realized in the processing of tax collections.

Operating expenses are decreased by \$950 due to a reduction in postage costs.

Interdepartmental charges are budgeted to increase \$900 due to an increased reallocation of departmental program charges for telephone fixed costs of \$400; an increase of \$300 for the DOA-Principal Financial Analyst position allocated to this program for tax collection services; and an increase of \$200 for computer maintenance.

### Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

#### Interest and Penalty Earned on Delinquent Taxes



	2010	2011	2012	2013	2014	2015	2016 Est.
<b>Interest</b>	\$2,284,491	\$2,458,214	\$2,365,206	\$1,830,493	\$1,820,236	\$1,335,962	\$1,334,000
<b>Penalty</b>	\$1,165,653	\$1,227,443	\$1,175,615	\$914,764	\$906,000	\$667,498	\$666,000
<b>TOTAL</b>	<b>\$3,450,144</b>	<b>\$3,685,657</b>	<b>\$3,540,821</b>	<b>\$2,745,257</b>	<b>\$2,726,236</b>	<b>\$2,003,460</b>	<b>\$2,000,000</b>

**Activity**

The Treasurer's office collected first installment taxes for twelve municipalities in the 2015-2016 tax years. The dollars collected decreased by \$591,000 to \$136.5 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

**Property Taxes Dollars Collected under Municipal Contracts**

<b>Municipality</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
City of Delafield	\$15,918,438	\$15,814,785	\$15,929,219	\$16,710,772	\$16,155,590	\$16,351,929
Town of Brookfield	\$12,333,060	\$12,476,796	\$12,325,160	\$12,475,801	\$11,853,603	\$10,847,109
Town of Waukesha	\$11,351,046	\$11,481,880	\$11,216,061	\$10,675,388	\$10,073,036	\$9,975,042
Village of Dousman	\$2,250,107	\$2,362,645	\$2,464,520	\$2,592,556	\$2,525,463	\$2,734,703
Village of Lac La Belle	\$1,482,481	\$1,431,506	\$1,502,700	\$1,525,072	\$1,420,931	\$1,495,256
Village of Lannon	\$1,571,496	\$1,573,686	\$1,610,014	\$1,571,266	\$1,581,353	\$1,526,113
Village of Menomonee Falls	\$65,932,259	\$66,324,210	\$66,606,056	\$67,989,356	\$65,170,535	\$65,337,869
Village of Merton	\$4,797,428	\$5,015,291	\$5,125,366	\$5,093,331	\$4,848,298	\$4,914,023
Village of Nashotah	\$2,370,252	\$2,391,372	\$2,290,541	\$2,324,469	\$2,222,171	\$2,162,940
Village of Oconomowoc Lake	\$4,453,360	\$4,471,340	\$4,584,523	\$4,126,147	\$3,918,328	\$3,819,215
Village of Pewaukee	\$13,237,318	\$13,356,551	\$13,795,245	\$14,207,234	\$12,672,961	\$12,756,328
Village of Wales	\$4,431,651	\$4,600,464	\$4,933,828	\$5,002,671	\$4,708,914	\$4,639,608
<b>TOTAL</b>	<b>\$140,128,896</b>	<b>\$141,300,526</b>	<b>\$142,383,233</b>	<b>\$144,294,063</b>	<b>\$137,151,183</b>	<b>\$136,560,137</b>

**Program Description**

The County cash balances are invested using the State’s Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County’s adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$1,437,858	\$3,407,646	\$2,100,000	\$3,007,646	(\$400,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (b)</b>	<b>(\$3,513,127)</b>	<b>(\$3,314,496)</b>	<b>(\$3,314,496)</b>	<b>(\$2,924,274)</b>	<b>\$390,222</b>
<b>Total Revenues</b>	<b>(\$2,075,269)</b>	<b>\$93,150</b>	<b>(\$1,214,496)</b>	<b>\$83,372</b>	<b>(\$9,778)</b>
Personnel Costs	\$18,745	\$19,044	\$21,254	\$19,054	\$10
Operating Expenses	\$25,760	\$34,000	\$24,000	\$24,000	(\$10,000)
Interdept. Charges	\$39,654	\$40,106	\$40,106	\$40,318	\$212
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$84,159</b>	<b>\$93,150</b>	<b>\$85,360</b>	<b>\$83,372</b>	<b>(\$9,778)</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$2,159,428)</b>	<b>\$0</b>	<b>(\$1,299,856)</b>	<b>\$0</b>	<b>\$0</b>

- (a) 2016 estimate of investment income is projected to be \$1,307,600 lower than 2016 budget figures as a result of expected lower investment rates of return.
- (b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.



**Program Highlights**

Other revenue consists of Investment Income which is being decreased by \$400,000 to \$3,007,600.

Personnel costs overall are increasing slightly primarily related to cost to continue.

Operating expenses consist of finance charges which are being decreased by \$10,000 due to lower bank analysis charges incurred due to efficiencies related to the electronic check presentation equipment utilized to send funds to the bank.

Interdepartmental charges are budgeted to increase by \$200 mainly due to an increase of \$500 for the DOA-Principal Financial Analyst position allocated to this program for investment services, offset by a decreased reallocation of departmental program charges in telephone fixed costs of \$300.



**Activity**

Interest rates between 2011 and 2015 have been declining with investment income at historical levels ending 2015 slightly over \$1.4 million. Interest rates are expected to remain historically low in 2016 but improve slightly in 2017.



**Program Description**

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.37</b>	<b>3.37</b>	<b>3.37</b>	<b>3.36</b>	<b>(0.01)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,352	\$1,200	\$1,200	\$1,200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,478	\$1,300	\$1,364	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$325,992</b>	<b>\$339,757</b>	<b>\$339,757</b>	<b>\$338,636</b>	<b>(\$1,121)</b>
<b>Total Revenues</b>	<b>\$328,822</b>	<b>\$342,257</b>	<b>\$342,321</b>	<b>\$341,136</b>	<b>(\$1,121)</b>
Personnel Costs	\$255,947	\$263,808	\$261,926	\$266,440	\$2,632
Operating Expenses	\$41,288	\$38,975	\$31,175	\$35,175	(\$3,800)
Interdept. Charges	\$36,891	\$39,474	\$39,474	\$39,521	\$47
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$334,126</b>	<b>\$342,257</b>	<b>\$332,575</b>	<b>\$341,136</b>	<b>(\$1,121)</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$5,304)</b>	<b>\$0</b>	<b>\$9,746</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

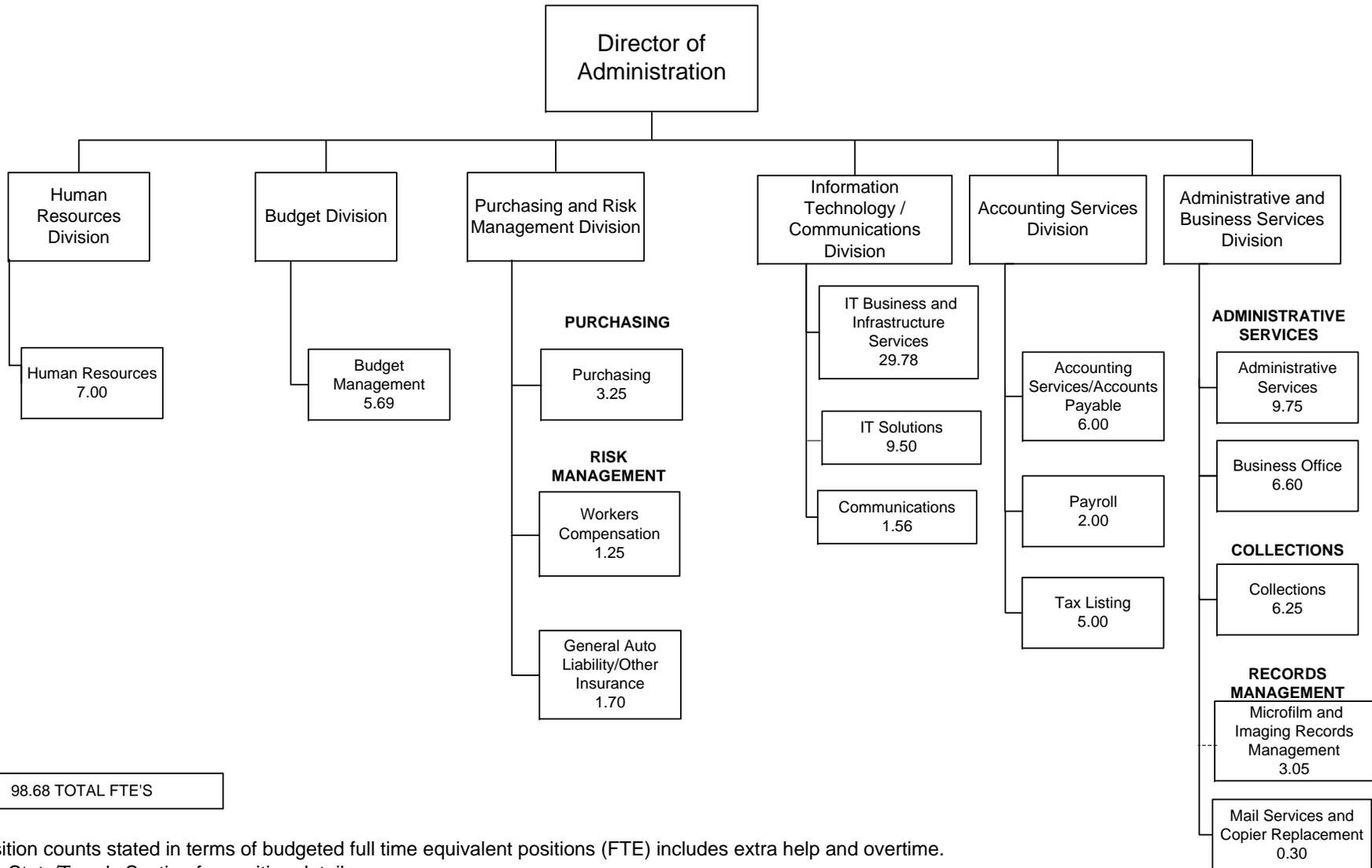
Personnel costs overall are increasing by \$2,600 primarily related to cost to continue. This is offset by a 0.01 FTE reduction in overtime which is reduced slightly due to efficiencies realized in the processing of administrative services.

Operating expenses are budgeted to decrease by \$3,800 due to a decrease of \$2,800 in advertising and legal notices and a decrease in security services of \$1,000.

# **Department of Administration**

# ADMINISTRATION

## FUNCTION / PROGRAM CHART



1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

## All Funds

## Administration

## Statement of Purpose

**Statement of Purpose**

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2015 Actual (c)(d)	2016		2017 Budget	Change From 2016 Adopted Budget	
		Adopted Budget (c)(d)	2016 Estimate		\$	%
<b>General Fund (c)</b>						
Revenues	\$1,828,263	\$1,751,048	\$1,755,333	\$1,778,566	\$27,518	1.6%
County Tax Levy	\$4,750,854	\$4,695,954	\$4,695,954	\$4,635,954	(\$60,000)	-1.3%
Expenditures	\$6,281,662	\$6,447,002	\$6,322,660	\$6,414,520	(\$32,482)	-0.5%
Rev. Over (Under) Exp.	\$297,455	\$0	\$128,627	\$0	\$0	N/A
<b>End User Technology Fund (c)(d)</b>						
Revenues	\$7,369,144	\$7,493,243	\$7,493,890	\$7,577,104	\$83,861	1.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,797,995	\$7,434,889	\$7,371,823	\$7,577,104	\$142,215	1.9%
Operating Inc./Loss (a)	\$571,149	\$58,354	\$122,067	\$0	(\$58,354)	-100.0%
<b>Risk Management</b>						
Revenues	\$2,704,485	\$2,761,728	\$2,761,728	\$2,784,771	\$23,043	0.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,696,027	\$2,761,728	\$2,756,856	\$2,784,771	\$23,043	0.8%
Operating Inc./Loss	\$8,458	\$0	\$4,872	\$0	\$0	N/A
<b>Collections</b>						
Revenues	\$1,116,668	\$900,312	\$906,979	\$886,481	(\$13,831)	-1.5%
County Tax Levy (b)	(\$60,000)	(\$30,000)	(\$30,000)	\$0	\$30,000	N/A
Expenditures	\$845,635	\$900,312	\$877,167	\$886,481	(\$13,831)	-1.5%
Operating Inc./Loss	\$211,033	(\$30,000)	(\$188)	\$0	\$30,000	N/A
<b>Total All Funds</b>						
Revenues	\$13,018,560	\$12,906,331	\$12,917,930	\$13,026,922	\$120,591	0.9%
County Tax Levy (a)	\$4,690,854	\$4,665,954	\$4,665,954	\$4,635,954	(\$30,000)	-0.6%
Expenditures	\$16,621,319	\$17,543,931	\$17,328,506	\$17,662,876	\$118,945	0.7%
Rev. Over (Under) Exp.	\$297,455	\$0	\$128,627	\$0	\$0	N/A
Operating Inc./Loss (a)	\$790,640	\$28,354	\$126,751	\$0	(\$28,354)	-100.0%
<b>Position Summary (FTE)</b>						
Regular Positions	93.50	93.00	93.00	92.50	(0.50)	
Extra Help	9.52	6.67	6.67	6.17	(0.50)	
Overtime	0.01	0.01	0.01	0.01	0.00	
<b>Total</b>	<b>103.03</b>	<b>99.68</b>	<b>99.68</b>	<b>98.68</b>	<b>(1.00)</b>	

- (a) The goal for the Copier program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (b) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. This will be phased down over four years as to date and with 2016 budget total payback \$1,390,000.
- (c) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.
- (d) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

## Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '16	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a) (b)	Y	2018	\$970,000	75%	\$31,875	A
200910	Enterprise Content Management (b)	Y	2018	\$1,390,000	70%	\$58,000	A
201617	Payroll/Human Resource Info. Sys. (c)	Y	2018	\$1,427,000	5%	TBD	A
201619	County Boardroom Technology Upgrade Project	N	2016	\$115,000	100%	\$4,000 to \$6,000	A

- (a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available line of business applications has been achieved. Previous budget documents listed the project at 95% complete reflective of the initial application implementation. The projects scope was modified in the 2015 to allow for business process reviews, planning and application replacement due to expected vendor discontinuation of application development. The percent completion at the close of 2016 has been adjusted to 75% reflecting the move toward system replacement with an implementation of 2017-2018 with vendor selection in 2017 and implementation completion in early 2018.
- (b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.
- (c) Coordinated project with Departments County-wide.



### Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2015 Actual (b)	2016 Adopted Budget (b)	2016 Estimate	2017 Budget	Change From 2016 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$593,733	\$571,180	\$571,180	\$583,827	\$12,647	2.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$159,043	\$160,215	\$165,250	\$170,563	\$10,348	6.5%
Interdepartmental	\$703,558	\$781,895	\$781,895	\$785,389	\$3,494	0.4%
Other Revenue	\$251,558	\$209,758	\$209,008	\$210,787	\$1,029	0.5%
Appr. Fund Balance (a)	\$120,371	\$28,000	\$28,000	\$28,000	\$0	0.0%
<b>County Tax Levy (Credit)</b>	<b>\$4,750,854</b>	<b>\$4,695,954</b>	<b>\$4,695,954</b>	<b>\$4,635,954</b>	<b>(\$60,000)</b>	<b>-1.3%</b>
<b>Total Revenue Sources</b>	<b>\$6,579,117</b>	<b>\$6,447,002</b>	<b>\$6,451,287</b>	<b>\$6,414,520</b>	<b>(\$32,482)</b>	<b>-0.5%</b>
<b>Expenditures</b>						
Personnel Costs	\$5,230,988	\$5,320,986	\$5,207,020	\$5,264,776	(\$56,210)	-1.1%
Operating Expenses (a)	\$627,829	\$681,486	\$672,360	\$698,604	\$17,118	2.5%
Interdept. Charges	\$422,845	\$444,530	\$443,280	\$451,140	\$6,610	1.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$6,281,662</b>	<b>\$6,447,002</b>	<b>\$6,322,660</b>	<b>\$6,414,520</b>	<b>(\$32,482)</b>	<b>-0.5%</b>
Rev. Over (Under) Exp.	\$297,455	\$0	\$128,627	\$0	\$0	N/A

### Position Summary (FTE) (b)

Regular Positions	55.15	54.25	54.25	53.60	(0.65)
Extra Help	1.88	1.19	1.19	1.19	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>57.03</b>	<b>55.44</b>	<b>55.44</b>	<b>54.79</b>	<b>(0.65)</b>

(a) 2015 includes \$30,437 Fund Balance appropriation in revenues and in open purchase orders from 2014 carried forward into 2015. 2015, 2016 and 2017 includes \$28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

(b) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcomes: A county that provides customers with quality programs and services**

**Objective 1:** As part of the Enterprise Content Management (ECM) Governance Committee, establish a Countywide Information Governance Plan that implements effective life-cycle management for hard copy and electronic record content by focusing efforts on business need and retention requirements.

Continue to audit existing records retention schedules and assist departments in the identification of long term storage and frequently recalled records for conversion to ECM solutions. Assist end users through the use of Lean process concepts to redesign business processes and implement ECM tools when a positive return on investment is identified.

Key Outcome Indicators:

Implement ECM solutions when savings to departments is greater than records consulting and management costs (ongoing).

**County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill**

**Objective 2:** Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator:

Actual cost reduction in operational expenses related to server room operations Savings ending 2015 (9-years cumulative) \$898,166.

Performance Measures:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Operating cost reductions*	\$112,000	\$40,000	\$74,000	\$25,000

\*Operating cost reductions include in 2015 include the continued virtualization of servers, the elimination of ProStor/Stellent and Oracle Database licenses/hardware costs. The 2016 target reflects the transition to a new Internet Service Provider as well as continued migration of appropriate systems to Cloud provisioning and the elimination of the Oracle servers and Database from the EUTF budget. The estimate for 2017 is based on further transitions to Virtual Desktop Infrastructure (VDI) platforms, migration to Private/Hybrid Cloud solutions where feasible and continued consolidation efforts.

**County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill**

**Objective 3:** Based on the 2016 HRIS systems study, conduct a comprehensive request for proposal and select a vendor to replace the current Payroll and Human Resource Information Systems (HRIS). Commence the first phase of the systems implementation. The establishment of an integrated (HRIS) enables managers, and employees' access to information and provides greater human resource and payroll system efficiencies.

Key Outcome Indicator:

Improved data collection, access and management capability

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**County-Wide Key Strategic Outcomes: A County that provides customers with quality programs and services.**

**Objective 4:** Continue implementation of on-site shared clinic with the City of Waukesha and the School District of Waukesha in order to reduce healthcare costs. Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.

Key Outcome Indicator:

Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs.

Maintain health insurance plan cost increases below the medical rate of inflation.

Increase Health and Wellness Center utilization by employees, spouses and dependents.

**County-Wide Key Strategic Outcomes: A County that provides cost effective services delivered with competence and skill**

**Objective 5:** Continue centralized Process Improvement Resources (PIRs) committee to track project success, support current projects and identify new Lean projects, as well as encourage the use of Lean techniques in the development of continuous improvement efforts that may not elevate to full projects.

Leverage the internal SharePoint Lean Management tool to develop a public facing website to share projects with the public.

Key Outcome Indicator:

Continue to support projects and monitor program success through dashboard reporting and implement reporting to the public.

**County-Wide Key Strategic Outcomes: A County that provides cost effective services delivered with competence and skill**

**Objective 6:** Working with Departments, DOA-Purchasing and Budget divisions, vendors, and other local government entities, explore opportunities for moving functions off of County servers onto Cloud Service environments where the transference of the function shows a definite Return on Investment and limits the risk for the County. Develop ROI methodology that identifies the best targets and specifications for implementation.

Key Outcome Indicator:

Achieve return on investment for applications selected for Cloud Service environments.

Performance Measure:

- Progress on complete NetSmart's application implementation has taken quite a bit more time than originally projected by the vendor. Current estimate is to have their MSO and CWS applications in production by year-end 2016.
- The Land Information System ESRI environment has been ported to a Cloud environment and no longer runs on internal servers.

## Administrative Services

## Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>10.50</b>	<b>10.00</b>	<b>10.00</b>	<b>9.75</b>	<b>(0.25)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$664,273</b>	<b>\$601,294</b>	<b>\$601,294</b>	<b>\$625,884</b>	<b>\$24,590</b>
<b>Total Revenues</b>	<b>\$664,273</b>	<b>\$601,294</b>	<b>\$601,294</b>	<b>\$625,884</b>	<b>\$24,590</b>
Personnel Costs	\$584,158	\$538,673	\$574,957	\$562,919	\$24,246
Operating Expenses	\$27,991	\$31,720	\$40,365	\$33,405	\$1,685
Interdept. Charges	\$29,508	\$30,901	\$30,551	\$29,560	(\$1,341)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$641,657</b>	<b>\$601,294</b>	<b>\$645,873</b>	<b>\$625,884</b>	<b>\$24,590</b>
Rev. Over (Under) Exp.	\$22,616	\$0	(\$44,579)	\$0	\$0



## Program Highlights

County tax levy funding increases about \$24,600 due to increased expenditures budgeted as described below.

Personnel costs increase \$24,200 mostly due to an increase in health insurance by \$19,200 resulting from turnover and cost to continue existing staff, partially offset by unfunding 0.25 FTE Administrative Assistant. Operating expenses increase \$1,700 mostly due to increased third party temporary help. Interdepartmental charges decrease \$1,300 mostly due to reduced phone costs.

## Business Office

**Program Description**

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.60</b>	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>0.00</b>
General Government	\$593,733	\$571,180	\$571,180	\$583,827	\$12,647
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$643,320	\$721,169	\$721,169	\$723,839	\$2,670
Other Revenue	\$121,096	\$124,008	\$124,008	\$125,787	\$1,779
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>(\$718,778)</b>	<b>(\$687,028)</b>	<b>(\$687,028)</b>	<b>(\$687,215)</b>	<b>(\$187)</b>
<b>Total Revenues</b>	<b>\$639,371</b>	<b>\$729,329</b>	<b>\$729,329</b>	<b>\$746,238</b>	<b>\$16,909</b>
Personnel Costs	\$621,628	\$711,337	\$691,527	\$727,801	\$16,464
Operating Expenses	\$6,225	\$5,864	\$6,626	\$5,900	\$36
Interdept. Charges	\$11,518	\$12,128	\$12,128	\$12,537	\$409
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$639,371</b>	<b>\$729,329</b>	<b>\$710,281</b>	<b>\$746,238</b>	<b>\$16,909</b>
Rev. Over (Under) Exp.	\$0	\$0	\$19,048	\$0	\$0

**Program Highlights**

General Government revenues increase \$12,600 due to an increase in indirect charges from the ADRC and Child Support. Interdepartmental revenues increase \$2,700 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenues increase \$1,800 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding decreases about \$200 due to increased revenues budgeted as described above, partially offset by increased expenditures budgeted as described below.

Personnel costs increase \$16,500 due to cost to continue existing staff.

Payroll

**Program Description**

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Apr. Fund Balance	\$5,232	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$367,613</b>	<b>\$317,694</b>	<b>\$317,694</b>	<b>\$335,624</b>	<b>\$17,930</b>
<b>Total Revenues</b>	<b>\$372,845</b>	<b>\$317,694</b>	<b>\$317,694</b>	<b>\$335,624</b>	<b>\$17,930</b>
Personnel Costs	\$218,905	\$189,649	\$200,068	\$202,946	\$13,297
Operating Expenses	\$119,919	\$117,555	\$117,028	\$121,978	\$4,423
Interdept. Charges	\$9,935	\$10,490	\$10,490	\$10,700	\$210
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$348,759</b>	<b>\$317,694</b>	<b>\$327,586</b>	<b>\$335,624</b>	<b>\$17,930</b>
Rev. Over (Under) Exp.	\$24,086	\$0	(\$9,892)	\$0	\$0



**Program Highlights**

County tax levy funding increases about \$17,900 due to increased expenditures budgeted as described below.

Personnel costs increase \$13,300 mostly due to higher health insurance for changes in plan selection and cost to continue existing staff. Operating expenses increase \$4,400 mostly due to an increase in contracted services for the payroll system.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Paychecks Processed	42,206	36,000	42,200	42,200	6,200
Payroll Exception Checks	47	50	50	50	0
W2s Processed	2,023	2,000	2,050	2,050	50

Accounting Services/Accounts Payable

**Program Description**

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>6.69</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$60,238	\$60,726	\$60,726	\$61,550	\$824
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$671,782</b>	<b>\$673,752</b>	<b>\$673,752</b>	<b>\$679,950</b>	<b>\$6,198</b>
<b>Total Revenues</b>	<b>\$732,020</b>	<b>\$734,478</b>	<b>\$734,478</b>	<b>\$741,500</b>	<b>\$7,022</b>
Personnel Costs	\$565,995	\$584,239	\$577,381	\$585,844	\$1,605
Operating Expenses	\$121,447	\$131,438	\$131,429	\$136,309	\$4,871
Interdept. Charges	\$17,993	\$18,801	\$18,801	\$19,347	\$546
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$705,435</b>	<b>\$734,478</b>	<b>\$727,611</b>	<b>\$741,500</b>	<b>\$7,022</b>
Rev. Over (Under) Exp.	\$26,585	\$0	\$6,867	\$0	\$0



**Program Highlights**

County tax levy funding increases nearly \$6,200 due to increased expenditures budgeted as described below.

Personnel costs increase \$1,600 mostly due to cost to continue existing staff, partially offset by lower health insurance for changes in plan selection. Operating expenses increase \$4,900 mostly due to increased maintenance for the financial system by \$1,600, increased cost for financial services by \$1,500 and increased mileage, travel and tuition.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Budget Entries Audited	514	650	600	600	(50)
Journal Entries Audited	2,752	3,000	3,000	3,000	0
Invoices (Direct Buys) Audited	42,475	47,000	43,000	43,000	(4,000)
P-card Lines Entered/Audited	12,479	13,000	12,250	12,500	(500)

Tax Listing

**Program Description**

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$158,133	\$159,265	\$164,000	\$169,613	\$10,348
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$229,271</b>	<b>\$239,932</b>	<b>\$239,932</b>	<b>\$234,436</b>	<b>(\$5,496)</b>
<b>Total Revenues</b>	<b>\$387,404</b>	<b>\$399,197</b>	<b>\$403,932</b>	<b>\$404,049</b>	<b>\$4,852</b>
Personnel Costs	\$357,843	\$370,105	\$368,808	\$374,756	\$4,651
Operating Expenses	\$14,573	\$17,587	\$16,850	\$17,807	\$220
Interdept. Charges	\$9,718	\$11,505	\$11,430	\$11,486	(\$19)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$382,134</b>	<b>\$399,197</b>	<b>\$397,088</b>	<b>\$404,049</b>	<b>\$4,852</b>
Rev. Over (Under) Exp.	\$5,270	\$0	\$6,844	\$0	\$0



**Program Highlights**

Charges for Services revenue for tax billing to municipalities increased by \$10,300 mostly due to a reduction in the 2016 budget due to anticipating that we would not be handling the listings for 1 – 3 municipalities, however, the City offering those services as a replacement for Waukesha County is not yet fully in position to provide the service.

County tax levy funding decreases about \$5,500 due to increased revenues budgeted as described above, partially offset by increased expenditures budgeted as described below.

Personnel costs increase \$4,700 due to cost to continue existing staff.



<b>Activity</b>	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing (a)	161,869	97,000	162,600	162,700	65,700
Number of property listings updated (b)	621,598	317,000	340,000	317,000	-
Number of property transfers processed (c)	7,706	5,600	8,000	8,500	2,900
# Tax Billing Customers (c)	34	32	34	34	2
# Property Tax Bills	104,061	91,000	104,200	104,500	13,500
# Online County Tax Payments (d)	3,899	4,200	3,900	3,900	(300)
\$ Online County Tax Payments (d)	\$12,941,263	\$13,950,000	\$13,200,000	\$13,400,000	(\$550,000)
# Municipalities participating with County's online payment program	12	11	13	13	2

(a) In 2015 we added tax listing work for City of Muskego.

(b) Processing a clean-up project to correct acres as well as exempt coding on real property parcels.

(c) We had been anticipating in 2016 we would not be handling the listings for 1 – 3 municipalities that we currently process. The City offering those services as a replacement for Waukesha County is not yet fully in position to provide this level of service.

(d) Reflects payments to County for property tax. Total 2015 online transactions, including County, municipal partners and the Register of Deeds combined in 7,703 transactions totaling \$19,222,896.

## Budget Management

## Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.69</b>	<b>5.69</b>	<b>5.69</b>	<b>5.69</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Apr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$583,591</b>	<b>\$601,931</b>	<b>\$601,931</b>	<b>\$580,090</b>	<b>(\$21,841)</b>
<b>Total Revenues</b>	<b>\$583,591</b>	<b>\$601,931</b>	<b>\$601,931</b>	<b>\$580,090</b>	<b>(\$21,841)</b>
Personnel Costs	\$532,606	\$556,914	\$517,663	\$534,240	(\$22,674)
Operating Expenses	\$11,815	\$27,375	\$22,270	\$27,875	\$500
Interdept. Charges	\$16,720	\$17,642	\$17,642	\$17,975	\$333
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$561,141</b>	<b>\$601,931</b>	<b>\$557,575</b>	<b>\$580,090</b>	<b>(\$21,841)</b>
Rev. Over (Under) Exp.	\$22,450	\$0	\$44,356	\$0	\$0



## Program Highlights

County tax levy funding decreases about \$21,800 due to decreased expenditures budgeted as described below.

Personnel costs decrease \$22,700 mostly due to lower health and dental insurance by \$30,700 for changes in plan selection, partially offset by cost to continue existing staff. Operating expenses increase \$500 due to increased contracted services by \$1,500, partially offset by decreased computer equipment by \$1,000.

Human Resources

**Program Description**

The Human Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. It also provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. Additionally, it provides the administration of the County's benefit plans and manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$290	\$750	\$1,250	\$750	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$36,202	\$15,750	\$15,000	\$15,000	(\$750)
Appr. Fund Balance (a)	\$45,000	\$28,000	\$28,000	\$28,000	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,071,727</b>	<b>\$1,048,692</b>	<b>\$1,048,692</b>	<b>\$1,050,268</b>	<b>\$1,576</b>
<b>Total Revenues</b>	<b>\$1,153,219</b>	<b>\$1,093,192</b>	<b>\$1,092,942</b>	<b>\$1,094,018</b>	<b>\$826</b>
Personnel Costs	\$765,406	\$819,286	\$787,118	\$810,530	(\$8,756)
Operating Expenses	\$199,113	\$217,859	\$211,042	\$226,180	\$8,321
Interdept. Charges	\$55,570	\$56,047	\$56,047	\$57,308	\$1,261
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,020,089</b>	<b>\$1,093,192</b>	<b>\$1,054,207</b>	<b>\$1,094,018</b>	<b>\$826</b>

Rev. Over (Under) Exp.	\$133,130	\$0	\$38,735	\$0	\$0
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(a) Represents funding for the Diversity program.



**Program Highlights**

Other revenues decrease by \$750 due to decreased revenue from wellness activities.

County tax levy funding increases about \$1,600 due to increased expenditures budgeted as described below and decreased revenues budgeted as described above.

Personnel costs decrease by \$8,800 mostly due to decreased health insurance by \$12,900 reflecting changes in plan selection, partially offset by cost to continue.

Operating expenses increase \$8,300 mostly due to increased consulting services by \$11,500, partially offset by decreased book/subscriptions, printing and medical services.

Interdepartmental charges increase \$1,300 mostly due to increased End User Technology Fund charges by \$900 and increased copier replacement charges by \$300.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	164	180	200	180	-
# of Regular Full-Time Employees Hired	160	110	170	150	40
Promotions/Demotions/Transfers	46	80	80	75	(5)
Peak # of Employees on Payroll	1,706	1,750	1,725	1,750	-
# of Employee/Family Medical Leaves	229	260	260	275	15

Purchasing

**Program Description**

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$620	\$200	\$0	\$200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$94,260	\$70,000	\$70,000	\$70,000	\$0
Appr. Fund Balance	\$8,205	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$305,674</b>	<b>\$317,565</b>	<b>\$317,565</b>	<b>\$323,114</b>	<b>\$5,549</b>
<b>Total Revenues</b>	<b>\$408,759</b>	<b>\$387,765</b>	<b>\$387,565</b>	<b>\$393,314</b>	<b>\$5,549</b>
Personnel Costs	\$342,523	\$347,297	\$348,833	\$353,850	\$6,553
Operating Expenses	\$18,645	\$15,950	\$12,550	\$14,550	(\$1,400)
Interdept. Charges	\$22,413	\$24,518	\$23,768	\$24,914	\$396
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$383,581</b>	<b>\$387,765</b>	<b>\$385,151</b>	<b>\$393,314</b>	<b>\$5,549</b>
Rev. Over (Under) Exp.	\$25,178	\$0	\$2,414	\$0	\$0



**Program Highlights**

County tax levy funding increases about \$5,500 due to increased expenditures budgeted as described below.

Personnel costs increase \$6,600 due to cost to continue existing staff.

Operating expenses decrease \$1,400 due to decreases in various accounts.



Activity	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
Requisitions Processed (a)	220	260	220	220	(40)
Purchase Orders / Blanket Contracts Issued (b)	453	535	535	500	(35)
Bids/Proposals Issued (c)	129	135	135	120	(15)
Procard Transactions (d)	\$11,054,000	\$8,000,000	\$11,000,000	\$9,000,000	\$1,000,000

- (a) Requisitions have decreased over time due to streamlined processes put into place with FMIS implementation.
- (b) POs/Blanket Contracts are cyclical from one year to the next, higher then lower, due to the timing of multi-PO issuance for vehicle replacement fund and copier replacement fund acquisitions.
- (c) Bids/RFPs peaked in 2015 but should return to previous year's historical counts given timing of multi-year contracts and utilization of cooperative procurement programs.
- (d) Procard transactions peaked in 2015 and 2016 as transactions for trunked radio purchased were finalized. Transactions volume should drop down as penetration of the program is maximized based on current business opportunities.

Information Technology Solutions  
(Non-Proprietary Operations)

**Program Description**

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing “custom” software or implementing Commercial Off The Shelf “COTS” or “package” software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>10.30</b>	<b>9.90</b>	<b>9.90</b>	<b>9.50</b>	<b>(0.40)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Apr. Fund Balance	\$61,934	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,575,701</b>	<b>\$1,582,122</b>	<b>\$1,582,122</b>	<b>\$1,493,803</b>	<b>(\$88,319)</b>
<b>Total Revenues</b>	<b>\$1,637,635</b>	<b>\$1,582,122</b>	<b>\$1,582,122</b>	<b>\$1,493,803</b>	<b>(\$88,319)</b>
Personnel Costs	\$1,241,924	\$1,203,486	\$1,140,665	\$1,111,890	(\$91,596)
Operating Expenses	\$108,101	\$116,138	\$114,200	\$114,600	(\$1,538)
Interdept. Charges	\$249,470	\$262,498	\$262,423	\$267,313	\$4,815
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,599,495</b>	<b>\$1,582,122</b>	<b>\$1,517,288</b>	<b>\$1,493,803</b>	<b>(\$88,319)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$38,140</b>	<b>\$0</b>	<b>\$64,834</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

County tax levy funding decreases about \$88,300 due to decreased expenditures budgeted as described below.

Personnel costs decrease \$91,600 mostly due to the transfer of 0.15 FTE Information Technology Manager to the End User Technology Fund (EUTF) (to more properly reflect staff directed), a transfer of 0.25 FTE Principal Information Technology Professional to EUTF and turnover of 2.0 FTEs, partially offset by cost to continue existing staff.

Operating expenses decrease \$1,500 mostly due to decreased computer equipment and computer supplies, partially offset by increased travel and third party temporary help.

Interdepartmental charges increase \$4,800 mostly due to increased End User Technology Fund (EUTF) charges.



**Fund Purpose**

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

<b>Financial Summary</b>	2015	2016	2016	2017	Change From 2016	
	Actual (d)(e)	Adopted Budget (d)(e)	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$151,899	\$176,500	\$176,500	\$185,500	\$9,000	5.1%
Interdepartmental	\$6,379,900	\$6,450,913	\$6,450,908	\$6,593,081	\$142,168	2.2%
Other Revenue	\$37,506	\$19,080	\$19,080	\$19,080	\$0	0.0%
Appr. Fund Balance (a)	\$799,839	\$846,750	\$847,402	\$779,443	(\$67,307)	-7.9%
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$7,369,144</b>	<b>\$7,493,243</b>	<b>\$7,493,890</b>	<b>\$7,577,104</b>	<b>\$83,861</b>	<b>1.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$2,980,163	\$3,352,107	\$3,331,213	\$3,456,362	\$104,255	3.1%
Operating Expenses	\$3,691,876	\$3,950,628	\$3,909,302	\$3,987,082	\$36,454	0.9%
Interdept. Charges	\$125,956	\$132,154	\$131,308	\$133,660	\$1,506	1.1%
Fixed Assets (memo) (b)	\$455,859	\$483,750	\$470,580	\$536,800	\$53,050	11.0%
<b>Total Expenditures (b)</b>	<b>\$6,797,995</b>	<b>\$7,434,889</b>	<b>\$7,371,823</b>	<b>\$7,577,104</b>	<b>\$142,215</b>	<b>1.9%</b>
Rev. Over (Under) Exp. (b) (c)	\$571,149	\$58,354	\$122,067	\$0	(\$58,354)	-100.0%

**Position Summary (FTE) (c)(d)**

Regular Positions	29.50	29.90	29.90	30.30	0.40
Extra Help	4.29	4.38	4.38	4.38	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
<b>Total FTEs</b>	<b>33.80</b>	<b>34.29</b>	<b>34.29</b>	<b>34.69</b>	<b>0.40</b>

- (a) 2015 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$599,619. 2016 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$846,750. 2017 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$547,943 and General Fund Balance of \$231,500.
- (b) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.
- (c) The goal for the Copier program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (d) For the 2016 Budget, the Information Technology Solutions program is shifted from the Department of Administration (DOA) - End User Technology Fund to the DOA - General Fund. History has been restated for comparability purposes.
- (e) For the 2016 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund. History has been restated for comparability purposes.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective:** Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

**Key Outcome Indicator:** Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percent ID Login Costs	57%	58%	58%	58%
Percent Server & Software Costs	37%	37%	37%	37%
Percent Connected Device Cost	6%	5%	5%	5%

**IT Business and Infrastructure Services  
(Proprietary Operation)**

**Program Description**

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

**IT Business Services:** The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

**IT Infrastructure:** The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs through the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

IT Business and Infrastructure Services (cont.)

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>26.84</b>	<b>28.88</b>	<b>28.88</b>	<b>29.78</b>	<b>0.90</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$62,964	\$96,500	\$96,500	\$105,500	\$9,000
Interdepartmental (a)	\$5,013,146	\$5,063,324	\$5,063,324	\$5,173,732	\$110,408
Other Revenue	\$32,939	\$15,000	\$15,000	\$15,000	\$0
Appr. Fund Balance (b)	\$757,339	\$785,522	\$786,174	\$743,394	(\$42,128)
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$5,866,388</b>	<b>\$5,960,346</b>	<b>\$5,960,998</b>	<b>\$6,037,626</b>	<b>\$77,280</b>
Personnel Costs	\$2,599,823	\$2,977,349	\$2,957,297	\$3,140,346	\$162,997
Operating Expenses	\$2,769,496	\$2,977,847	\$2,961,500	\$2,893,030	(\$84,817)
Interdept. Charges	\$3,890	\$5,150	\$5,150	\$4,250	(\$900)
Fixed Assets (memo) (c)	\$364,014	\$387,000	\$387,000	\$400,000	\$13,000
<b>Total Expenditures (c)</b>	<b>\$5,373,209</b>	<b>\$5,960,346</b>	<b>\$5,923,947</b>	<b>\$6,037,626</b>	<b>\$77,280</b>
<b>Rev. Over (Under) Exp. (c)</b>	<b>\$493,179</b>	<b>\$0</b>	<b>\$37,051</b>	<b>\$0</b>	<b>\$0</b>

- (a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy. Interdepartmental rates are increased 2% in 2017, the amount in excess of 2% (\$8,965) reflect additional servers and support services for Emergency Preparedness dispatch systems.
- (b) All Appropriated Fund Balance in 2015 and 2016 is from End User Technology Fund. 2017 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$511,894 and General Fund Balance of \$231,500.
- (c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.



**Program Highlights**

Charges for Services revenues increase \$9,000 reflecting a one-time municipal cost share to purchase and implement the NIBRS (National Incident Based Reporting) module to comply with federally mandated standardized reporting for the seven communities that collaboratively participate in the Spillman law records system. Interdepartmental charges increase \$110,400 reflecting a 2% increase in rates charged to departments.

Personnel costs increase \$163,000 mostly due to the transfer of 0.15 FTE Information Technology Manager position from the General Fund Information Technology Solutions program (to more properly reflect staff directed), the transfer of 0.25 FTE Principal Information Technology Professional from General Fund Information Technology Solutions program, the transfer of 0.30 FTE Information Technology Technician from the Communications program (to more properly reflect work performed), the transfer of 0.20 FTE Information Technology Infrastructure Administrator from the Communications program and cost to continue existing staff.

Operating expenses decrease \$84,800 mostly due to decreased computer equipment by \$245,200 and decreased software repair/maintenance by \$98,600, partially offset by increased computer software by \$202,600 and increased contracted services by \$52,000.



**Activity**

The plan is scheduled to replace 295 PC's (including laptops), 150 flat panels and 50 peripherals (printers, scanners, etc.) in 2017. The plan currently supports 1,596 personal workstations and laptop computers.

Year	2010	2011	2012	2013	2014	2015	2016	2017	Units Purchased Incr./(Decr.)
PC	316	310	279	252	268	325	379	295	(84)
Flat panels	300	50	50	50	75	75	80	150	70
Peripherals	50	50	45	45	45	50	50	50	0

**Microfilm and Imaging/Records Management**

**Program Description**

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2016 Estimate</b>	<b>2017 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>4.30</b>	<b>3.05</b>	<b>3.05</b>	<b>3.05</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$88,935	\$80,000	\$80,000	\$80,000	\$0
Interdepartmental	\$172,659	\$173,792	\$177,768	\$205,600	\$31,808
Other Revenue	\$294	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$42,500	\$19,700	\$19,700	\$10,075	(\$9,625)
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$304,388</b>	<b>\$273,492</b>	<b>\$277,468</b>	<b>\$295,675</b>	<b>\$22,183</b>
Personnel Costs	\$155,235	\$158,336	\$158,218	\$160,783	\$2,447
Operating Expenses	\$36,592	\$26,574	\$23,295	\$45,239	\$18,665
Interdept. Charges	\$86,890	\$88,582	\$88,597	\$89,653	\$1,071
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$278,717</b>	<b>\$273,492</b>	<b>\$270,110</b>	<b>\$295,675</b>	<b>\$22,183</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$25,671</b>	<b>\$0</b>	<b>\$7,358</b>	<b>\$0</b>	<b>\$0</b>



**Program Highlights**

Interdepartmental revenues increase \$31,800 mostly due to increased imaging services provided. Fund balance decreases \$9,600 as revenues increased.

Personnel costs increase \$2,400 mostly due to cost to continue of existing staff.

Operating expenses increase \$18,700 reflecting the addition of third party temporary help to process increase imaging related to department back file conversions.

Interdepartmental charges increase \$1,100 mostly due to increased End User Technology Fund charges.

**Mail Services / Copier Replacement**

**Program Description**

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than \$5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than \$5,000 are expensed in the year of purchase.

	<b>2015</b>	<b>2016</b>	<b>2016</b>	<b>2017</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Staffing (FTE)</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$499,188	\$507,174	\$500,974	\$502,931	(\$4,243)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (c)	\$0	\$0	\$0	\$25,974	\$25,974
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$499,188</b>	<b>\$507,174</b>	<b>\$500,974</b>	<b>\$528,905</b>	<b>\$21,731</b>
Personnel Costs	\$11,622	\$20,574	\$20,165	\$20,596	\$22
Operating Expenses	\$427,611	\$413,190	\$406,922	\$491,900	\$78,710
Interdept. Charges	\$13,786	\$15,056	\$14,195	\$16,409	\$1,353
Fixed Assets (memo) (b)	\$91,845	\$96,750	\$83,580	\$136,800	\$40,050
<b>Total Expenditures (b)</b>	<b>\$453,019</b>	<b>\$448,820</b>	<b>\$441,282</b>	<b>\$528,905</b>	<b>\$80,085</b>
<b>Rev. Over (Under) Exp. (b) (c)</b>	<b>\$46,169</b>	<b>\$58,354</b>	<b>\$59,692</b>	<b>\$0</b>	<b>(\$58,354)</b>

- (a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
- (b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
- (c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.



**Program Highlights**

Interdepartmental revenues decrease \$4,200 mostly due to decreased mail reflecting a reduction in quantity of mail sent out, offset by a slight increase in copier replacement revenues.

Operating expenses increase \$78,700 mostly due to an increase of \$80,800 for the purchase of a higher number of copiers in 2017 that are not classified as fixed assets (i.e. <\$5,000) and increase of \$5,500 for depreciation of copiers, partially offset by a \$6,600 decrease in postage costs and \$1,000 in contracted postal services reflecting lower usage.

Fixed assets reflect the purchase of copier machines.



**Activity – Copier Replacement**

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<u>Copier Purchases</u>					
Total Number of Units in Plan	94	94	94	94	0
Units Purchased Annually	23	13	13	45	32



**Activity – Records Management**

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<u>Output Indicators</u>					
Storage Boxes Received (a)	741	500	500	500	-
Storage Boxes Destroyed (a)	967	1,100	1,100	1,100	-
Boxes/Journals Offsite	11,836	10,862	11,236	10,636	(226)

(a) In the year referenced.



**Activity – Microfilm/Imaging**

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<u>Output Indicators</u>					
Images Converted (Microfilmed & Digitized) (b)	441,665	450,750	455,000	465,000	14,250
CD's Produced (b)	1,150	1,150	1,150	1,150	-

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.



**Activity – Mail Services**

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<u>Output Indicators</u>					
Incoming Mail (Bins)	1,370	1,000	1,100	1,000	-
Outgoing Mail (Pieces)	556,048	579,000	550,000	550,000	(29,000)
Outgoing UPS (Pieces)	225	200	200	200	-

**Program Description**

The Communications Division provides County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services. For the 2017 Budget, the Department of Administration (DOA) - Communications Fund is shifted into the DOA - End User Technology Fund and is now reflected as a program within the fund.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.36</b>	<b>2.06</b>	<b>2.06</b>	<b>1.56</b>	<b>(0.50)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$694,907	\$706,623	\$708,842	\$710,818	\$4,195
Other Revenue	\$4,273	\$4,080	\$4,080	\$4,080	\$0
Appr. Fund Balance (a)	\$0	\$41,528	\$41,528	\$0	(\$41,528)
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$699,180</b>	<b>\$752,231</b>	<b>\$754,450</b>	<b>\$714,898</b>	<b>(\$37,333)</b>
Personnel Costs	\$213,483	\$195,848	\$195,533	\$134,637	(\$61,211)
Operating Expenses	\$458,177	\$533,017	\$517,585	\$556,913	\$23,896
Interdept. Charges	\$21,390	\$23,366	\$23,366	\$23,348	(\$18)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$693,050</b>	<b>\$752,231</b>	<b>\$736,484</b>	<b>\$714,898</b>	<b>(\$37,333)</b>

Rev. Over (Under) Exp.	\$6,130	\$0	\$17,966	\$0	\$0
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(a) In 2016 there is an End User Technology Fund Balance appropriation of \$41,528 for partial depreciation of the Voice Over Internet Protocol (VOIP) system.



**Program Highlights**

Interdepartmental revenues increase \$4,200 mostly due to increased telephone line services. Fund balance decrease \$41,500 as total expenditures are reduced.

Personnel costs decrease \$61,200 mostly due to the transfer of 0.30 FTE Information Technology Technician to the IT Business and Infrastructure program (to more properly reflect work performed) and the transfer of 0.20 FTE Information Technology Infrastructure Administrator to the IT Business and Infrastructure program, partially offset by cost to continue existing staff.

Operating expenses increase \$23,900 mostly due to increased costs associated with remote facility phone/data connectivity and increases in wireless data use.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective 1:** Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

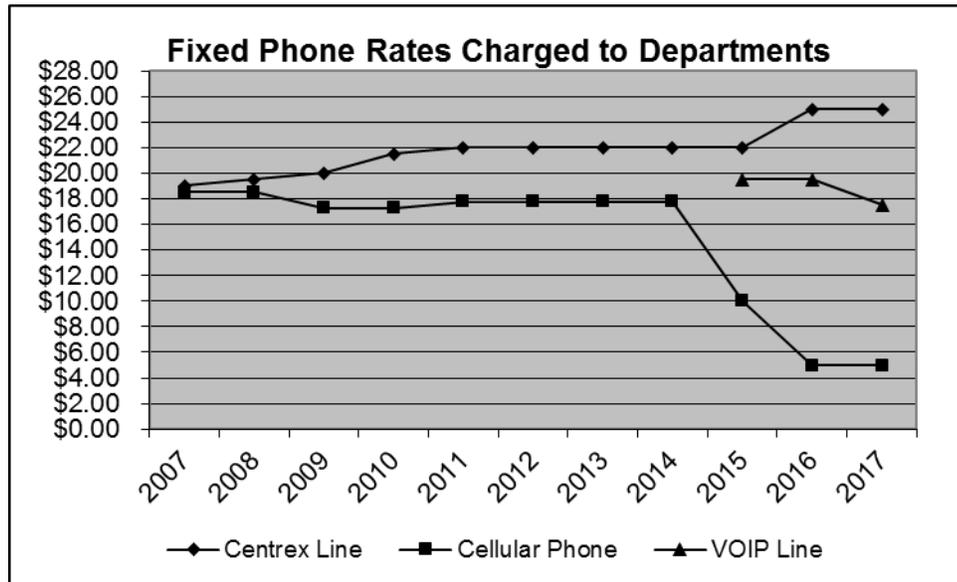
**Key Outcome Indicator:** A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2015 Actual	2016 Budget	2016 Estimate	2017 Target
System Uptime	98%	95%	98%	95%

**Objective 2:** Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

**Key Outcome Indicator:** A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

**Performance Measure:**



**Objective 3:** Provide responsive support and repair efforts to solve problems and address issues.

**Key Outcome Indicator:** A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2015 Actual	2016 Budget	2016 Estimate	2017 Target
Average time to clear issue:				
Standard Repair – 6 hours	98%	90%	97%	90%
Announced Move – 14 days	99%	95%	99%	95%



**Activity**

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
# of VOIP Lines	1,530	1,512	1,575	1,575	63
# of Centrex Telephone Lines	311	305	257	257	(48)
# of Non-Centrex Telephone Lines	118	118	88	88	(30)
# of Cellular Phones	271	271	257	257	(14)

The VOIP capital project implementation occurred in 2013 – 2014. Currently there are 257 Centrex and 88 non-Centrex traditional analog lines remain. These phone lines are in locations that either not served by the internet or relate to devices that require traditional analog signals to operate such fax machines, modems, panic alarms or monitoring systems. These analog devices, and lines that are in difficult to serve locations will continue to be reviewed for conversion to VOIP where possible.



**Fund Purpose**

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2015 Actual	2016		2017 Budget	Change From 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,062,100	\$2,153,300	\$2,153,300	\$2,184,376	\$31,076	1.4%
Other Revenue (b)	\$523,455	\$545,000	\$545,000	\$583,841	\$38,841	7.1%
Appr. Fund Balance (c)	\$118,930	\$63,428	\$63,428	\$16,554	(\$46,874)	-73.9%
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources (a) (b) (c)</b>	<b>\$2,704,485</b>	<b>\$2,761,728</b>	<b>\$2,761,728</b>	<b>\$2,784,771</b>	<b>\$23,043</b>	<b>0.8%</b>
<b>Expenditures</b>						
Personnel Costs	\$294,468	\$319,975	\$315,103	\$312,662	(\$7,313)	-2.3%
Operating Expenses	\$2,287,521	\$2,378,619	\$2,378,619	\$2,408,735	\$30,116	1.3%
Interdept. Charges	\$114,038	\$63,134	\$63,134	\$63,374	\$240	0.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$2,696,027</b>	<b>\$2,761,728</b>	<b>\$2,756,856</b>	<b>\$2,784,771</b>	<b>\$23,043</b>	<b>0.8%</b>
Rev. Over (Under) Exp.	\$8,458	\$0	\$4,872	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	3.20	3.20	3.20	2.95	(0.25)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>2.95</b>	<b>(0.25)</b>

- (a) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends, and insurance/subrogation recoveries on claims which are increased to reflect anticipated increased returns on investments and historical revenues on claims.
- (c) Appropriated Fund Balance consists of the following sources and uses:

	2015 Budget	2016 Budget	2017 Budget
<u>Source</u>			
General Fund Balance	\$118,930	\$63,428	\$16,554
<u>Use</u>			
General/Auto/Other Liability	\$60,281	\$61,505	\$16,554
Worker's Compensation	\$58,649	\$1,923	\$0

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill**

**Objective 1:** Target workers' compensation loss control efforts to reduce worker's compensation claims.

**Key Outcome Indicator:**

Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2015 Actual	2016 Target	2016 Actual	2017 Target
Workers' Compensation Experience Modification Factor	.91	Below 1.00	.82	Below 1.00

NOTE: Prior to 2013 the experience modification factor was above 1.00 (2010=1.14, 2011=1.08, 2012=1.08). Various initiatives were taken to achieve the target in 2013. Such efforts will continue to maintain target.

**General/Auto Liability & Other Insurance****Program Description**

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1987 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage and currently insures 15 member counties, 3 cities and a special district.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.70</b>	<b>(0.25)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$878,701	\$922,600	\$922,600	\$958,704	\$36,104
Other Revenue (b)	\$387,260	\$485,000	\$485,000	\$515,000	\$30,000
Appr. Fund Balance	\$60,281	\$61,505	\$61,505	\$16,554	(\$44,951)
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues (a) (b)</b>	<b>\$1,326,242</b>	<b>\$1,469,105</b>	<b>\$1,469,105</b>	<b>\$1,490,258</b>	<b>\$21,153</b>
Personnel Costs	\$174,587	\$193,637	\$189,023	\$184,450	(\$9,187)
Operating Expenses	\$1,116,283	\$1,213,374	\$1,213,374	\$1,243,474	\$30,100
Interdept. Charges	\$113,108	\$62,094	\$62,094	\$62,334	\$240
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,403,978</b>	<b>\$1,469,105</b>	<b>\$1,464,491</b>	<b>\$1,490,258</b>	<b>\$21,153</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$77,736)</b>	<b>\$0</b>	<b>\$4,614</b>	<b>\$0</b>	<b>\$0</b>

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Insurance Company (WMMIC), and insurance reimbursements.

## General/Auto Liability &amp; Other Insurance (cont.)

**Program Highlights**

Interdepartmental revenues are generated from department insurance charges which increase 3.9% or \$36,100 to reflect increased property insurance premium and phased reduction of reliance on general fund balance. Other revenue increased \$30,000 to reflect returns on insurance dividends. General fund balance reduced \$45,000 as reliance on general fund balance continues to be phased out as planned with department charges modified to support program costs.

Personnel costs decrease \$9,200 as 0.25 FTE of a clerical support position is unfunded. Operating expenses increased \$30,100 due to increase in property insurance costs. The Governor's 2016 state budget included the elimination of the state run Local Government Property Insurance Fund (LGPIF) which the County had purchased insurance from for years at prices below alternative markets. While the Senate reinstated LGPIF, the rates increased 85% or more. Our liability insurance carrier (WMMIC) partnered with two other entities to provide property insurance to its members at much more reasonable rates that are competitively priced with alternative markets. Rather than almost double property insurance costs if the County continued to insure with LGPIF, coverage was secured at a 30% premium increase.

## Worker's Compensation

**Program Description**

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,183,399	\$1,230,700	\$1,230,700	\$1,225,672	(\$5,028)
Other Revenue	\$136,195	\$60,000	\$60,000	\$68,841	\$8,841
Appr. Fund Balance	\$58,649	\$1,923	\$1,923	\$0	(\$1,923)
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues (a)</b>	<b>\$1,378,243</b>	<b>\$1,292,623</b>	<b>\$1,292,623</b>	<b>\$1,294,513</b>	<b>\$1,890</b>
Personnel Costs	\$119,881	\$126,338	\$126,080	\$128,212	\$1,874
Operating Expenses	\$1,171,238	\$1,165,245	\$1,165,245	\$1,165,261	\$16
Interdept. Charges	\$930	\$1,040	\$1,040	\$1,040	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,292,049</b>	<b>\$1,292,623</b>	<b>\$1,292,365</b>	<b>\$1,294,513</b>	<b>\$1,890</b>
Rev. Over (Under) Exp.	\$86,194	\$0	\$258	\$0	\$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

**Program Highlights**

Interdepartmental revenues are generated from department insurance charges which decrease 0.4% or \$5,000 as operating expenses stabilize. Other revenues from subrogation recoveries increase \$8,800 based on historical trends. General fund balance is eliminated as planned and the program is now self-supporting.

Personnel costs increase \$1,900 for cost to continue existing staff.



### Activity – Risk Management Fund Overall

<u>Output Indicators:</u>	2012	2013	2014	2015	2016
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	38	41	48	40	40
Safety Meetings	38	45	47	44	47
Training In-services	28	30	27	24	27
Beat Articles/Flyers	14	6	3	5	5
Contracts & Ins Certificates Reviewed	622	575	597	630	600
<u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$626,228	\$666,251	\$664,308	\$700,264	\$759,911
Cost of Insurance Per \$1,000 of County Expenditures*	\$2.72	\$2.88	\$2.77	\$2.84	\$3.04
Total Risk Management Budgeted Expenditures	\$2,637,471	\$3,085,454	\$2,613,310	\$2,696,027	\$2,761,728
Cost of Risk Per \$1,000 of County Expenditures*	\$11.47	\$13.35	\$10.90	\$10.93	\$11.04
County Expenditures excluding Capital Projects and Debt Service*	\$229,963,752	\$231,118,931	\$239,653,525	\$246,618,415	\$250,056,384



### Activity – General/Auto Liability & Other Insurance Program

<u>Output Indicators:</u>	2012	2013	2014	2015	2016
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Property/Auto Physical Claims	39	58	52	53	52
Paid & Reserve Net of Subrogation	\$258,523	\$244,040	\$276,088	\$194,408	N/A
Average Cost Per Claim	\$6,629	\$4,208	\$5,309	\$3,668	N/A
Subrogation Collections	\$69,213	\$20,515	\$30,959	\$9,278	N/A
# of General/Auto Liability Claims	41	35	42	32	40
Paid & Reserve	\$94,509	\$180,017	\$96,872	\$131,878	N/A
Average Cost Per Claim	\$2,305	\$5,143	\$2,306	\$4,121	N/A

Notes:

- Accident year claims data valued as of 01/01/16.
- NA=estimates not available due to need for actuarial analysis.



### Activity – Workers' Compensation Program

<u>Output Indicators:</u>	2012	2013	2014	2015	2016
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	89	99	93	99	99
Paid & Reserve Net of Subrogation	\$1,191,070	\$787,279	\$548,864	\$546,112	N/A
Average Cost Per Claim	\$13,383	\$7,952	\$5,902	\$5,516	N/A

Notes:

- Accident year claims data valued as of 01/01/16.
- Dollars include legal expenses and statutory workers' compensation portion of disability pay.
- NA=estimates not available due to need for actuarial analysis.



## Collections

## Administration

### Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2015	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$183,336	\$200,700	\$202,000	\$210,000	\$9,300	4.6%
Interdepartmental	\$533,673	\$462,700	\$465,000	\$465,000	\$2,300	0.5%
Other Revenue	\$215,188	\$150,758	\$153,825	\$158,825	\$8,067	5.4%
Appr. Fund Balance (a)	\$184,471	\$86,154	\$86,154	\$52,656	(\$33,498)	-38.9%
<b>County Tax Levy (Credit) (b)(c)</b>	<b>(\$60,000)</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>\$0</b>	<b>\$30,000</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$1,056,668</b>	<b>\$870,312</b>	<b>\$876,979</b>	<b>\$886,481</b>	<b>\$16,169</b>	<b>1.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$510,918	\$527,295	\$522,098	\$518,544	(\$8,751)	-1.7%
Operating Expenses (a)	\$136,830	\$150,685	\$147,437	\$154,079	\$3,394	2.3%
Interdept. Charges	\$197,887	\$222,332	\$207,632	\$213,858	(\$8,474)	-3.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$845,635</b>	<b>\$900,312</b>	<b>\$877,167</b>	<b>\$886,481</b>	<b>(\$13,831)</b>	<b>-1.5%</b>
Rev. Over (Under) Exp. (b)(c)	\$211,033	(\$30,000)	(\$188)	\$0	\$30,000	N/A

### Position Summary (FTE)

Regular Positions	5.65	5.65	5.65	5.65	0.00
Extra Help	3.35	1.10	1.10	0.60	(0.50)
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>9.00</b>	<b>6.75</b>	<b>6.75</b>	<b>6.25</b>	<b>(0.50)</b>

- (a) A Collections Fund Balance appropriation in 2015 of \$19,684 is for depreciation expense, \$30,000 one-time appropriation for collection computer system conversion and \$134,787 to maintain Collections internal cost to departments for a total of \$184,471. A Collections Fund Balance appropriation in 2016 of \$11,095 is for depreciation expense and \$75,059 to maintain Collections internal cost to departments for a total of \$86,154. Collections Fund Balance appropriation in 2017 of \$2,057 is for depreciation expense and \$50,559 to maintain Collections internal cost to departments for a total of \$52,656.
- (b) The 2015 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.
- (c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2016, the overall amount of this general tax levy reduction totals \$1,360,000

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective 1:** Work cooperatively with County and external clients, Department of Administration-Information Technology (DOA-IT) and applicable software vendors to explore software and business process changes to improve efficiencies through the continuous improvement and Lean projects.

Performance Measures:	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.	2017 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	3.54	3.79	3.78	4.15	4.18	3.47	3.44
Waukesha County Recovery % (b)	28.80%	28.50%	28.30%	28.40%	28.60%	28%	28%
Waukesha County Average Liquidation %	22.26%	25.11%	26.50%	28.89%	31.23%	30%	30%
Collection Industry Average Liquidation % (c)			21.70%				

- (a) Calculated as dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
- (b) Overall recovery percentage is impacted by referrals from Health and Human Services (HHS) which are more difficult to collect given the nature of the debt, the financial status of the and the State's ability to pay provisions to the individuals. Method of calculation is total collections since inception divided by total referrals since inception.
- (c) Source- 2013 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey. Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.



**Program Highlights**

Charges for service revenue increase \$9,300 reflecting continued growth in municipal collections. Interdepartmental revenues increase slightly reflecting anticipated volume based on recent history. Other revenue increase \$8,100 reflecting increased volume in collection service cost recovery fees used by some municipalities.

Personnel costs decrease mainly due to the elimination of 0.50 FTE temporary extra help administrative support position made possible through continuous Lean improvement efforts designed to reduce administrative processing effort. Operating costs increase slightly reflecting increase of third party temp help of \$13,000 which is partially offset by decreased depreciation charges of \$8,600. Interdepartmental charges decrease \$8,500 reflecting lower postage and legal service expenses.



**Activity**

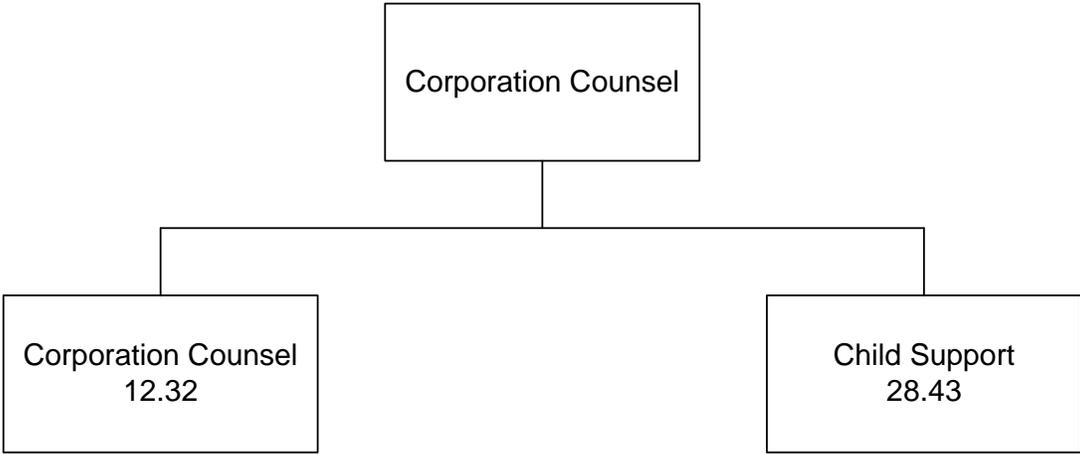
	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,988,122	\$1,560,375	\$1,590,000	\$1,600,000	\$39,625
\$ Coll. & Shared with State	\$754,442	\$699,000	\$698,000	\$698,000	(\$1,000)
<u>\$ Coll. for Municipal Customers</u>	<u>\$806,860</u>	<u>\$720,000</u>	<u>\$740,000</u>	<u>\$750,000</u>	<u>\$30,000</u>
<b>Total \$ Collected</b>	<b>\$3,549,424</b>	<b>\$2,979,375</b>	<b>\$3,028,000</b>	<b>\$3,048,000</b>	<b>\$68,625</b>
Total \$ Retained by County	\$2,552,014	\$2,131,725	\$2,150,000	\$2,180,300	\$48,575
Accts Referred to Collection Div.	21,004	25,000	20,000	20,000	(5,000)
\$ Referred to Collection Division	\$10,875,366	10,000,000	10,000,000	10,000,000	\$0
# of External Intergovernmental Customers	56	51	58	58	7

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# Corporation Counsel

# CORPORATION COUNSEL'S OFFICE

## FUNCTION / PROGRAM CHART



40.75 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.  
2. See Stats/Trends Section for position detail.



## General Fund

## Corporation Counsel

### Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

### Corporation Counsel – General Fund Summary

Financial Summary	2015 Actual	2016		2017 Budget	Change From 2016 Adopted Budget	
		Adopted Budget	2016 Estimate		\$	%
<b>Corporation Counsel</b>						
Revenues	\$525,013	\$484,680	\$498,396	\$523,249	\$38,569	8.0%
County Tax Levy	\$1,000,785	\$996,064	\$996,064	\$914,372	(\$81,692)	-8.2%
Expenditures	\$1,311,250	\$1,480,744	\$1,362,169	\$1,437,621	(\$43,123)	-2.9%
Rev. Over (Under) Exp.	\$214,548	\$0	\$132,291	\$0	\$0	N/A
<b>Child Support</b>						
Revenues (a)	\$2,068,472	\$2,131,542	\$2,141,662	\$2,215,716	\$84,174	3.9%
County Tax Levy	\$335,462	\$342,183	\$342,183	\$378,875	\$36,692	10.7%
Expenditures	\$2,321,278	\$2,473,725	\$2,471,830	\$2,594,591	\$120,866	4.9%
Rev. Over (Under) Exp.	\$82,656	\$0	\$12,015	\$0	\$0	N/A
<b>Total All Funds</b>						
Revenues	\$2,593,485	\$2,616,222	\$2,640,058	\$2,738,965	\$122,743	4.7%
County Tax Levy	\$1,336,247	\$1,338,247	\$1,338,247	\$1,293,247	(\$45,000)	-3.4%
Expenditures	\$3,632,528	\$3,954,469	\$3,833,999	\$4,032,212	\$77,743	2.0%
Rev. Over (Under) Exp.	\$297,204	\$0	\$144,306	\$0	\$0	N/A
<b>Position Summary (Combined FTE)</b>						
Regular Positions	38.00	38.00	38.00	39.00	1.00	
Extra Help	1.81	1.39	1.39	1.66	0.27	
Overtime	0.10	0.08	0.08	0.09	0.01	
<b>Total</b>	<b>39.91</b>	<b>39.47</b>	<b>39.47</b>	<b>40.75</b>	<b>1.28</b>	

(a) Child Support revenues include State General Purposes Revenue (GPR) of \$236,487 in 2015 actual, \$236,000 in 2016 budget and \$236,000 in 2017 budget, which is match-able pursuant to the State and County Contract.



## General Fund

# Corporation Counsel

### Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2015	2016	2016	2017	Change From 2016	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$7	\$300	\$300	\$300	\$0	0.0%
Interdepartmental	\$525,006	\$481,380	\$498,096	\$519,949	\$38,569	8.0%
Other Revenue	\$0	\$3,000	\$0	\$3,000	\$0	0.0%
Apr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$1,000,785</b>	<b>\$996,064</b>	<b>\$996,064</b>	<b>\$914,372</b>	<b>(\$81,692)</b>	<b>-8.2%</b>
<b>Total Revenue Sources</b>	<b>\$1,525,798</b>	<b>\$1,480,744</b>	<b>\$1,494,460</b>	<b>\$1,437,621</b>	<b>(\$43,123)</b>	<b>-2.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,201,730	\$1,243,827	\$1,146,340	\$1,191,990	(\$51,837)	-4.2%
Operating Expenses	\$36,988	\$155,408	\$134,320	\$163,139	\$7,731	5.0%
Interdept. Charges	\$72,532	\$81,509	\$81,509	\$82,492	\$983	1.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,311,250</b>	<b>\$1,480,744</b>	<b>\$1,362,169</b>	<b>\$1,437,621</b>	<b>(\$43,123)</b>	<b>-2.9%</b>
Rev. Over (Under) Exp.	\$214,548	\$0	\$132,291	\$0	\$0	N/A

### Position Summary (FTE)

Regular Positions	11.40	11.35	11.35	11.35	0.00
Extra Help	0.84	0.74	0.74	0.93	0.19
Overtime	0.04	0.02	0.02	0.04	0.02
<b>Total FTEs</b>	<b>12.28</b>	<b>12.11</b>	<b>12.11</b>	<b>12.32</b>	<b>0.21</b>

### Program Highlights

Overall the total revenue sources in the Corporation Counsel Office decreases \$43,100 or 2.9% to \$1,437,600 in the 2017 budget.

The interdepartmental revenue for legal services provided to the Health and Human Services department increases by \$46,100. This is offset by a \$7,500 decrease for Child Support cross charges that are no longer needed as the charges will be direct billed.

County tax levy decreases by approximately \$81,700 or 8.2% to \$914,400 in 2017.

Personnel costs decrease nearly \$51,800 or 4.2% in 2017, primarily due to savings related to personnel turnover. Also, \$23,600 of lower cost senior attorney positions are rotated into this division from the Child Support Division while higher cost senior attorney positions are rotated out of this division and into the Child Support Division. In addition, health insurance costs decrease \$8,300 as a result of employee selections. This is offset by temporary extra help cost which increases by 0.19 FTE or \$2,500 and overtime is increased by 0.02 FTE or \$1,000.

Total operating expenses increase about \$7,700 mostly due to planned technology and equipment upgrades necessitated by mandatory e-filing and slight increases for continuing education and training.

Total interdepartmental charges appropriation increases by about \$1,000, mainly due to an increase in End User Technology Fund charges.

**Major Departmental Strategic Outcomes and Objectives for 2017**

**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

**Objective 1:** To provide quality and timely review of contracts, ordinances and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2015 Actual	2016 Target	2016 Estimate	2017 Target
Percent of review and return contract within 72 hours (Dept. standard is 4 business days)	97%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%



**County-Wide Key Strategic Outcome: A county that assists at-risk citizens**

<b>Activity - Workload Data</b>	2014 Actual	2015 Actual	2016 Budget	2016 Estimate	2017 Budget	Budget Change
<b>Total Number of Cases Filed</b>						
Claims Received	48	42	47	52	52	5
Lawsuits Monitored	10	14	13	16	16	3
Contracts Reviewed	294	273	280	290	290	10
Resolutions/Ordinances Reviewed	149	102	130	115	120	(10)

**Objective 2:** To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the Court system. To provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.



<b>Activity - Workload Data</b>	2014 Actual	2015 Actual	2016 Budget	2016 Estimate (a)	2017 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,300	1,362	1,450	1,250	1,300	(150)
Guardianships/Protective Placements:						
- Adults	509	487	500	550	575	75
- Juveniles	35	36	40	50	50	10
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	469	464	420	500	500	80
- Termination of Parental Rights (TPR)	18	10	15	14	15	0

(a) Estimate takes into consideration the recent trends (increases/decreases) in the number of filed cases over the past three years and recent law changes expected to impact the number and type of case filings.

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