

# **General Administration**

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## GENERAL ADMINISTRATION

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# GENERAL ADMINISTRATION

## Functional Area Budget Highlights

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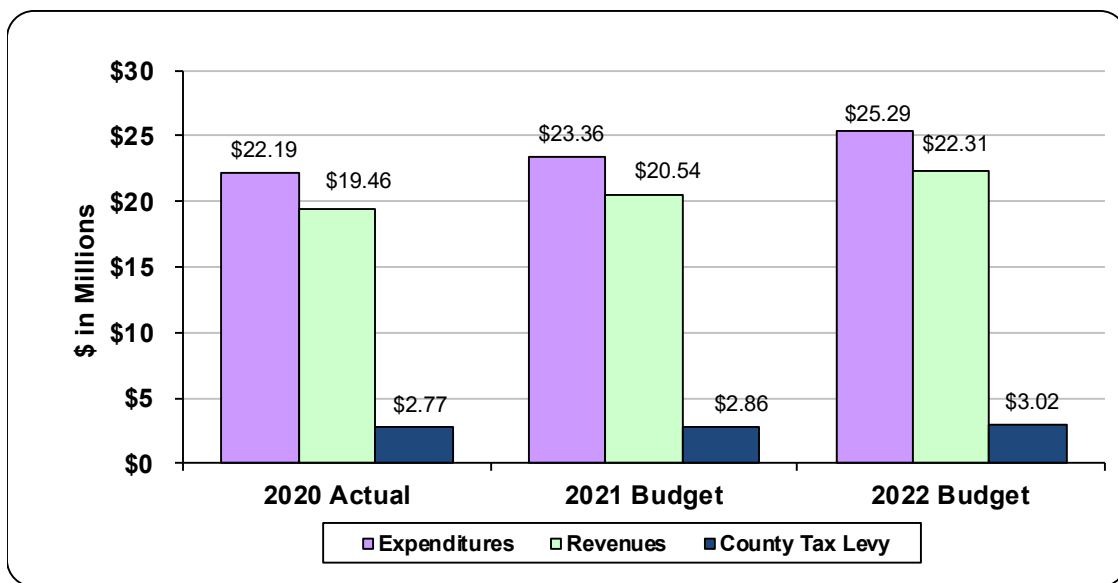
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The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the county.

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

The **Department of Administration (DOA)** provides centralized internal operations of financial services, human resource services, purchasing and information systems. It also includes the following internal service funds: **Risk Management, Collections, and End User Technology**, and the special revenue fund: **American Job Center**. The End User Technology fund includes the county's information technology and communications 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 2022 expenditures budget for this functional area totals \$25,294,700, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$1,931,800 or 8.3% from the 2021 Adopted Budget. Budgeted revenues in 2022 include \$1,257,200 of fund balance appropriations and total \$22,313,300, an increase of \$1,772,400 from the 2021 Adopted Budget. The tax levy necessary to fund this functional area totals \$3,024,400, an increase of \$167,700 or 5.9% from the 2021 Adopted Budget.

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

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>* TOTAL GENERAL ADMINISTRATION *</b>						
Revenues (a)	\$19,455,347	\$20,540,918	\$19,513,661	\$22,313,299	\$1,772,381	8.6%
County Tax Levy (c)	\$2,773,821	\$2,856,662	\$2,856,662	\$3,024,359	\$167,697	5.9%
Expenditure (b)	\$22,192,127	\$23,362,925	\$22,830,610	\$25,294,740	\$1,931,815	8.3%
Rev. Over (Under) Exp.	(\$546,971)	\$0	(\$785,430)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
<b>BREAKDOWN BY AGENCY</b>						
<b>COUNTY EXECUTIVE</b>						
Revenues	\$83,340	\$0	\$52,811	\$0	\$0	N/A
County Tax Levy	\$601,865	\$621,865	\$621,865	\$636,865	\$15,000	2.4%
Expenditure	\$554,855	\$621,865	\$587,948	\$636,865	\$15,000	2.4%
Rev. Over (Under) Exp.	\$130,350	\$0	\$86,728	\$0	\$0	N/A
<b>COUNTY BOARD</b>						
Revenues (a)	\$108,254	\$0	\$1,356	\$0	\$0	N/A
County Tax Levy	\$1,063,080	\$1,040,000	\$1,040,000	\$986,697	(\$53,303)	-5.1%
Expenditure	\$880,800	\$1,040,000	\$807,986	\$986,697	(\$53,303)	-5.1%
Rev. Over (Under) Exp.	\$290,534	\$0	\$233,370	\$0	\$0	N/A
<b>COUNTY CLERK</b>						
Revenues (a)	\$333,516	\$260,700	\$342,935	\$367,246	\$106,546	40.9%
County Tax Levy	\$333,810	\$343,810	\$343,810	\$334,810	(\$9,000)	-2.6%
Expenditure	\$650,834	\$604,510	\$688,181	\$702,056	\$97,546	16.1%
Rev. Over (Under) Exp.	\$16,492	\$0	(\$1,436)	\$0	\$0	N/A
<b>COUNTY TREASURER</b>						
Revenues (a)	\$4,327,250	\$5,780,446	\$4,433,176	\$5,660,446	(\$120,000)	-2.1%
County Tax Levy (c)	(\$5,049,850)	(\$5,029,850)	(\$5,029,850)	(\$4,894,850)	\$135,000	N/A
Expenditure	\$670,960	\$750,596	\$740,037	\$765,596	\$15,000	2.0%
Rev. Over (Under) Exp.	(\$1,393,560)	\$0	(\$1,336,711)	\$0	\$0	N/A
<b>DEPARTMENT OF ADMINISTRATION</b>						
Revenues (a)	\$14,034,130	\$13,910,704	\$14,091,804	\$15,689,899	\$1,779,195	12.8%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditure (b)	\$17,981,700	\$18,876,453	\$18,537,740	\$20,677,385	\$1,800,932	9.5%
Rev. Over (Under) Exp.	\$398,822	\$0	\$229,325	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
<b>CORPORATION COUNSEL</b>						
Revenues (a)	\$568,857	\$589,068	\$591,579	\$595,708	\$6,640	1.1%
County Tax Levy	\$894,512	\$880,433	\$880,433	\$930,433	\$50,000	5.7%
Expenditure	\$1,452,978	\$1,469,501	\$1,468,718	\$1,526,141	\$56,640	3.9%
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$0	\$0	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund balance appropriation	2020	2021 Budget	2021 Estimate	2022 Budget
County Executive	Purchase orders and carryovers from prior years	\$0	\$0	\$0	\$0
County Board	Purchase orders and carryovers from prior years	\$106,331	\$0	\$0	\$0
County Clerk	Election costs and purchase order from prior year	\$100,375	\$0	\$0	\$100,000
County Treasurer	Offset revenue decreases	\$160,000	\$660,000	\$660,000	\$120,000
Dept of Administration	Office furniture, depreciation, liability insurance	\$1,466,193	\$1,128,608	\$1,215,097	\$1,037,233
Corporation Counsel	Purchase orders and carryovers from prior years	\$18,536	\$0	\$0	\$0
<b>TOTAL FUND BALANCE APPROPRIATION</b>		<b>\$1,851,435</b>	<b>\$1,788,608</b>	<b>\$1,875,097</b>	<b>\$1,257,233</b>

(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. The 2022 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$860,066. The 2021 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$1,033,997.

(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 2022 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 2022 budgeted tax levy increases by \$135,000 to \$4,894,900 mainly to cover the cost to continue operations. Investment income remains unchanged at \$2,897,700. The Federal Reserve significantly reduced interest rates at the outset of the COVID-19 pandemic in 2020, which reduced the county's investment income, resulting in a \$500,000 decrease in that revenue budget for 2021. This temporary revenue reduction was offset with one-time General Fund balance use of \$500,000 in the 2021 budget. For the 2022 budget, this \$500,000 of General Fund balance is removed, and replaced with \$500,000 of federal funding from the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, which allows for recovery of lost revenue following the pandemic. In addition, interest and penalty on delinquent taxes decreases \$80,000.
- The **County Clerk's Office** expenditure budget increases by \$97,500, mainly due to higher election costs that occur in even-numbered years, when there are more elections held.
- The **County Board's** expenditures decrease \$53,300 or 5.1% to \$986,700. Personnel costs decrease \$141,400 resulting from the unfunding of the 1.00 FTE internal audit manager position. Operating expenses increase \$102,500 based on incorporating contracted expenses for audit services provided by a 3<sup>rd</sup> party vendor. Interdepartmental charges decrease \$14,400 primarily from shifting \$15,000 of charges back to operating expenses that were originally for the Land Information System (LIS) division in Parks and Land Use in 2021 to assist with redistricting and developing a new County Board District map based on the results of the 2020 U.S Census.
- The **Department of Administration (DOA) General Fund** expenditures increase 3.3% or \$238,000. This increase includes \$40,000 of one-time funding to purchase a purchasing procurement system supported by General Fund balance. Major personnel changes include the unfund of a 0.50 FTE administrative assistant, the transfer of 0.20 FTE of a financial analyst to Emergency Preparedness-Radio Services Fund, and the transfer in of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist from the Collections Division. Tax levy increases \$30,000. Indirect cost recovery revenue budgeted in general government and interdepartmental revenues increase by \$130,100, which are revenues received from federal, state, and contracted services provided by departments.
- A major initiative in the 2022 **DOA-End User Technology Fund** is the transfer of the Health and Human Services (HHS) Business Application Support (BAS) program from HHS to DOA-IT. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. Personnel cost increase of \$1,065,300 which includes the transfer of 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, and 2.00 FTE principal IT professionals. This transfer also includes the transfer and reclassification of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned. Operating and interdepartmental expenses related to the staff transition are also budgeted in the DOA-IT program totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an additional Information Technology cross charge. This fund also includes \$240,000 of the state of Wisconsin shared revenue allocation to support rising technology costs associated with IT security needs.
- The **DOA-Risk Management Fund** budget expenditures increase 3.1% or \$98,200 to \$3.27 million. This is primarily due to the increases in liability insurance and claims reserve costs. Fund balance of \$265,500 is applied to help offset the impact to department charges and is intended to be phased out over the next several years.
- The **DOA-Collections Fund** expenditures increase 1.0% or \$9,700. Major personnel changes include the reduction of 0.60 FTE temporary extra help, the transfer of 0.15 FTE business services manager and 0.25 FTE of an administrative specialist to the DOA General Fund, and the creation of a 1.00 FTE collections specialist position.
- The **DOA-American Job Center Fund** budget expenditures decrease \$40,400 to \$347,200. Expenditure reductions include the removal of expenditure authority for the purchase of office equipment associated with the movement of the workforce development center from the Pewaukee location to the Waukesha location.
- The **DOA-American Rescue Plan Act (ARPA) Fund** is budgeted for the first time in 2022 at \$118,000, and includes the first full-year of a new senior financial analyst position created during 2021 (ordinance 176-46), which is tasked with tracking and reporting on ARPA funding awarded to the county. This position is funded with ARPA revenues and includes a sunset provision, which eliminates the position at the end of the grant period. The budget also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.
- The **Corporation Counsel – General Legal Services** budget expenditures increases \$56,600, primarily for personal cost to continue for 12.26 FTE.

**BUDGETED POSITIONS 2020-2022  
SUMMARY BY AGENCY AND FUND**

**GENERAL ADMINISTRATION**

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	4.50	4.50	4.50	3.50	(1.00)
COUNTY CLERK	General	5.00	5.00	5.00	5.00	0.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	54.55	53.95	53.95	53.65	(0.30)
	American Rescue Plan Act	-	-	0.38	1.00	1.00
	End User Technology	28.95	28.55	28.55	37.05	8.50
	Risk Management	2.90	2.90	2.90	2.90	0.00
	Collections	6.80	6.80	6.80	7.40	0.60
	American Job Center	1.00	1.00	1.00	1.00	0.00
	<b>Subtotal Dept. of Admin.</b>	<b>94.20</b>	<b>93.20</b>	<b>93.58</b>	<b>103.00</b>	<b>9.80</b>
CORPORATION COUNSEL	General	11.85	11.85	11.85	11.85	0.00
TOTAL REGULAR POSITIONS		125.20	124.20	124.58	133.00	8.80
TOTAL EXTRA HELP		6.60	5.54	5.54	5.30	(0.24)
TOTAL OVERTIME		0.03	0.03	0.03	0.03	-
TOTAL BUDGETED POSITIONS		<b>131.83</b>	<b>129.77</b>	<b>130.15</b>	<b>138.33</b>	<b>8.56</b>

**2022 BUDGET ACTIONS**

**County Board**

Unfund: 1.00 FTE Internal Audit Manager

**County Clerk**

Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist

Increase: 0.51 FTE Extra Help

**Department of Administration - General**

Unfund: 0.50 FTE Administrative Assistant in the Administrative Services Program

Transfer In: 0.25 FTE Administrative Specialist from the Collections Fund

Transfer In: 0.15 FTE Business and Collections Services Manager from the Collections Fund

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

Reclassify: 1.00 FTE Information Technology Technician to Information Technology Analyst

Reclassify: 4.00 FTE Information Technology Analyst to Senior Information Technology Professional

Reclassify: 1.00 FTE Principal Information Technology Professional to Public Safety Systems Admin.

Unfund: 0.50 FTE Information Technology Technician

Transfer In: 1.00 FTE Business Applications Support Administrator from Health and Human Services

Transfer In: 1.00 FTE Information Technology Technician from Health and Human Services

Transfer In: 4.00 FTE Information Technology Analyst from Health and Human Services

Transfer In: 1.00 FTE Senior Information Technology Professional from Health and Human Services

Transfer In: 2.00 FTE Principal Information Technology Professional from Health and Human Services

**Department of Administration - Collections Fund**

Create: 1.00 FTE Collections Specialist

Reduce: 0.60 FTE Extra Help

Transfer Out: 0.25 FTE Administrative Specialist to DOA-General Fund

Transfer Out: 0.15 FTE Business and Collections Services Manager to DOA-General Fund

**Corporation Counsel - General Fund**

Reduce: 0.15 FTE Extra Help

**2021 CURRENT YEAR ACTIONS**

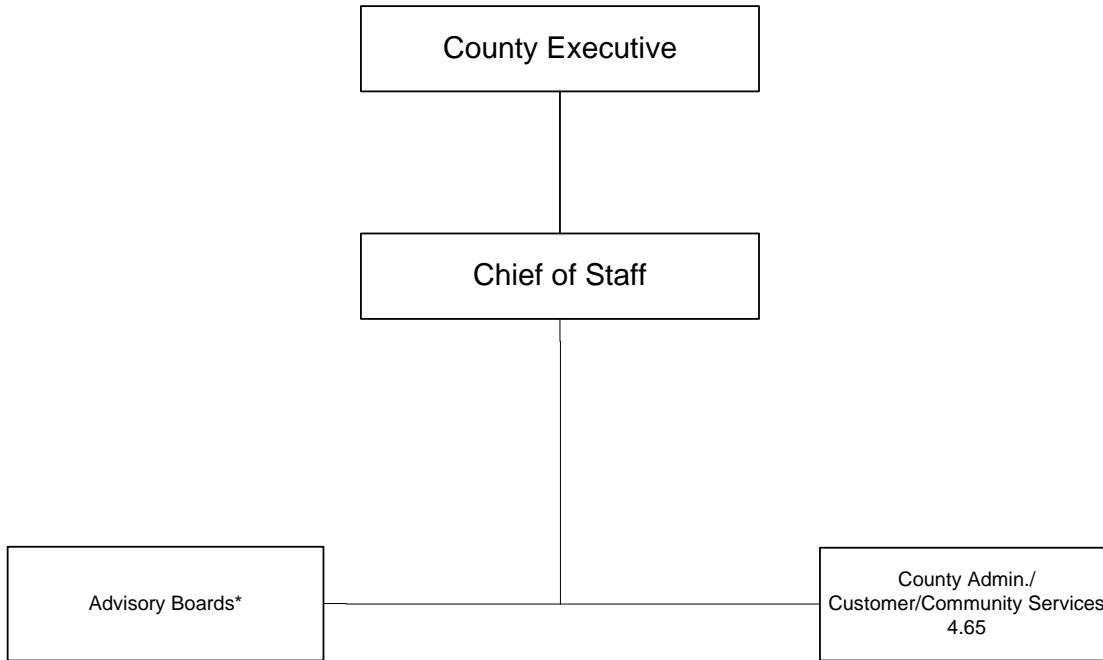
**Department of Administration - American Rescue Plan Act**

Create: 1.00 FTE Senior Financial Analyst

# County Executive

# COUNTY EXECUTIVE'S OFFICE

## FUNCTION / PROGRAM CHART



4.65 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.

<b>Financial Summary</b>	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$83,340	\$0	\$52,811	\$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
Apr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$601,865</b>	<b>\$621,865</b>	<b>\$621,865</b>	<b>\$636,865</b>	<b>\$15,000</b>	<b>2.4%</b>
<b>Total Revenue Sources</b>	<b>\$685,205</b>	<b>\$621,865</b>	<b>\$674,676</b>	<b>\$636,865</b>	<b>\$15,000</b>	<b>2.4%</b>
<b>Expenditures</b>						
Personnel Costs	\$519,308	\$564,739	\$550,506	\$577,012	\$12,273	2.2%
Operating Expenses	\$12,457	\$33,287	\$13,853	\$35,368	\$2,081	6.3%
Interdept. Charges	\$23,090	\$23,839	\$23,589	\$24,485	\$646	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$554,855</b>	<b>\$621,865</b>	<b>\$587,948</b>	<b>\$636,865</b>	<b>\$15,000</b>	<b>2.4%</b>
Rev. Over (Under) Exp.	\$130,350	\$0	\$86,728	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	4.65	4.65	4.65	4.65	0.00
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>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>0.00</b>

Major Departmental Strategic Plan Objectives

**Customer Service Pillar: High customer satisfaction**

Objective 1: Improve Customer Service

To support and encourage consistent customer service across Waukesha County departments, achieve a 4.65 out of 5 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Achieve a 4.65 out of 5 mean rating annually for customer service satisfaction for the County Executive’s Office.

Performance Measure:	2020 Actual	2021 Estimate	2022 Target
Countywide Customer Satisfaction Rating	4.55	4.45	4.65
County Executive’s Office Customer Satisfaction Rating	4.65	4.00	4.65

**Finance Pillar: Protect taxpayer investments**

Objective 2: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

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:	2020 Actual	2021 Actual	2022 Target
County’s Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 3: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and 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.

New construction growth in the county’s equalized value.

Performance Measure	2019 Actual	2020 Actual	2021 Actual
\$ County Equalized Value (includes TID)	\$59.5 billion	\$62.6 billion	\$66.7 billion
\$ Amount of New Construction (a)	\$831.2 million	\$978.7 million	\$983.4 million
% of Change (b)	1.47%	1.64%	1.57%

(a) 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.

(b) The percent change is calculated by dividing the amount of new construction by the previous year’s equalized value.

County Administration/Customer/Community Services

**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. The 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>0.00</b>
General Government	\$83,340	\$0	\$52,811	\$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>\$588,295</b>	<b>\$608,295</b>	<b>\$608,295</b>	<b>\$624,988</b>	<b>\$16,693</b>
<b>Total Revenues</b>	<b>\$671,635</b>	<b>\$608,295</b>	<b>\$661,106</b>	<b>\$624,988</b>	<b>\$16,693</b>
Personnel Costs	\$516,058	\$557,839	\$546,006	\$571,012	\$13,173
Operating Expenses	\$12,208	\$26,617	\$12,853	\$29,491	\$2,874
Interdept. Charges	\$23,090	\$23,839	\$23,589	\$24,485	\$646
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$551,356</b>	<b>\$608,295</b>	<b>\$582,448</b>	<b>\$624,988</b>	<b>\$16,693</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$120,279</b>	<b>\$0</b>	<b>\$78,658</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Personnel costs increase \$13,200 due to cost to continue for current staff and employee benefit selection changes. Operating expenses increase nearly \$2,900 due to an increase in telecommunication and audio equipment. Interdepartmental charges increase by approximately \$600 largely due to a 2.5% increase in EUTF charges.

**Activity Data**

	2020 Actual (a)	2021 Budget	2021 Estimate (a)	2022 Budget
Dept. Heads Report directly to County Exec (b)	8	8	8	8
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. (c)	657	1,200	500	850

(a) 2020 Actuals and 2021 Estimate are low due to collaboration with other department's social media accounts and also the impact of the COVID-19 pandemic (fewer events taking place, pandemic relief efforts taking priority to social media schedules, and shifting some communications to other departments).

(b) Includes Corporation Counsel and UW Extension

(c) Initial projected numbers were calculated off of the highest possible number of tweets recommended for engagement. They differ from the actual number of tweets, which still falls within the recommended number to create engagement.

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.

	2020 Actual (a)	2021 Budget	2021 Estimate (a)	2022 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>\$13,570</b>	<b>\$13,570</b>	<b>\$13,570</b>	<b>\$11,877</b>	<b>(\$1,693)</b>
<b>Total Revenues</b>	<b>\$13,570</b>	<b>\$13,570</b>	<b>\$13,570</b>	<b>\$11,877</b>	<b>(\$1,693)</b>
Personnel Costs (a)	\$3,250	\$6,900	\$4,500	\$6,000	(\$900)
Operating Expenses (a)	\$249	\$6,670	\$1,000	\$5,877	(\$793)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$3,499</b>	<b>\$13,570</b>	<b>\$5,500</b>	<b>\$11,877</b>	<b>(\$1,693)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$10,071</b>	<b>\$0</b>	<b>\$8,070</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2020 actuals and 2021 estimate are both significantly impacted by the COVID-19 pandemic due to less traveling and in-person meetings by boards and commissions.

**Program Highlights**

Overall, expenditures for the advisory boards is budgeted to decrease by \$1,700 to better reflect prior years' actuals.

**Activity**

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and for other reimbursable expenditures 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	3	9	1
Park & Planning Commission	3	5	1
Aging and Disability Resource Center Advisory Board	1	7	1
Wisconsin River Rail Transit Commission	1	2	1
Airport Operations Commission	1	4	1
Board of Adjustment	0	6	1
Ethics Board	0	4	As needed

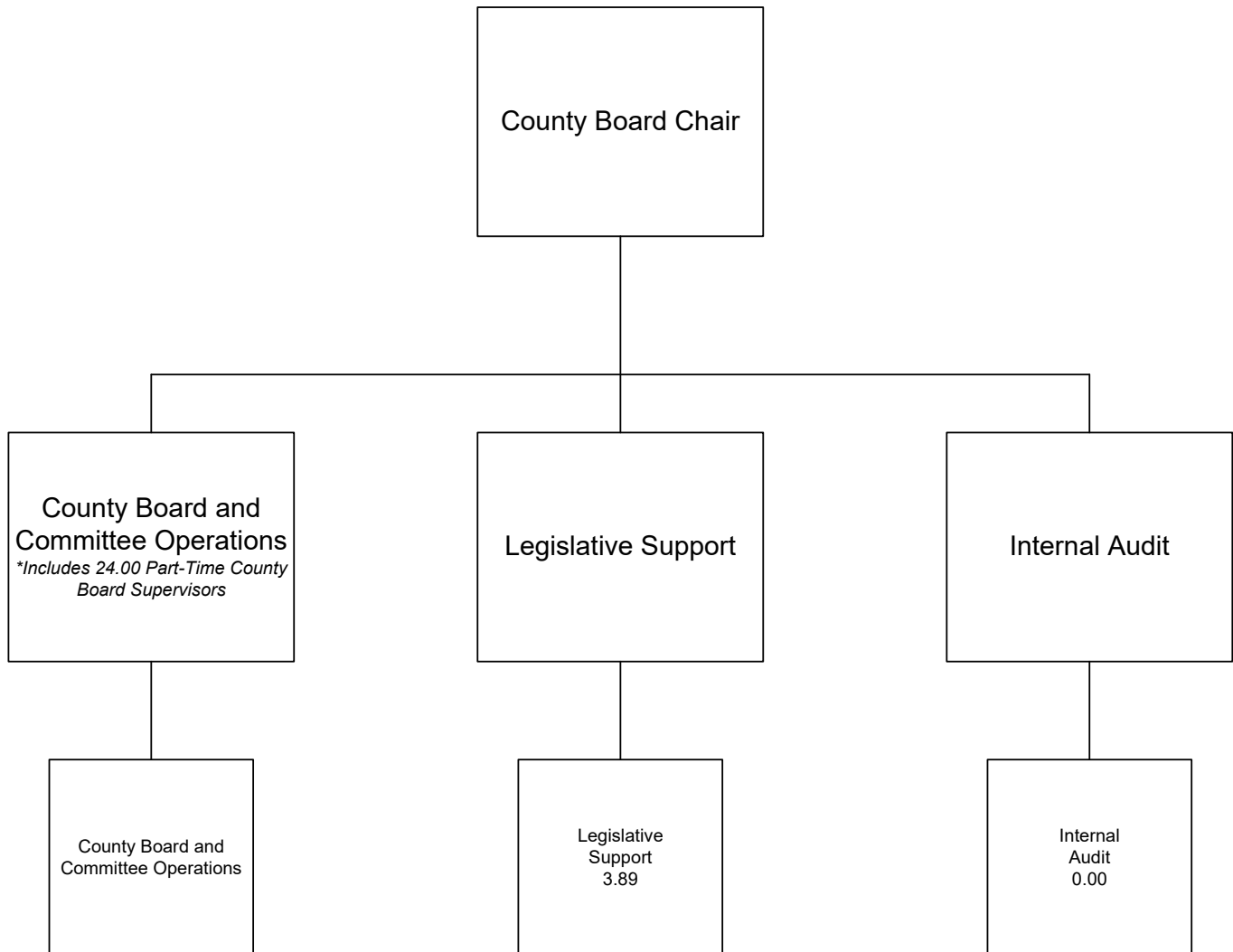
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission,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



3.89 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 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.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$1,923	\$0	\$1,356	\$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)	\$106,331	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$1,063,080</b>	<b>\$1,040,000</b>	<b>\$1,040,000</b>	<b>\$986,697</b>	<b>(\$53,303)</b>	<b>-5.1%</b>
<b>Total Revenue Sources</b>	<b>\$1,171,334</b>	<b>\$1,040,000</b>	<b>\$1,041,356</b>	<b>\$986,697</b>	<b>(\$53,303)</b>	<b>-5.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$744,378	\$799,714	\$616,464	\$658,339	(\$141,375)	-17.7%
Operating Expenses	\$107,573	\$195,160	\$146,396	\$297,615	\$102,455	52.5%
Interdept. Charges	\$28,849	\$45,126	\$45,126	\$30,743	(\$14,383)	-31.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$880,800</b>	<b>\$1,040,000</b>	<b>\$807,986</b>	<b>\$986,697</b>	<b>(\$53,303)</b>	<b>-5.1%</b>
Rev. Over (Under) Exp.	\$290,534	\$0	\$233,370	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	4.50	4.50	4.50	3.50	(1.00)
Extra Help	0.39	0.39	0.39	0.39	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>4.89</b>	<b>4.89</b>	<b>4.89</b>	<b>3.89</b>	<b>(1.00)</b>

(a) Fund balance appropriation	2020 Actual	2021 Budget	2021 Est.	2022 Budget
2019 audit contracts carried over into 2020	\$104,080	\$0	\$0	\$0
Purchase order for County Board office reconfiguration	\$2,251	\$0	\$0	\$0
<b>Total Fund Balance Appropriation:</b>	<b>\$106,331</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Major Departmental Strategic Plan Objectives

**Finance Pillar: Protect taxpayer investments**

Objective 1: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management policies to help lower borrowing costs and the tax rate.

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:	2019 Actual	2020 Actual	2021 Actual	2022 Target
County’s Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and 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 2021, including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries.

New construction growth in the county’s equalized value:

Performance Measure	2019 Actual	2020 Actual	2021 Actual
\$ Amount of Net New Construction*	\$831.2 million	\$978.7 million	\$983.4 million
% of Change	1.47%	1.64%	1.57%

*\*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.*

**Customer Service Pillar: High Customer Satisfaction**

Objective 3: Customer Service: To establish consistent customer service across Waukesha County departments, achieve a 4.65 out of 5.0 annually for customer service satisfaction with respect to accessibility, accuracy, attitude, timeliness, and communication.

Activity-Workload Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
County Board Customer Satisfaction Rating	4.88	4.50	4.70	4.65	0.15



Legislative Support

**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. County board staff manages the day-to-day operations of the County Board Office including but not limited to: preparing agendas and minutes for County Board meetings, responding to constituent issues, monitoring state and federal legislation, managing operational audits and policy development and research.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.89</b>	<b>3.89</b>	<b>3.89</b>	<b>3.89</b>	<b>0.00</b>
General Government	\$1,923	\$0	\$1,356	\$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)	\$2,251	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$452,093</b>	<b>\$423,462</b>	<b>\$423,462</b>	<b>\$649,674</b>	<b>\$226,212</b>
<b>Total Revenues</b>	<b>\$456,267</b>	<b>\$423,462</b>	<b>\$424,818</b>	<b>\$649,674</b>	<b>\$226,212</b>
Personnel Costs	\$325,170	\$370,616	\$340,348	\$396,211	\$25,595
Operating Expenses (a)	\$13,505	\$23,420	\$19,396	\$223,420	\$200,000
Interdept. Charges	\$28,577	\$29,426	\$29,426	\$30,043	\$617
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$367,252</b>	<b>\$423,462</b>	<b>\$389,170</b>	<b>\$649,674</b>	<b>\$226,212</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$89,015</b>	<b>\$0</b>	<b>\$35,648</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2020 actual fund balance includes \$2,251 for reconfiguration of the County Board offices.

**Program Highlights**

Personnel costs increase by \$25,600 due to cost to continue for existing staff and a change in health plan selections.

In 2021, the County Board decided to explore contracting out audit services. A risk assessment is currently underway to develop a 3-5 year audit plan. A third-party party vendor will be contracted to conduct audit services. Operating expenses increase by \$200,000 as a result of Internal Audit funds being transferred to the Legislative Support Program to support these third-party auditor services.

<b>Activity-Workload Data</b>	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Committee agenda/minutes prepared	170	175	175	175	0
<b>Activity-Workload Data</b>	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Audits of department activities	1	5	3	3	(2)
Follow-up of internal audit and external auditor's recommendations	2	0	0	1	1

County Board and Committees Operations

**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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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>\$337,940</b>	<b>\$338,031</b>	<b>\$338,031</b>	<b>\$337,023</b>	<b>(\$1,008)</b>
<b>Total Revenues</b>	<b>\$337,940</b>	<b>\$338,031</b>	<b>\$338,031</b>	<b>\$337,023</b>	<b>(\$1,008)</b>
Personnel Costs	\$258,797	\$263,136	\$263,136	\$262,128	(\$1,008)
Operating Expenses	\$44,006	\$59,195	\$52,000	\$74,195	\$15,000
Interdept. Charges	\$272	\$15,700	\$15,700	\$700	(\$15,000)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$303,075</b>	<b>\$338,031</b>	<b>\$330,836</b>	<b>\$337,023</b>	<b>(\$1,008)</b>
Rev. Over (Under) Exp.	\$34,865	\$0	\$7,195	\$0	\$0

**Program Highlights**

Operating expenses increase by \$15,000 as a result of shifting \$15,000 in interdepartmental charges back into the operating budget for one-time, third party consulting services. This charge was for Parks & Land Use Information System staff to develop a new County Board District Map after the results of the 2020 U.S. Census.

<b>Activity-Workload Data</b>	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Ordinances/Resolutions considered	104	115	115	115	0

Internal Audit

**Program Description**

Internal Audit, an independent function of this 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>(1.00)</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)	\$104,080	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$273,047</b>	<b>\$278,507</b>	<b>\$278,507</b>	<b>\$0</b>	<b>(\$278,507)</b>
<b>Total Revenues</b>	<b>\$377,127</b>	<b>\$278,507</b>	<b>\$278,507</b>	<b>\$0</b>	<b>(\$278,507)</b>
Personnel Costs	\$160,411	\$165,962	\$12,980	\$0	(\$165,962)
Operating Expenses (a)	\$50,062	\$112,545	\$75,000	\$0	(\$112,545)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$210,473</b>	<b>\$278,507</b>	<b>\$87,980</b>	<b>\$0</b>	<b>(\$278,507)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$166,654</b>	<b>\$0</b>	<b>\$190,527</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2020 actual Fund Balance totaling \$104,080 includes \$91,580 for 2019 audits carried over into 2020 and \$12,500 for the audit of the Waukesha Employee Health and Wellness Center.

**Program Highlights**

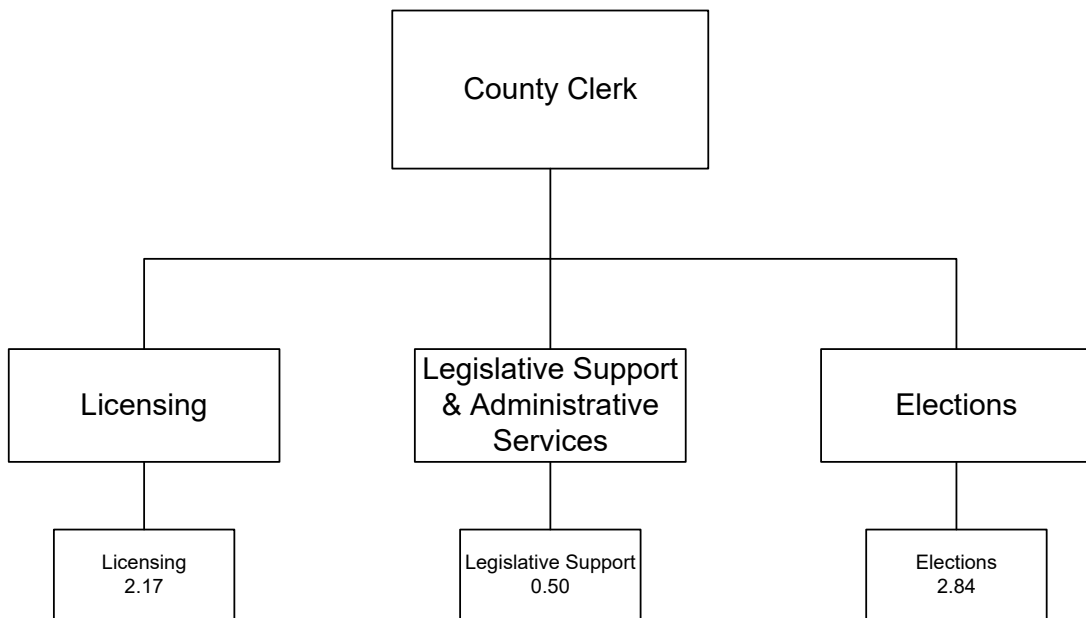
The Internal Audit Manager position is unfunded in 2022, and the operating expenses associated with audit are shifted to the Legislative Support Program. Audit services are expected to be contracted out to a 3<sup>rd</sup> party vendor.

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# County Clerk

# COUNTY CLERK'S OFFICE

## FUNCTION / PROGRAM CHART



5.51 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**

Authorization for the County Clerk’s Office is listed under Wisconsin Statute 59.23. The County Clerk’s office performs a variety of tasks dictated both statutorily and by the Waukesha County Board. The County Clerk’s Office is responsible for conducting county, state, and national elections to include: publishing of legal notices; filing of nomination papers; programming county-wide electronic voting machines, perform logic and accuracy testing of machinery and ballots, design and prepare ballots for printing, and distributing ballots; tabulating and releasing election results; and storing and maintaining election records, supplies, and ballots. The County Clerk’s Office acts as an agent for the Department of State accepting applications for U.S. passports. The County Clerk’s office also issues marriage licenses to Waukesha County residents as well as out of state applicants planning to get married within the county. Marriage licensing duties include obtaining confidential applicant information, filing necessary paperwork with the state and the collection and payment of funds as necessary. Dog licenses are received and distributed to municipalities, as an agent of the state, to include the distribution of forms and the generation of reports. In addition, the County Clerk serves the County Board by recording and publishing the County Board proceedings, assuring compliance with open meeting and record laws, and maintains files of legal papers and other documents. The County Clerk’s Office provides numerous other auxiliary services to all constituencies internal and external to Waukesha County.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government (a)	\$22,964	\$0	\$107,618	\$0	\$0	N/A
Fine/Licenses	\$125,136	\$175,935	\$151,680	\$174,325	(\$1,610)	-0.9%
Charges for Services	\$84,112	\$84,165	\$82,853	\$92,165	\$8,000	9.5%
Interdepartmental	\$28	\$0	\$3	\$0	\$0	N/A
Other Revenue	\$901	\$600	\$781	\$756	\$156	26.0%
Appr. Fund Balance (b)	\$100,375	\$0	\$0	\$100,000	\$100,000	N/A
<b>County Tax Levy (Credit)</b>	<b>\$333,810</b>	<b>\$343,810</b>	<b>\$343,810</b>	<b>\$334,810</b>	<b>(\$9,000)</b>	<b>-2.6%</b>
<b>Total Revenue Sources</b>	<b>\$667,326</b>	<b>\$604,510</b>	<b>\$686,745</b>	<b>\$702,056</b>	<b>\$97,546</b>	<b>16.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$404,515	\$423,628	\$418,672	\$437,656	\$14,028	3.3%
Operating Expenses (a)	\$205,134	\$138,298	\$220,009	\$220,412	\$82,114	59.4%
Interdept. Charges	\$41,185	\$42,584	\$42,500	\$43,988	\$1,404	3.3%
Fixed Assets (a)	\$0	\$0	\$7,000	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$650,834</b>	<b>\$604,510</b>	<b>\$688,181</b>	<b>\$702,056</b>	<b>\$97,546</b>	<b>16.1%</b>
Rev. Over (Under) Exp.	\$16,492	\$0	(\$1,436)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.40	0.00	0.00	0.51	0.51
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>5.40</b>	<b>5.00</b>	<b>5.00</b>	<b>5.51</b>	<b>0.51</b>

(a) The 2021 estimate for expenditures exceed the adopted budget due to 2020 carryovers.

(b) The 2022 budget includes one-time general fund balance appropriation of \$100,000 for higher costs associated with the higher number of elections in even numbered years.

Major Departmental Strategic Plan Objectives:

### **Team Pillar: Best professionals serving the public in the best way**

Objective 1: Through consistent, dedicated full time staff, improve service to our customers both internally and externally.

The County Clerk's office was resilient through the pandemic and found ways to continue serving all constituents, both internally and externally. In adapting, the department has added a process of scheduling appointments for those seeking marriage licenses and passports to assure they can service customers in a timely manner. The department is anticipating some changes to state statutes in 2022 that may change how and when marriage licenses are issued. The department will need to adapt their service model to respond to those changes.

### **Customer Service Pillar: High customer satisfaction**

Objective 2: Provide personal, professional, and prompt response to customers in a consistent manner.

As public servants, the employees of the County Clerk's office are committed to providing services that reflect value, integrity, and performance in a consistent manner. The County Clerk's office added a customer survey collection device to the office as well as promote opportunities to receive customer feedback in order to better track and respond to customer satisfaction data. The department will look for ways to encourage more of our customers to take the survey while in our office. They have added customer feedback surveys to our onsite meetings with poll workers and municipal clerks. The department plans on using the data to hone our services to our customers.

### **Quality Pillar: High standards of service excellence**

Objective 3: Ensure voter confidence in the safety, security, and integrity of the election process for the constituents in Waukesha County.

The County Clerk's office is guided by state statutes and the Wisconsin Election Commission in acting as the coordinator for Waukesha County elections. The clerk's office will work with municipalities taking a proactive approach to improve communication in the county and increase training opportunities for poll workers to ensure the safety and security of elections.



Licensing

**Program Description**

The County Clerk’s Office issues marriage licenses to county residents and out-of-state couples marrying in Wisconsin, as provided in Wisconsin State Statutes. The clerk’s office administers the state’s dog-licensing program by coordinating dog license tags for all 37 municipalities while maintaining records within the dog license fund. The office serves as an Acceptance Office for passport applications under the direction of the U.S. State Department responsible for overseeing the county’s passport program, protecting the integrity of the application process, and providing a valuable service to our constituents. The County Clerk’s office also provides notary services as needed for various customers.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.17</b>	<b>2.17</b>	<b>2.17</b>	<b>2.17</b>	<b>0.00</b>
General Government	\$238	\$0	\$240	\$0	\$0
Fine/Licenses	\$125,136	\$175,935	\$151,680	\$174,325	(\$1,610)
Charges for Services	\$10,872	\$19,005	\$13,753	\$19,005	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$5	\$0	\$25	\$0	\$0
Appr. Fund Balance	\$375	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (a)</b>	<b>(\$11,749)</b>	<b>(\$4,816)</b>	<b>(\$4,816)</b>	<b>(\$20,811)</b>	<b>(\$15,995)</b>
<b>Total Revenues</b>	<b>\$124,877</b>	<b>\$190,124</b>	<b>\$160,882</b>	<b>\$172,519</b>	<b>(\$17,605)</b>
Personnel Costs	\$130,985	\$149,602	\$129,824	\$133,912	(\$15,690)
Operating Expenses	\$8,909	\$22,235	\$19,575	\$18,393	(\$3,842)
Interdept. Charges	\$17,726	\$18,287	\$19,906	\$20,214	\$1,927
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$157,620</b>	<b>\$190,124</b>	<b>\$169,305</b>	<b>\$172,519</b>	<b>(\$17,605)</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$32,743)</b>	<b>\$0</b>	<b>(\$8,423)</b>	<b>\$0</b>	<b>\$0</b>

(a) The tax levy credit in this program area reduces the County Clerk’s overall tax levy need in the Elections program.

**Program Highlights**

Fines and licenses include marriage licenses, marriage waiver fees, and passport application fees. Passport application fees are budgeted to decrease \$1,600 to \$50,700. This is related to a budgeted decrease of 46 applications. Marriage licenses are budgeted to stay at the same level as 2021 with 1,900 licenses at \$123,700.

Personnel costs are budgeted to decrease \$15,700 due to changes in employee benefit selections. Operating expenses decrease by \$3,800 due to not needing to purchase office equipment and furniture in 2022. Interdepartmental charges increase by \$1,900 mainly due to End User Technology Charges.

**Activity** – This chart shows the number and fees of issued licenses, applications and passport photos by year.

	2018 Actual	2019 Actual	2020 Actual*	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Marriage Licenses	1,878	1,771	1,672	1,900	1,800	1,900	0
Marriage Licenses Fee	\$65	\$65	\$65	\$65	\$65	\$65	\$0
Domestic Partnerships	2	0	0	0	1	0	0
Passports Applications	1,080	1,289	435	1,400	1,200	1,354	(46)
Passport Fee-County Portion	\$25	\$35	\$35	\$35	\$35	\$35	\$0
Passport Photos	841	1,049	398	1,050	875	1,050	0
Passport Photos Fee	\$9.99	\$11.99	\$11.99	\$14.29	\$14.29	\$14.29	\$0.00

\* 2020 Actuals were significantly impacted by the COVID-19 pandemic.

Elections

**Program Description**

The County Clerk’s Office is responsible for ensuring the safety, security, and integrity of the election process for the constituents in the county. The office programs electronic media, creates, proofs, orders and distributes ballots; and provides all necessary election supplies to 37 municipalities, school districts, and referendums. The county also generates and publishes state-required election notices, and maintains and files all necessary reports for 11 Waukesha County “Relier” municipalities on the statewide WisVote System, ensuring they are in compliance with the requirements of federal law and state statutes. The County Clerk’s office electronically receives unofficial election results on election night and posts results on the county’s website. The County Clerk chairs the County Board of Canvass that certifies the official results for federal, county, state, and multi-jurisdictional Judges.

	2020 Actual	2021 Budget	2021 Estimate (a)	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.73</b>	<b>2.33</b>	<b>2.33</b>	<b>2.84</b>	<b>0.51</b>
General Government (a)	\$22,488	\$0	\$107,244	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$73,165	\$65,000	\$69,000	\$73,000	\$8,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$100,000	\$0	\$0	\$100,000	\$100,000
<b>County Tax Levy (Credit)</b>	<b>\$298,621</b>	<b>\$301,107</b>	<b>\$301,107</b>	<b>\$306,627</b>	<b>\$5,520</b>
<b>Total Revenues</b>	<b>\$494,274</b>	<b>\$366,107</b>	<b>\$477,351</b>	<b>\$479,627</b>	<b>\$113,520</b>
Personnel Costs	\$232,629	\$230,580	\$245,415	\$258,840	\$28,260
Operating Expenses (a)	\$194,586	\$114,163	\$198,984	\$200,119	\$85,956
Interdept. Charges	\$20,546	\$21,364	\$19,661	\$20,668	(\$696)
Fixed Assets (a)	\$0	\$0	\$7,000	\$0	\$0
<b>Total Expenditures</b>	<b>\$447,761</b>	<b>\$366,107</b>	<b>\$471,060</b>	<b>\$479,627</b>	<b>\$113,520</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$46,513</b>	<b>\$0</b>	<b>\$6,291</b>	<b>\$0</b>	<b>\$0</b>

- (a) The 2021 estimate for expenditures exceed the adopted budget due to 2020 carryovers.
- (b) Reflects additional fund balance to cover increased costs during a general election year.

**Program Highlights**

Charges for services revenue is budgeted to increase \$8,000 to \$73,000 for municipal election service charges. Fund balance increases \$100,000 due to higher election program expenditures in 2022 related to a higher number of elections.

Personnel costs are budgeted to increase \$28,300 mostly due to the increase of 0.51 FTE temporary extra help needed in the elections program during even-numbered years. Operating expenses increase \$86,000 mainly due to two additional regular elections in 2022, which results in higher election costs.

**Activity**

	2018	2019	2020	2021	2022*
Number of Waukesha County Registered Voters as certified in January	241,537	267,113	260,311	296,544	296,544
Number of Regular Elections	4	2	4	2	4
Number of Special Elections	0	2	2	1	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>4</b>

\* Estimate

Legislative Support and Administrative Services

**Program Description**

The County Clerk serves as the clerk for the County Board. The clerk’s office serves as the custodian archiver for all records of the County Board of Supervisors and other county-related records required by state statutes. It posts agendas and minutes on the county’s website, and publishes county ordinances with the authorized legal publication. The clerk’s office also responds to open records requests, assists in researching County Board proceedings, and chronicles any claims filed against the county. The County Clerk’s office is responsible for registering all county owned vehicles and maintain title records for the same.

Administrative services is also responsible for publishing a yearly Directory of Public Officials, which is distributed and posted on the county’s website, as well as compiling an Annual Proceedings book for the Board of Supervisors. 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.00</b>
General Government	\$238	\$0	\$134	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$75	\$160	\$100	\$160	\$0
Interdepartmental	\$28	\$0	\$3	\$0	\$0
Other Revenue	\$896	\$600	\$756	\$756	\$156
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$46,938</b>	<b>\$47,519</b>	<b>\$47,519</b>	<b>\$48,994</b>	<b>\$1,475</b>
<b>Total Revenues</b>	<b>\$48,175</b>	<b>\$48,279</b>	<b>\$48,512</b>	<b>\$49,910</b>	<b>\$1,631</b>
Personnel Costs	\$40,901	\$43,446	\$43,433	\$44,904	\$1,458
Operating Expenses	\$1,639	\$1,900	\$1,450	\$1,900	\$0
Interdept. Charges	\$2,913	\$2,933	\$2,933	\$3,106	\$173
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$45,453</b>	<b>\$48,279</b>	<b>\$47,816</b>	<b>\$49,910</b>	<b>\$1,631</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$2,722</b>	<b>\$0</b>	<b>\$696</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Charges for services revenue remains at the 2021 budget level. Other revenue from the hardcopy sales of the Directory of Public Officials is budgeted to increase about \$200.

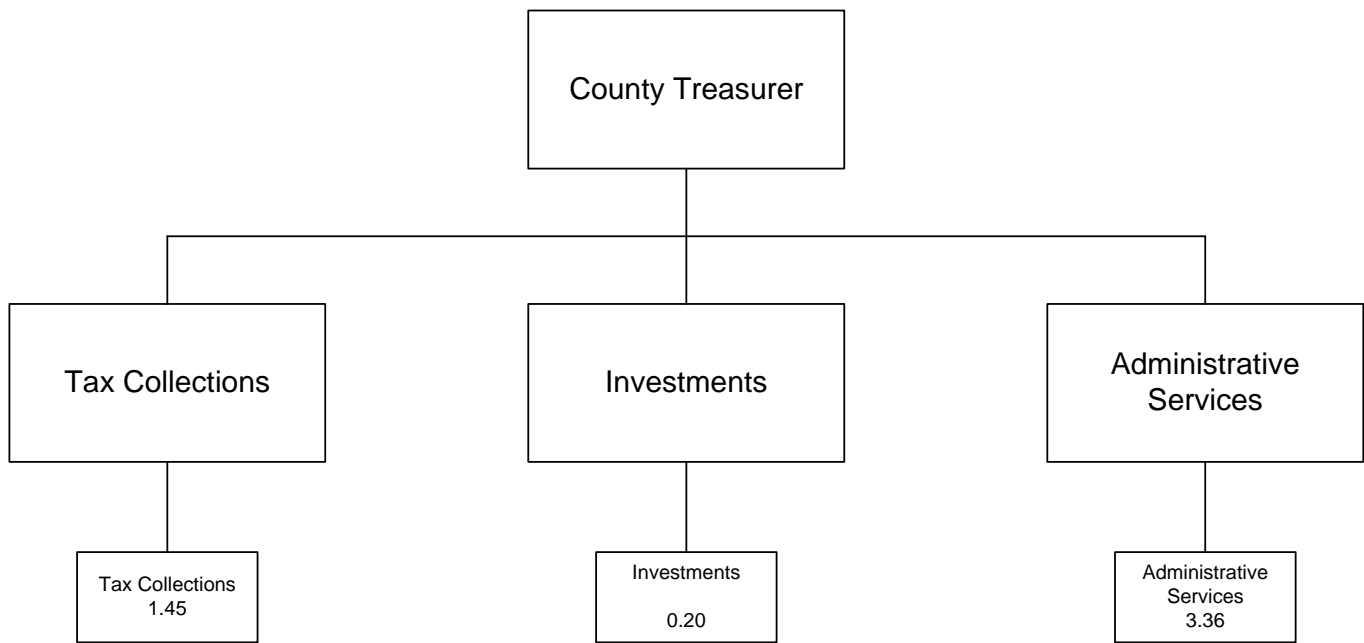
Personnel costs are budgeted to increase \$1,500 which is the cost to continue of 0.50 FTE.

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# **County Treasurer**

# COUNTY TREASURER'S OFFICE

## FUNCTION / PROGRAM CHART



5.01 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$942	\$0	\$0	\$500,000	\$500,000	N/A
Fine/Licenses	\$114,545	\$145,000	\$145,000	\$145,000	\$0	0.0%
Charges for Services	\$105,733	\$121,500	\$122,485	\$121,500	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$3,946,030	\$4,853,946	\$3,505,691	\$4,773,946	(\$80,000)	-1.6%
Appr. Fund Balance	\$160,000	\$660,000	\$660,000	\$120,000	(\$540,000)	-81.8%
<b>County Tax Levy (Credit) (b)</b>	<b>(\$5,049,850)</b>	<b>(\$5,029,850)</b>	<b>(\$5,029,850)</b>	<b>(\$4,894,850)</b>	<b>\$135,000</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>(\$722,600)</b>	<b>\$750,596</b>	<b>(\$596,674)</b>	<b>\$765,596</b>	<b>\$15,000</b>	<b>2.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$430,068	\$452,044	\$450,434	\$464,238	\$12,194	2.7%
Operating Expenses	\$106,548	\$158,996	\$150,047	\$159,070	\$74	0.0%
Interdept. Charges	\$134,344	\$139,556	\$139,556	\$142,288	\$2,732	2.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$670,960</b>	<b>\$750,596</b>	<b>\$740,037</b>	<b>\$765,596</b>	<b>\$15,000</b>	<b>2.0%</b>
Rev. Over (Under) Exp.	(\$1,393,560)	\$0	(\$1,336,711)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
<b>Total FTEs</b>	<b>5.01</b>	<b>5.01</b>	<b>5.01</b>	<b>5.01</b>	<b>0.00</b>

- (a) For budget comparison purposes, the 2020 actual investment income revenues reported here do not agree to the Annual Comprehensive Financial Report, which includes year-end market to market values of investments as required by Generally Accepted Accounting Principles (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 2021 revenues are projected to underperform the 2021 adopted budget as a result of expected 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 '20	Est. Operating Impact	A=Annual T=One-Time
201815	Property Tax and Cashiering Replacement (d) (e) (f)	2021	\$865,000	100%	\$22,000	A

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

- (d) Coordinated project with departments county-wide.
- (e) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies. Note: The operating costs are funded in the End User Technology Fund (EUTF).
- (f) The Department of Administration has a strategic objective regarding the implementation of the replacement County-wide cashiering software. The implementation process includes maintaining current integrations and centralized cashiering efficiencies while reestablishing policy and procedures to enhance and maintain internal controls and provide opportunities for continuous improvement.

Major Departmental Strategic Plan Objectives

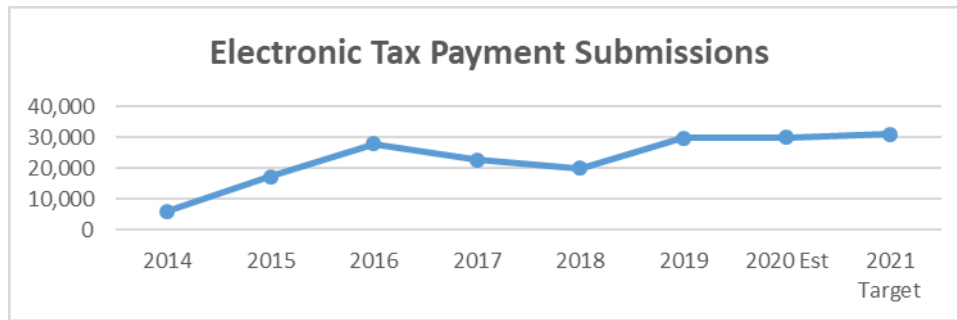
**Quality Pillar: High standards of service excellence**

Objective 1: Receive Tax Data Electronically

Alleviate manual entry and reduce costs by working cooperatively with financial institutions and mortgage companies to acquire payment data in a format for electronic import into our tax system.

An increasing number of payments submitted electronically will indicate improved efficiency, improved cash flow, and reduced costs. Based on analysis of electronic submission of 2020 and 2021 tax payments, a 2022 target (estimate) is shown below:

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
# Tax payments received electronically	30,832	31,000	31,000	33,000
Projected estimated cost savings	\$5,363	\$5,580	\$5,580	\$5,940



Objective 2: Streamline Payment Processing

Ensure that streamlined tax payment processing is maintained by working collaboratively with Department of Administration and Information Technology departments on the Cashiering Replacement project.



## 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 thirteen municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-two of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	<b>0.00</b>
General Government	\$471	\$0	\$0	\$0	\$0
Fine/Licenses	\$114,545	\$145,000	\$145,000	\$145,000	\$0
Charges for Services	\$103,764	\$120,000	\$120,985	\$120,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,444,636	\$1,955,000	\$1,594,391	\$1,875,000	(\$80,000)
Appr. Fund Balance	\$160,000	\$160,000	\$160,000	\$120,000	(\$40,000)
<b>County Tax Levy (Credit) (a)</b>	<b>(\$2,117,209)</b>	<b>(\$2,108,570)</b>	<b>(\$2,108,570)</b>	<b>(\$1,983,901)</b>	<b>\$124,669</b>
<b>Total Revenues</b>	<b>(\$293,793)</b>	<b>\$271,430</b>	<b>(\$88,194)</b>	<b>\$276,099</b>	<b>\$4,669</b>
Personnel Costs	\$108,618	\$114,755	\$114,401	\$118,220	\$3,465
Operating Expenses	\$67,660	\$97,271	\$91,025	\$97,271	\$0
Interdept. Charges	\$59,847	\$59,404	\$59,404	\$60,608	\$1,204
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$236,125</b>	<b>\$271,430</b>	<b>\$264,830</b>	<b>\$276,099</b>	<b>\$4,669</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$529,918)</b>	<b>\$0</b>	<b>(\$353,024)</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

Other revenue is budgeted to decrease \$80,000 to \$1,875,000. This relates to a \$80,000 decrease in interest and penalty on delinquent taxes. Appropriated Fund Balance decreases \$40,000. Also, Tax levy increases by \$124,700.

Personnel costs are budgeted to increase by \$3,500 primarily related to costs to continue the 1.45 FTE.

Interdepartmental charges are budgeted to increase by \$1,200, which includes an increase of \$600 for the DOA-Business Office charges, and small increases for computer maintenance, administrative overhead and telephone fixed charges.

## Tax Collection (cont.)

**Activity**

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have been steadily decreasing due to an increase in mortgage companies requiring escrow for property taxes.

**Interest and Penalty Earned on Delinquent Taxes**

	2015	2016	2017	2018	2019	2020	2021 Est.
<b>Interest</b>	\$1,335,962	\$1,210,558	\$1,206,415	\$1,069,712	\$934,473	\$918,872	\$1,045,800
<b>Penalty</b>	\$667,498	\$603,362	\$590,136	\$529,332	\$464,292	\$459,469	\$521,800
<b>TOTAL</b>	<b>\$2,003,460</b>	<b>\$1,813,920</b>	<b>\$1,796,551</b>	<b>\$1,599,044</b>	<b>\$1,398,765</b>	<b>\$1,378,341</b>	<b>\$1,567,600</b>

**Activity**

The Treasurer's office collected first installment taxes for thirteen municipalities in the 2020-2021 tax years. The dollars collected increased by \$6.4 million to \$163.3 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**

Municipality	2015-16	2016-17	2017-18	2018-19	2019-2020	2020-2021
City of Delafield	\$16,351,929	\$16,400,000	\$16,359,735	\$15,838,433	\$16,669,029	\$17,898,935
Town of Brookfield	\$10,847,109	\$11,712,127	\$12,385,383	\$12,994,155	\$13,868,953	\$12,899,933
Town of Delafield	\$0	\$0	\$0	\$0	\$15,589,170	\$16,346,718
Village of Dousman	\$2,734,703	\$2,757,808	\$2,880,241	\$2,880,808	\$3,008,760	\$3,177,528
Village of Lac La Belle	\$1,495,256	\$1,505,482	\$1,542,249	\$1,483,172	\$1,476,409	\$1,596,335
Village of Lannon	\$1,526,113	\$1,598,443	\$1,552,422	\$1,515,347	\$1,622,468	\$1,630,044
Village of Menomonee Falls	\$65,337,869	\$66,247,670	\$67,393,553	\$66,106,014	\$64,698,167	\$68,236,820
Village of Merton	\$4,914,023	\$4,990,498	\$5,060,346	\$4,832,939	\$4,959,055	\$5,191,687
Village of Nashotah	\$2,162,940	\$2,142,525	\$2,118,636	\$2,052,978	\$2,072,757	\$2,159,055
Village of Oconomowoc Lake	\$3,819,215	\$4,061,548	\$4,499,730	\$3,939,989	\$4,102,400	\$4,291,662
Village of Pewaukee	\$12,756,328	\$12,601,242	\$12,757,647	\$12,154,302	\$12,980,778	\$13,474,437
Village of Wales	\$4,639,608	\$4,911,336	\$5,051,693	\$5,077,237	\$5,013,801	\$5,107,867
Village of Waukesha	\$9,975,042	\$9,856,207	\$10,164,105	\$9,609,622	\$10,827,874	\$11,317,057
<b>Total</b>	<b>\$136,560,135</b>	<b>\$138,784,886</b>	<b>\$141,765,740</b>	<b>\$138,484,996</b>	<b>\$156,889,621</b>	<b>\$163,328,078</b>

Investments

**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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$500,000	\$500,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,499,107	\$2,897,646	\$1,910,000	\$2,897,646	\$0
Appr. Fund Balance	\$0	\$500,000	\$500,000	\$0	(\$500,000)
<b>County Tax Levy (Credit) (a)</b>	<b>(\$3,307,348)</b>	<b>(\$3,305,400)</b>	<b>(\$3,305,400)</b>	<b>(\$3,304,009)</b>	<b>\$1,391</b>
<b>Total Revenues</b>	<b>(\$808,241)</b>	<b>\$92,246</b>	<b>(\$895,400)</b>	<b>\$93,637</b>	<b>\$1,391</b>
Personnel Costs	\$22,468	\$23,308	\$23,307	\$23,763	\$455
Operating Expenses	\$22,830	\$24,500	\$24,500	\$24,500	\$0
Interdept. Charges	\$43,299	\$44,438	\$44,438	\$45,374	\$936
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$88,597</b>	<b>\$92,246</b>	<b>\$92,245</b>	<b>\$93,637</b>	<b>\$1,391</b>

Rev. Over (Under) Exp.	(\$896,838)	\$0	(\$987,645)	\$0	\$0
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(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

**Program Highlights**

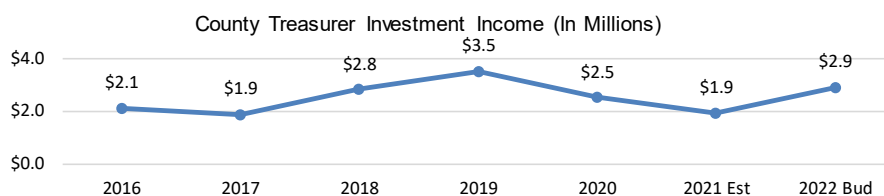
Other revenue consists of investment income, which remains unchanged from the 2021 budgeted level of \$2.9 million. The Federal Reserve significantly reduced interest rates at the outset of the COVID-19 pandemic in 2020, which reduced the county’s investment income, resulting in a \$500,000 decrease in that revenue budget for 2021. This temporary revenue reduction was offset with one-time General Fund balance use of \$500,000 in the 2021 budget. For the 2022 budget, this \$500,000 of General Fund balance is removed, and replaced with of \$500,000 of federal funding from the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program, which allows for recovery of lost revenue following the pandemic (budgeted in General Government revenue, above).

Personnel costs increase by \$450, primarily related to costs to continue the 0.20 FTE.

Interdepartmental charges are budgeted to increase \$936 related to an increase for the DOA-Business Office charges and a small increase in telephone fixed charges.

**Activity**

Investment income in 2020 was at \$5.2 million. Interest rates have dropped significantly in 2020 and are expected to remain low throughout 2022.



## Administrative Services

## 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.36</b>	<b>3.36</b>	<b>3.36</b>	<b>3.36</b>	<b>0.00</b>
General Government	\$471	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,969	\$1,500	\$1,500	\$1,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,287	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$374,707</b>	<b>\$384,120</b>	<b>\$384,120</b>	<b>\$393,060</b>	<b>\$8,940</b>
<b>Total Revenues</b>	<b>\$379,434</b>	<b>\$386,920</b>	<b>\$386,920</b>	<b>\$395,860</b>	<b>\$8,940</b>
Personnel Costs	\$298,982	\$313,981	\$312,726	\$322,255	\$8,274
Operating Expenses	\$16,058	\$37,225	\$34,522	\$37,299	\$74
Interdept. Charges	\$31,198	\$35,714	\$35,714	\$36,306	\$592
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$346,238</b>	<b>\$386,920</b>	<b>\$382,962</b>	<b>\$395,860</b>	<b>\$8,940</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$33,196</b>	<b>\$0</b>	<b>\$3,958</b>	<b>\$0</b>	<b>\$0</b>

## Program Highlights

Personnel costs increase by \$8,300, primarily related to costs to continue the 3.36 FTE.

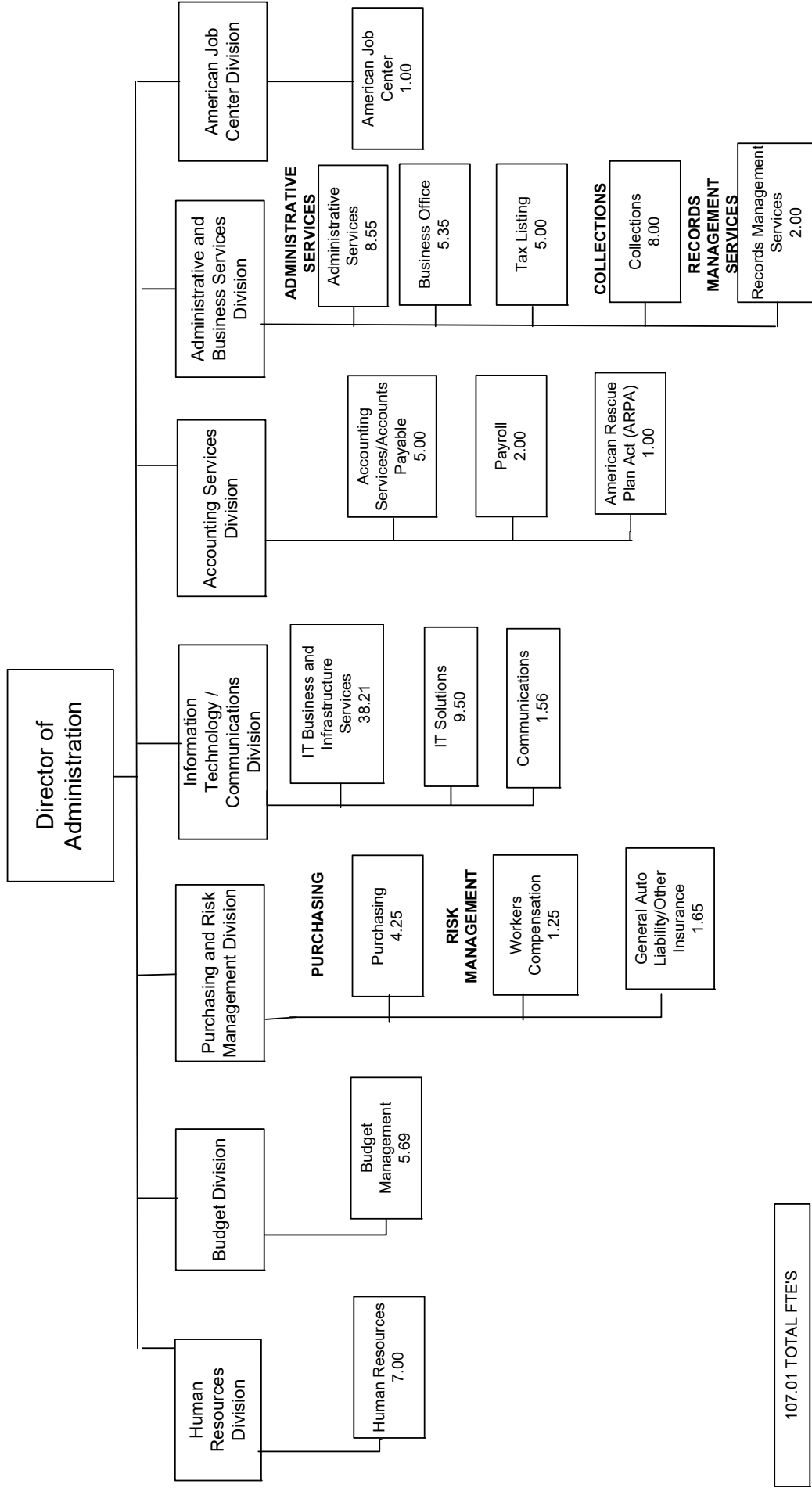
Operating expenses are budgeted to increase by \$70 related to an increase in office equipment repair/maintenance offset by a decrease in data processing repair and maintenance costs.

Interdepartmental charges are budgeted to increase by \$600 primarily due to an \$500 increase for computer maintenance and an \$200 increase for copier replacement charges, offset by small decreases in records storage and retrieval and computer replacement charges.

# **Department of Administration**

# ADMINISTRATION

## FUNCTION / PROGRAM CHART



107.01 TOTAL FTEs

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 Department of Administration (DOA) 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>General Fund</b>						
Revenues	\$2,332,691	\$2,156,332	\$2,269,626	\$2,364,313	\$207,981	9.6%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditures	\$6,903,211	\$7,156,736	\$7,040,705	\$7,394,717	\$237,981	3.3%
Rev. Over (Under) Exp.	\$359,884	\$0	\$229,325	\$0	\$0	N/A
<b>End User Technology Fund</b>						
Revenues	\$7,403,948	\$7,198,186	\$7,381,737	\$8,583,895	\$1,385,709	19.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,692,334	\$7,163,531	\$7,036,552	\$8,540,977	\$1,377,446	19.2%
Operating Inc./Loss (a)	\$711,614	\$34,655	\$345,185	\$42,918	\$8,263	23.8%
<b>Risk Management</b>						
Revenues	\$3,012,399	\$3,171,592	\$3,146,764	\$3,269,798	\$98,206	3.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,092,285	\$3,171,592	\$3,170,640	\$3,269,798	\$98,206	3.1%
Operating Inc./Loss	(\$79,886)	\$0	(\$23,876)	\$0	\$0	N/A
<b>Collections</b>						
Revenues	\$961,264	\$996,977	\$954,677	\$1,006,666	\$9,689	1.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,008,980	\$996,977	\$950,843	\$1,006,666	\$9,689	1.0%
Operating Inc./Loss	(\$47,716)	\$0	\$3,834	\$0	\$0	N/A
<b>American Job Center</b>						
Revenues	\$323,828	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$284,890	\$387,617	\$285,498	\$347,180	(\$40,437)	-10.4%
Rev. Over (Under) Exp.	\$38,938	\$0	\$0	\$0	\$0	N/A
<b>American Rescue Plan Act Fund</b>						
Revenues	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$53,502	\$118,047	\$118,047	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total All Funds</b>						
Revenues	\$14,034,130	\$13,910,704	\$14,091,804	\$15,689,899	\$1,779,195	12.8%
County Tax Levy	\$4,930,404	\$5,000,404	\$5,000,404	\$5,030,404	\$30,000	0.6%
Expenditures	\$17,981,700	\$18,876,453	\$18,537,740	\$20,677,385	\$1,800,932	9.5%
Rev. Over (Under) Exp.	\$398,822	\$0	\$229,325	\$0	\$0	N/A
Operating Inc./Loss (a)	\$584,012	\$34,655	\$325,143	\$42,918	\$8,263	23.8%
<b>Position Summary (FTE)</b>						
Regular Positions	94.20	93.20	93.58	103.00	9.80	
Extra Help	5.26	4.60	4.60	4.00	(0.60)	
Overtime	0.01	0.01	0.01	0.01	0.00	
<b>Total</b>	<b>99.47</b>	<b>97.81</b>	<b>98.19</b>	<b>107.01</b>	<b>9.20</b>	

(a) The goal for the copier replacement program is to break even across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

## Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '21	Estimated Operating Impact	A = Annual T = One-Time
201617	Payroll/Human Resource Info. Sys. (a)(b)(c)(d)	Y	2023	\$1,427,000	60%	\$68,000	A
201815	Property Tax and Cashiering Replacement (a)(b)(e)	Y	2021	\$865,000	100%	\$22,000	A

- (a) Coordinated project with departments county-wide.
- (b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.
- (c) In late 2018, the purchased software system was acquired by another company. The software platform that the county was in the process of implementing may continue to be supported in the future but will not be enhanced. However, the new company is honoring the investments that the county has made and is working with the department on transitioning the county to their supported software product. To determine if the new software product will meet the County's needs, a fit analysis will need to be completed. The analysis will begin in the 4<sup>th</sup> quarter of 2021 due to staffing resource limitations at NeoGov. Once the fit analysis is complete, the County will have the information to determine how to move forward with continued implementation of the product.
- (d) The Department of Administration has a strategic objective regarding the implementation of the Payroll/HRIS system. The implementation process includes conducting a fit analysis and identify a path to migrate from NeoGov's Highline product to either NeoGov's SAAS solution or alternative to fully implement the Payroll/Human Resources Information System (HRIS).
- (e) The Department of Administration has a strategic objective regarding the implementation of the replacement County-wide cashiering software. The implementation process includes maintaining current integrations and centralized cashiering efficiencies while reestablishing policy and procedures to enhance and maintain internal controls and provide opportunities for continuous improvement.



**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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$775,744	\$726,556	\$768,148	\$822,341	\$95,785	13.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$183,978	\$188,750	\$213,364	\$217,889	\$29,139	15.4%
Interdepartmental	\$1,132,528	\$1,086,026	\$1,088,164	\$1,124,083	\$38,057	3.5%
Other Revenue	\$121,019	\$117,000	\$122,000	\$122,000	\$5,000	4.3%
Appr. Fund Balance (a)	\$119,422	\$38,000	\$77,950	\$78,000	\$40,000	105.3%
<b>County Tax Levy (Credit)</b>	<b>\$4,930,404</b>	<b>\$5,000,404</b>	<b>\$5,000,404</b>	<b>\$5,030,404</b>	<b>\$30,000</b>	<b>0.6%</b>
<b>Total Revenue Sources</b>	<b>\$7,263,095</b>	<b>\$7,156,736</b>	<b>\$7,270,030</b>	<b>\$7,394,717</b>	<b>\$237,981</b>	<b>3.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$5,484,619	\$5,577,767	\$5,504,745	\$5,753,794	\$176,027	3.2%
Operating Expenses (a)	\$855,724	\$993,570	\$951,342	\$1,039,686	\$46,116	4.6%
Interdept. Charges	\$562,868	\$585,399	\$584,618	\$601,237	\$15,838	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$6,903,211</b>	<b>\$7,156,736</b>	<b>\$7,040,705</b>	<b>\$7,394,717</b>	<b>\$237,981</b>	<b>3.3%</b>
Rev. Over (Under) Exp.	\$359,884	\$0	\$229,325	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	54.55	53.95	53.95	53.65	(0.30)
Extra Help	1.07	0.69	0.69	0.69	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>55.62</b>	<b>54.64</b>	<b>54.64</b>	<b>54.34</b>	<b>(0.30)</b>

(a) Fund balance appropriation	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Carryovers and Open Purchase Orders	\$81,422	\$0	\$39,950	\$0
Prior year cafeteria vending commission café subsidy	\$10,000	\$10,000	\$10,000	\$10,000
Purchasing procurement system acquisition	\$0	\$0	\$0	\$40,000
<b>Total Fund Balance Appropriation:</b>	<b>\$119,422</b>	<b>\$38,000</b>	<b>\$77,950</b>	<b>\$78,000</b>

Major Departmental Strategic Plan Objectives

**Customer Service Pillar: High customer satisfaction**

Objective 1: Enterprise Content Management and Information Technology Security Improvements

Continue implementation of information governance and security strategies to address changing work environment and data security needs. This includes:

- continued implementation of data access governance tool to identify and manage sensitive, redundant and obsolete information;
- completion of the HIPAA audit and implementation of the recommendations from the audit;
- implementation of security features in O365; and
- continued staff education on information technology security.

Objective 2: Improve Customer Service

The Department of Administration strives to provide exemplary customer service to all internal and external customers and achieve a 5 out of 5 on a customer satisfaction survey with respect to accessibility, accuracy, attitude, operations, timeliness, and communication. Although the Department strives to achieve this rating, this standard may not be possible to attain so the Department works to achieve a minimum rating of 4.65 out of 5. Enhance communication efforts with DOA customers (department heads, budget preparers, and financial staff) by creating or updating key financial information to address departmental needs.

Performance Measures:

	2020 Actual	2021 Estimate	2022 Estimate
Customer Satisfaction Rating	4.19	4.65	4.65
Number of DOA Customer Enhancements	2	2	2

**Quality Pillar: High standards of service excellence**

Objective 3: LEAN – Continuous Improvement

Continue expansion and focus of the Waukesha Continuous Improvement (CI) initiative to build and sustain engagement through the continued training of county employees that are interested in leading a project or participating in a project while obtaining a white, yellow or green belt. Further encourage and develop existing LEAN trained employees to conduct projects or other LEAN-CI activities such as PDSA, 5S, Kaizen or other endeavors that lead to more regular incremental improvements. Develop a new annual training plan that continues white, yellow and green belt training and also incorporates other annual training to build, support and sustain engagement amongst leaders and employees in Continuous Improvement. Develop a sustainable Lean Communication Plan and review the new Lean-CI portal to make reporting as easy and accurate as possible.

2020 LEAN-CI Initiative Accomplishments:

1. Virtual Intro to Lean Training
2. Virtual Continuous Improvement Leader Training
3. 4 Green Belts attended WCTC Training along with 11 White Belt Team Members
4. Lean-CI recognition: Improving Through A Pandemic Challenge
5. Steering Committee worked in conjunction with TTL's to survey Lean trained employees on their continuous improvement activities/needs

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2013	2014	2015	2016	2017	2018	2019	2020	Total	Current*
White Belt Certification	40	27	20	28	30	42	20	11	238	176
Yellow Belt Certification	0	11	13	10	11	15	8	0	68	57
Green Belt Certificate	2	1	2	4	3	2	3	4	22	16
Black Belt Training	0	0	0	3	0	1	0	0	4	4
Grand Total	42	39	35	45	44	60	31	15	332	253

\*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher total count. Some employees have been hired by Waukesha County with LEAN training provided by former employers.

At the close of 2020, approximately 17% of the total county workforce had been lean trained. DOA has 42 FTE, or roughly 45% of its staff, trained in LEAN/continuous improvement.

2. Number of completed County-wide CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2013	2014	2015	2016	2017	2018	2019	2020
LEAN Projects	9	8	8	7	2	5	10	4
CI Express	0	0	5	0	7	6	17	0

**Team Pillar: Best professionals serving the public in the best way**

Objective 4: Compensation Plan Monitoring

A comprehensive salary and benefits study was completed in 2018. Recommendations were implemented in the 2019 budget. The Human Resources (HR) division reviews and monitors regrettable turnover, and new hire salary placements to determine the overall effectiveness of the compensation system.

Performance Measures:

1. Continue to review and develop trend data on regrettable turnover.
2. Monitor the effectiveness of the salary plan by developing data regarding new hire salary placement and penetration into the salary range.

	2018 Benchmark	2019 Actual	2020 Actual	2021 Estimate	2022 Estimate
Regrettable Turnover *	4.95%	4.78%	4.89%	4.70%	4.70%

\*Regrettable Turnover is defined as employees who left county employment and the county had planned to retain. Regrettable turnover includes voluntary separation by individuals who are top performers or high potential employees or where the separation is from a key position for which a possible successor has not been previously identified.

Objective 5: Employee Engagement and Development

Develop and implement programs, communication strategies, employee training and development resources, which will assist in the engagement and development of both the current workforce and newly hired employees.

Performance Measures:

1. Ensure overall effectiveness of HR and department onboarding systems through a survey of new hires at 60, 90, and 180 day marks.
2. Increase the number of employees participating in employee development programs using 2018 enrollment data as a foundation. These included trainings regarding technology, EEO/Diversity, LEAN, Management U, StrengthsFinders, Effective Supervision, Leadership Mentoring, Studer Leadership and Skill Development Institutes, Service Excellence and Leadership Foundations, and SOSE certificate.

	2018 Benchmark	2019 Actual	2020 Actual	2021 Estimate	2022 Estimate
Survey results of new hires on on-boarding effectiveness *	4.67	4.54	4.62	4.52	4.60
# of employees participating in learning sessions	1,496	1,263	1,550	1,600	1,500

\* This is an aggregate score for completed surveys that are issued on a 60-day, 90-day and 180-day interval. The effectiveness score is evaluated on a five-point scale.

Objective 6: Employee Communication--Engagement and Development

Achieve a rating of 85% or higher on the annual County-Wide Strategic Planning Survey for the statement: “Information and knowledge are openly shared within my department.”

Communication efforts are enhanced by maintaining accurate policies and procedures as well as providing timely training. Review and update existing policies to ensure that they continue to provide appropriate direction to staff and provide training on updated policies.

	2016	2017	2018	2019	2020	2021 Estimate	2022 Estimate
Information and Knowledge are Shared Openly	78.2%	76.2%	85.3%	82.0%	92.5%	88%	88%
Number of Organizational Policies					112**	115	115
Number of existing policies reviewed and updated	25	4	13	6	26	15	15
Training/Communication provided to staff on updated policies*						5	5

\*Training on updated policies provided to leaders through Management U University during the year.

\*\*Pandemic Policy created in 2020 with 21 appendices – 52 updates made.

Objective 7: Employee Training

Assess current internal and countywide training programs. Revise current training as necessary and implement new curriculum, communications strategies, and targeted employee training to engage the current and future workforce to meet organizational needs.

Objective 8: Employee Survey--Rewards and Recognition

Achieve a rating of 90% or higher on the annual County-Wide Strategic Planning Survey for the statement: “I understand I can be recognized for extra effort while demonstrating the county’s core values.”

	2016	2017	2018	2019	2020	2021 Estimate	2022 Estimate
Recognized for extra effort while demonstrating the county’s core values	78.8%	79.5%	97.3%	92.3%	92.5%	92%	92%

Objective 9: Explore Feasibility of Implementing a Biennial Budget Process

Explore the feasibility of implementing a biennial budget process by coordinating a review committee of key stakeholders, evaluating the impact on budget development and monitoring processes, and investigating the experience of other counties with a two-year budget cycle. If a biennial budget is recommended, a phase II project would be required in preparation of a County Board resolution in 2023 to approve the process change in advance of 2024/25 biennial budget development.

**Health and Safety Pillar: Ensure well-being**

Objective 10: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the needs of employees and decreases inflationary pressure on benefit costs. In 2022, the focus will be to continue to investigate and implement options to further disrupt the cost of healthcare through collaboration with benefit partners, such as the Health and Wellness Center, pharmacy benefit manager, and health plan administrator.

The county will continue to promote programming such as disease management programs, financial education and awareness, and healthy minds.

Performance Measures:

1. Maintain health insurance costs that are below medical inflationary trends.
2. Increase employee health and Wellness Center utilization of employees, spouses and children.

Year	Medical Inflation Rate	County Increase
2016	9.0%	2.3%
2017	9.0%	5.0%
2018	7.9%	5.0%
2019	7.0%	0.0%
2020	7.0%	5.0%
2021	7.0%	13.0%

Health Center Utilization		
Year	Total Visits	Unique Patients
2016	3,667	1,293
2017	5,653	1,526
2018*	5,305	1,795
2019	5,664	1,870
2020	5,642	1,424**

\*Although number of visits decreased slightly, the number of new patients increased.

\*\*Personal health only. Prior years reflected occupational and personal health.

3. Increase preventative screenings and exams.
4. Evaluate the effectiveness of pilot programs in areas of stress management, disease management and financial education.

	2019 Benchmark	2020 Actual	2021 Estimate	2022 Estimate
% of employees in High Deductible Plan that participate in preventative screenings/exams	68%	70%	60%*	70%
% of employees in Choice Plus Plan that participate in preventative screenings/exams	67%	68%	60%*	68%
% of eligible enrolled members completing specific screening exams:				
Mammogram		81.4%	82%	82%
Colon Cancer Screening		65.8%	66%	66%
Cervical Cancer Screening		51.3%	51%	51%
Participation in Healthy Minds	80	0*	60*	60
Participation in Money University	185	Every other year event	Not held due to COVID	150
Weight Loss Program (Real Appeal) New Enrollments	108	64	30	30
Total pounds lost by enrolled members		275	150	150
New enrollments saving for retirement in either 457 Plan (Roth & Pre-Tax) or payroll Roth IRA			2021 will be benchmark year	

\*Participation in preventative screenings and county-wide programming is anticipated to be affected by COVID-19. The full impact on participation is uncertain at this time.

Objective 11: Assist the Sheriff Department to Conduct an Internal Study Regarding the Implementation of a Fully Functional Body Worn Camera Program

Assist the Sheriff Department to conduct an internal study regarding the implementation of a fully functional body worn camera program for sworn staff in the Sheriff's Office. Make recommendations for necessary operational changes, new policies and staffing needs associated with the program. Determine all up front and ongoing costs including positions that may be required to operate the program. Evaluate funding options for implementing and maintaining this program, including grants or other non-county funds to help offset program costs.

## Administrative Services

**Program Description**

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to all divisions within the Department of Administration (DOA) General Fund.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>9.30</b>	<b>8.80</b>	<b>8.80</b>	<b>8.55</b>	<b>(0.25)</b>
General Government	\$4,534	\$0	\$482	\$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	\$15,000	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$593,189</b>	<b>\$601,643</b>	<b>\$601,643</b>	<b>\$604,270</b>	<b>\$2,627</b>
<b>Total Revenues</b>	<b>\$612,723</b>	<b>\$601,643</b>	<b>\$602,125</b>	<b>\$604,270</b>	<b>\$2,627</b>
Personnel Costs	\$552,032	\$554,873	\$548,206	\$557,087	\$2,214
Operating Expenses	\$21,908	\$17,950	\$12,950	\$17,950	\$0
Interdept. Charges	\$27,151	\$28,820	\$28,320	\$29,233	\$413
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$601,091</b>	<b>\$601,643</b>	<b>\$589,476</b>	<b>\$604,270</b>	<b>\$2,627</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$11,632</b>	<b>\$0</b>	<b>\$12,649</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Personnel costs increase by \$2,200 for cost to continue of staff. Personnel costs in this program include the unfunding of 0.50 FTE administrative assistant which results in \$32,300 in cost savings from the 2021 budget level and the transfer of 0.25 FTE administrative specialist from the Collections Division to the General Fund based on anticipated work load needs in the general fund which results in a \$17,100 cost increase.

Operating expenses includes \$10,400 for office supplies, office equipment and equipment maintenance; \$5,000 for outside printing; and \$2,550 for staff development and recognition.

Interdepartmental charges increase by \$400 which reflects an increase in End User Technology charges.

## 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.78</b>	<b>5.40</b>	<b>5.40</b>	<b>5.35</b>	<b>(0.05)</b>
General Government	\$690,433	\$726,556	\$751,003	\$822,341	\$95,785
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$650,210	\$595,080	\$595,080	\$629,435	\$34,355
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>(\$699,369)</b>	<b>(\$677,640)</b>	<b>(\$677,640)</b>	<b>(\$773,901)</b>	<b>(\$96,261)</b>
<b>Total Revenues</b>	<b>\$641,274</b>	<b>\$643,996</b>	<b>\$668,443</b>	<b>\$677,875</b>	<b>\$33,879</b>
Personnel Costs	\$598,017	\$618,027	\$621,505	\$651,651	\$33,624
Operating Expenses	\$4,005	\$12,000	\$7,382	\$11,958	(\$42)
Interdept. Charges	\$13,645	\$13,969	\$13,969	\$14,266	\$297
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$615,667</b>	<b>\$643,996</b>	<b>\$642,856</b>	<b>\$677,875</b>	<b>\$33,879</b>
Rev. Over (Under) Exp.	\$25,607	\$0	\$25,587	\$0	\$0

**Program Highlights**

General government revenues increase by \$95,800 reflecting indirect charge allocation. Indirect cost recovery revenue received by the county above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. In 2022, the department expects to receive additional child support indirects based on the indirect cost report resulting in an additional \$71,500 in revenue. The department is also receiving an additional \$24,300 in indirect revenue from the municipal patrol contracts in the Sheriff's Department. Interdepartmental revenue increases by \$34,400 primarily due to the department budgeting \$25,000 in indirects for the Health and Dental Fund.

Personnel costs increase by \$33,600 for cost to continue for existing staff. Personnel costs include the transfer of 0.20 FTE financial analyst position from the Business Office to Emergency Preparedness-Radio Services resulting in \$15,900 in cost reduction to this program due to provide financial assistance. Personnel costs also include the transfer of 0.15 FTE business services manager from the Collections Fund resulting in \$25,700 in additional personnel costs to the General Fund based on anticipated workload.

Operating expenses remain at the 2021 budgeted level. The operating expense budget includes \$9,300 in membership, books, travel, and training costs for professional staff.

Interdepartmental charges increase by \$300 for an increase in End User Technology charges.

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 Human Resources 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$1,349	\$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	\$75	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$8,079	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$416,557</b>	<b>\$429,105</b>	<b>\$429,105</b>	<b>\$421,981</b>	<b>(\$7,124)</b>
<b>Total Revenues</b>	<b>\$424,711</b>	<b>\$429,105</b>	<b>\$430,454</b>	<b>\$421,981</b>	<b>(\$7,124)</b>
Personnel Costs	\$187,928	\$213,682	\$200,829	\$206,209	(\$7,473)
Operating Expenses	\$166,525	\$203,422	\$178,409	\$202,672	(\$750)
Interdept. Charges	\$11,708	\$12,001	\$12,001	\$13,100	\$1,099
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$366,161</b>	<b>\$429,105</b>	<b>\$391,239</b>	<b>\$421,981</b>	<b>(\$7,124)</b>
Rev. Over (Under) Exp.	\$58,550	\$0	\$39,215	\$0	\$0

**Program Highlights**

Personnel costs decrease by \$7,500. The Payroll Division experienced turnover in the division. Benefit selections by current staff offset cost to continue for existing staff.

Operating expenses essentially remain at the 2021 budgeted level. The operating budget includes \$199,700 in computer software and maintenance costs to fully fund a hosted human resources information system. Operating expenses also include \$3,000 in travel and training expenses for existing staff. Interdepartmental charges increase \$1,100 which includes \$800 in postage and \$300 in End User Technology charges.

Activity	2020 Actual	2021 Budget	2021 Estimate*	2022 Budget	Budget Change
Paychecks Processed	45,144	44,000	44,000	44,250	250
W2s Processed	2,234	2,100	2,100	2,050	(50)

\* The estimate for payroll checks processed and W2s processed includes additional staff to respond to the COVID-19 pandemic.



## 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 an accepted accounting principles (GAAP) 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 Management 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$4,046	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$66,322	\$67,884	\$67,884	\$69,317	\$1,433
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$600,673</b>	<b>\$635,804</b>	<b>\$635,804</b>	<b>\$655,277</b>	<b>\$19,473</b>
<b>Total Revenues</b>	<b>\$666,995</b>	<b>\$703,688</b>	<b>\$707,734</b>	<b>\$724,594</b>	<b>\$20,906</b>
Personnel Costs	\$497,258	\$536,905	\$535,617	\$552,068	\$15,163
Operating Expenses	\$128,642	\$146,685	\$143,852	\$151,511	\$4,826
Interdept. Charges	\$19,868	\$20,098	\$20,108	\$21,015	\$917
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$645,768</b>	<b>\$703,688</b>	<b>\$699,577</b>	<b>\$724,594</b>	<b>\$20,906</b>
Rev. Over (Under) Exp.	\$21,227	\$0	\$8,157	\$0	\$0

**Program Highlights**

Interdepartmental revenue increases by \$1,400 due to an increase in financial service charges to the Treasurer's Office.

Personnel costs increase \$15,200 due to cost to continue for existing staff.

Operating expenditures increase \$4,800 and includes funding for the 2022 Waukesha County audit which increased by \$2,200 from the 2021 adopted budget, computer software license costs related to the county's financial system which increased by \$2,700 from the 2021 adopted budget, and professional development.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Budget Entries Audited	833	700	700	700	0
Journal Entries Audited	3,028	3,000	3,100	3,100	100
Invoices (Direct Buys) Audited	39,535	44,000	41,000	42,000	(2,000)
P-card Lines Entered/Audited	13,332	15,200	14,000	14,500	(700)

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$183,524	\$188,550	\$213,164	\$217,689	\$29,139
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>\$263,118</b>	<b>\$253,400</b>	<b>\$253,400</b>	<b>\$235,633</b>	<b>(\$17,767)</b>
<b>Total Revenues</b>	<b>\$446,642</b>	<b>\$441,950</b>	<b>\$466,564</b>	<b>\$453,322</b>	<b>\$11,372</b>
Personnel Costs	\$406,113	\$410,960	\$412,700	\$420,817	\$9,857
Operating Expenses	\$17,860	\$17,954	\$17,608	\$18,440	\$486
Interdept. Charges	\$12,236	\$13,036	\$12,836	\$14,065	\$1,029
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$436,209</b>	<b>\$441,950</b>	<b>\$443,144</b>	<b>\$453,322</b>	<b>\$11,372</b>
Rev. Over (Under) Exp.	\$10,433	\$0	\$23,420	\$0	\$0

**Program Highlights**

Charges for Services revenue includes tax billing revenue to municipalities which is increasing by \$6,000 due to a 2.4% billing rate per parcel increase from \$1.68 to \$1.72. This revenue also includes newly budgeted tax listing services provided to the City of New Berlin which began in 2021 and results in an additional \$23,100 in revenue.

Personnel costs increase by \$9,900 due to cost to continue for existing staff. Operating expenses increase by \$500 due to an increase in contracted services for tax bill printing expenses. Interdepartmental charges increase by \$1,000 due to \$700 increase in copier replacement costs.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	165,843	165,000	167,000	167,000	2,000
Number of property listings updated	72,850	110,000	97,000	100,000	(10,000)
Number of property transfers processed	7,801	9,000	10,000	10,000	1,000
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills Printed	106,066	107,000	109,000	110,000	3,000
# Online County Tax Payments (a)	5,688	4,500	5,500	5,500	1,000
\$ Online County Tax Payments (a)	\$22,361,056	\$15,000,000	\$21,000,000	\$21,000,000	\$6,000,000
# Municipalities participating with county's online payment program	13	14	13	12	(2)

(a) Reflects payments to county for property tax. Total 2020 online transactions, including county, municipal partners, Collections and the Register of Deeds account for 28,866 transactions totaling \$42,414,618.

## 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$3,077	\$0	\$485	\$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>\$655,424</b>	<b>\$659,259</b>	<b>\$659,259</b>	<b>\$685,970</b>	<b>\$26,711</b>
<b>Total Revenues</b>	<b>\$658,501</b>	<b>\$659,259</b>	<b>\$659,744</b>	<b>\$685,970</b>	<b>\$26,711</b>
Personnel Costs	\$640,849	\$610,546	\$596,633	\$636,785	\$26,239
Operating Expenses	\$19,564	\$28,705	\$24,055	\$28,592	(\$113)
Interdept. Charges	\$19,529	\$20,008	\$20,008	\$20,593	\$585
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$679,942</b>	<b>\$659,259</b>	<b>\$640,696</b>	<b>\$685,970</b>	<b>\$26,711</b>
Rev. Over (Under) Exp.	(\$21,441)	\$0	\$19,048	\$0	\$0

**Program Highlights**

Personnel costs increase by \$26,200 for cost to continue of existing staff.

Operating expenses include contract services, staff development, software subscription costs, and equipment.

Interdepartmental charges increase by \$600 which reflects an increase for End User Technology Fund charges.

Human Resources

**Program Description**

The Human Resources 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$2,988	\$0	\$4,839	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$104	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$18,414	\$22,000	\$22,000	\$22,000	\$0
Apr. Fund Balance (a)	\$38,391	\$38,000	\$53,750	\$38,000	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,099,117</b>	<b>\$1,055,930</b>	<b>\$1,055,930</b>	<b>\$1,094,182</b>	<b>\$38,252</b>
<b>Total Revenues</b>	<b>\$1,159,014</b>	<b>\$1,115,930</b>	<b>\$1,136,519</b>	<b>\$1,154,182</b>	<b>\$38,252</b>
Personnel Costs	\$884,363	\$840,661	\$847,337	\$877,200	\$36,539
Operating Expenses	\$155,716	\$216,616	\$207,757	\$216,801	\$185
Interdept. Charges	\$53,894	\$58,653	\$58,653	\$60,181	\$1,528
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,093,973</b>	<b>\$1,115,930</b>	<b>\$1,113,747</b>	<b>\$1,154,182</b>	<b>\$38,252</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$65,041</b>	<b>\$0</b>	<b>\$22,772</b>	<b>\$0</b>	<b>\$0</b>

(a) Budgeted fund balance represents funding for the diversity program (2020 – 2022) and café subsidy (2019 - 2021).

**Program Highlights**

The 2022 budget does not include a county-wide employee event which is traditionally supported with vending revenue. The department is budgeting the \$22,000 of vending revenue in 2022 to support the employee café or a fresh vending option until a long-term fiscally sustainable option can be determined. The 2022 budget includes General Fund Balance of \$10,000 for the café subsidy and \$28,000 for continued countywide employee training.

Personnel costs increase by \$36,500 mostly due to the cost to continue existing staff. Operating expenses include \$32,000 of café subsidy used to support on-going operation. Interdepartmental charges increase by \$1,500 which reflects an increase in End User Technology Fund charges.

Activity	2020 Actual*	2021 Budget*	2021 Estimate*	2022 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	366	360	250	200	(160)
# of Regular Full-Time Employees Hired	133	165	165	165	-
Promotions/Demotions/Transfers	85	80	80	80	-
Peak # of Employees on Payroll	1,836	2,000	1,800	1,800	(200)
# of Employee/Family Medical Leaves	903**	450	410	400	(50)

\* # of Seasonal, Temporary Employees includes an estimate for staff hired to respond to the COVID-19 pandemic.

\*\* 576 of the leaves were related to COVID and Families First Coronavirus Response Act (FFCRA).

## 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; competitively sourcing procurement needs through bids and requests for proposals; drafting, negotiating, and administering county contracts; and providing support to county departments on type, availability and costs of equipment, supplies and services with consideration to benefits, effectiveness and efficiency, and total cost of ownership. The division also manages the county's café, vending services, and the reallocation or disposal of county surplus property (excluding land and buildings).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>0.00</b>
General Government	\$616	\$0	\$432	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$350	\$200	\$200	\$200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$102,530	\$95,000	\$100,000	\$100,000	\$5,000
Appr. Fund Balance	\$0	\$0	\$0	\$40,000	\$40,000
<b>County Tax Levy (Credit)</b>	<b>\$364,688</b>	<b>\$343,557</b>	<b>\$343,557</b>	<b>\$372,770</b>	<b>\$29,213</b>
<b>Total Revenues</b>	<b>\$468,184</b>	<b>\$438,757</b>	<b>\$444,189</b>	<b>\$512,970</b>	<b>\$74,213</b>
Personnel Costs	\$384,199	\$398,180	\$419,665	\$432,220	\$34,040
Operating Expenses	\$5,233	\$13,670	\$8,570	\$53,238	\$39,568
Interdept. Charges	\$26,197	\$26,907	\$26,907	\$27,512	\$605
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$415,629</b>	<b>\$438,757</b>	<b>\$455,142</b>	<b>\$512,970</b>	<b>\$74,213</b>
Rev. Over (Under) Exp.	\$52,555	\$0	(\$10,953)	\$0	\$0

**Program Highlights**

Other revenue is comprised of procurement card and salvage revenues which increased \$5,000 based on historical trend. General Fund Balance of \$40,000 is budgeted to replace an Information Technology developed and supported procurement system with an acquired and externally supported system.

Personnel costs increase by \$34,000 due to cost to continue and employee decisions regarding benefit selections.

Operating expenses increase by \$39,600 due to the addition of \$40,000 in expenditure authority supported with fund balance for one-time acquisition costs for a procurement system.

Interdepartmental charges increase by \$600 due to End User Technology cost increases.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Requisitions Processed	208	255	235	235	(20)
Purchase Orders / Blanket Contracts Issued	550	550	570	570	20
Bids/Requests for Proposals (RFPs) Issued	69	100	110	110	10
Procard Transactions	\$8,575,249	\$9,500,000	\$9,500,000	\$9,500,000	-

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 support, developing, and maintaining of the county’s 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>0.00</b>
General Government	\$74,096	\$0	\$5,512	\$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)	\$32,050	\$0	\$24,200	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$1,531,302</b>	<b>\$1,595,823</b>	<b>\$1,595,823</b>	<b>\$1,626,065</b>	<b>\$30,242</b>
<b>Total Revenues</b>	<b>\$1,637,448</b>	<b>\$1,595,823</b>	<b>\$1,625,535</b>	<b>\$1,626,065</b>	<b>\$30,242</b>
Personnel Costs	\$1,210,284	\$1,261,499	\$1,193,768	\$1,283,067	\$21,568
Operating Expenses	\$34,867	\$37,268	\$59,547	\$36,800	(\$468)
Interdept. Charges	\$288,824	\$297,056	\$296,965	\$306,198	\$9,142
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,533,975</b>	<b>\$1,595,823</b>	<b>\$1,550,280</b>	<b>\$1,626,065</b>	<b>\$30,242</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$103,473</b>	<b>\$0</b>	<b>\$75,255</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2020 fund balance represents an open purchase order for \$32,050 for contracted services which encumbered funds from 2019. The 2021 estimated fund balance represents an open purchase order for contracted services for \$24,200 which encumbered funds from the 2020 budget.

**Program Highlights**

Personnel costs increase \$21,600 due to cost to continue for existing staff.

Operating expenses include \$30,000 for contracted services and \$6,800 for office supplies and equipment.

Interdepartmental charges increase \$9,100 mostly due to a \$8,400 increase for computer maintenance and replacement charges.

## Records Management Services

## Program Description

Records Management Services is responsible for imaging and storing of county records. Imaging activities include file preparation, scanning/microfilming, indexing, quality control, and destruction of paper originals. Storage activities include overseeing incoming records transmittals, facilitating records retrievals, and ensuring secure destruction in accordance with county records retention schedules.

Records Management Services also provides mail services to the county. Activities include pickup, sorting and delivery of incoming and outgoing U.S. Postal Service mail.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.10</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	\$415,996	\$423,062	\$425,200	\$425,331	\$2,269
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,902	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$105,705</b>	<b>\$103,523</b>	<b>\$103,523</b>	<b>\$108,157</b>	<b>\$4,634</b>
<b>Total Revenues</b>	<b>\$547,603</b>	<b>\$526,585</b>	<b>\$528,723</b>	<b>\$533,488</b>	<b>\$6,903</b>
Personnel Costs	\$123,576	\$132,434	\$128,485	\$136,690	\$4,256
Operating Expenses	\$301,404	\$299,300	\$291,212	\$301,724	\$2,424
Interdept. Charges	\$89,816	\$94,851	\$94,851	\$95,074	\$223
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$514,796</b>	<b>\$526,585</b>	<b>\$514,548</b>	<b>\$533,488</b>	<b>\$6,903</b>
Rev. Over (Under) Exp.	\$32,807	\$0	\$14,175	\$0	\$0

## Program Highlights

Interdepartmental revenues increase by \$2,300. This includes a \$10,000 increase in postage revenue to \$303,000 based on anticipated usage and \$7,700 decrease in countywide physical record storage expenses based on a reduction in the number of boxes stored.

Personnel costs increase by \$4,300 for cost to continue for existing staff.

Operating expenses increase by \$2,400 due to a total increase of \$2,600 with postage costs to \$282,000.

Interdepartmental charges increase by \$200 due to a \$2,400 increase in End User Technology expenses, which is partially offset by a \$1,700 decrease in insurance expenses.

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 Records Management Services (cont.)
**Activity – Records Management**

	2020	2021	2021	2022	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Storage Boxes Received (a)	348	500	400	400	(100)
Storage Boxes Destroyed (a)	1,200	800	800	800	-
Boxes/Journals Offsite	9,160	9,500	8,760	8,360	(1,140)
Images Scanned (b)	166,666	160,000	166,666	166,666	6,666

(a) In the year referenced.

(b) Counts do not reflect imaging services for centralized accounts payable.

**Activity – Mail Services**

	2020	2021	2021	2022	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Incoming Mail (Bins)	1,798	1,600	1,700	1,700	100
Outgoing Mail (Pieces)	426,617	440,000	425,000	430,000	(10,000)



# American Rescue

## Plan Act Fund

## Administration

## Special Revenue Fund

### American Rescue Plan Act – Department of Administration

#### Fund Purpose

In March of 2021, the federal government approved legislation authorizing and funding the American Rescue Plan Act (ARPA) allocating \$350 billion of direct aid to state and local governments through the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) program. Waukesha County's CSLFRF allocation is \$78.5 million and allows for program costs to be spent or obligated by December 31, 2024 and completed by December 31, 2026. Permissible uses of the grant funding include supporting public health; responding to negative economic impacts from the public health emergency; providing premium pay for essential workers; investing in water, sewer, and broadband infrastructure; and supporting general county government services and infrastructure by offsetting revenue loss due to the pandemic.

The County Board approved the creation of a new "Special Purpose Grant Fund," (herein, referred to as the ARPA Fund) to allow the county to more readily manage and report on project progress and grant spending. The county will budget for specific items in this special revenue fund on a project basis, with budget authority controlled at the bottom-line expenditure level, similar to the Capital Project Fund.

There will be instances when it is more appropriate to account for ARPA funding elsewhere in the budget and not in this fund, which includes (1) reimbursement for eligible staff time that was already included in departmental operating budgets, (2) application of funds to offset "revenue loss," (mentioned above) and (3) funding for eligible projects in the Capital Project Fund. All ARPA funds will be tracked using a unique revenue account. All planned uses of ARPA-CSLFRF can be found on pages 478-479.

Note: This fund is being used to account only for ARPA-CSLFRF grant funds. The American Rescue Plan Act allocates additional funding for specific purposes (e.g., Emergency Rental Assistance), in addition to the CSLFRF, which will be accounted for in departmental budgets.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
<b>Revenues</b>						
<b>ARPA FUNDING</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,502</b>	<b>\$118,047</b>	<b>\$118,047</b>	<b>N/A</b>
<b>NON-ARPA FUNDING</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)	\$0	\$0	\$0	\$0	\$0	N/A
<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</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,502</b>	<b>\$118,047</b>	<b>\$118,047</b>	<b>N/A</b>
<b>Expenditures</b>						
Personnel Costs (b)	\$0	\$0	\$38,502	\$108,047	\$108,047	N/A
Operating Expenses	\$0	\$0	\$15,000	\$10,000	\$10,000	N/A
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,502</b>	<b>\$118,047</b>	<b>\$118,047</b>	<b>N/A</b>
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<b>Position Summary (FTE)</b>						
Regular Positions	0.00	0.00	0.38	1.00	1.00	
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>0.00</b>	<b>0.00</b>	<b>0.38</b>	<b>1.00</b>	<b>1.00</b>	

**American Rescue**

**Plan Act Fund**

**Administration**

**Special Revenue Fund**

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**American Rescue Plan Act – Department of Administration (cont.)**

**Program Highlights**

The 2022 Department of Administration budget includes the addition of 1.00 FTE senior financial analyst position tasked with tracking and reporting on the American Rescue Plan funding that the County has been awarded. This position was created in ordinance 176-46 in 2021 with a sunset provision at the end of the grant expenditure period. This position is fully supported with American Rescue Plan funds as allowed under the grant.

This program also includes \$10,000 to support an economic and labor data subscription to provide information for economic recovery and development.

**Fund Purpose**

The End User Technology Fund is an internal service fund established to finance the commonly used business, web-related, and technical infrastructure used to support county technology users and finance the replacement of office copiers.

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, application support, 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.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$26,085	\$0	\$0	\$240,000	\$240,000	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$11,210	\$35,800	\$17,522	\$27,794	(\$8,006)	-22.4%
Interdepartmental	\$6,454,620	\$6,391,990	\$6,525,070	\$7,662,865	\$1,270,875	19.9%
Other Revenue	\$18,311	\$12,703	\$15,063	\$13,133	\$430	3.4%
Appr. Fund Balance (a)	\$893,722	\$757,693	\$824,082	\$640,103	(\$117,590)	-15.5%
<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>\$7,403,948</b>	<b>\$7,198,186</b>	<b>\$7,381,737</b>	<b>\$8,583,895</b>	<b>\$1,385,709</b>	<b>19.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$3,507,382	\$3,728,747	\$3,642,941	\$4,770,079	\$1,041,332	27.9%
Operating Expenses	\$3,148,194	\$3,398,010	\$3,355,894	\$3,733,626	\$335,616	9.9%
Interdept. Charges	\$36,758	\$36,774	\$37,717	\$37,272	\$498	1.4%
Fixed Assets (memo) (b)	\$570,984	\$1,033,997	\$743,582	\$860,066	(\$173,931)	-16.8%
<b>Total Expenditures (b)</b>	<b>\$6,692,334</b>	<b>\$7,163,531</b>	<b>\$7,036,552</b>	<b>\$8,540,977</b>	<b>\$1,377,446</b>	<b>19.2%</b>
Rev. Over (Under) Exp. (b) (c)	\$711,614	\$34,655	\$345,185	\$42,918	\$8,263	23.8%

**Position Summary (FTE)**

Regular Positions	28.95	28.55	28.55	37.05	8.50
Extra Help	2.99	2.71	2.71	2.71	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
<b>Total FTEs</b>	<b>31.95</b>	<b>31.27</b>	<b>31.27</b>	<b>39.77</b>	<b>8.50</b>

(a) Fund balance appropriation	2020	2021 Budget	2021 Estimate	2022 Budget
Open Carryovers - 2021 estimate includes \$66,389 for 2020 open purchase orders.	\$125,055	\$0	\$66,389	\$0
Appropriated Fund balance from End User Technology Fund	\$518,667	\$357,693	\$357,693	\$165,103
Appropriated Fund balance from General Fund	\$250,000	\$400,000	\$400,000	\$475,000
<b>Total Fund Balance Appropriation:</b>	<b>\$893,722</b>	<b>\$757,693</b>	<b>\$824,082</b>	<b>\$640,103</b>

- (b) Total expenditures and net operating income include 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 replacement 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.

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**IT Public Safety Systems, Business Application Support,  
Project Management Office, and Operations**  
(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, and 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):\*

**IT Public Safety Systems (PSS):** The PSS program leads and manages the administration and support of all functions related to the County's Public Safety technology, applications and computing systems. This section is responsible for the detailed analysis of all computing needs, requirements, and business practices for the County's public safety system functions, and for making appropriate recommendations regarding computerization and design of workflow processes for the County and its municipal partners.

**IT Business Application Support (BAS):** The BAS program primarily supports applications and functions throughout all clinical departments and divisions. This section analyzes complex information and problems, evaluates alternatives, resolves complex problems, implements new applications, and maintains existing applications and interfaces. The BAS program also provides data analytics and reporting functions.

**IT Project Management Office (PMO):** The IT PMO 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 a developed business case and return on investment analysis. The PMO serves as the central point for providing IT communication, accountability, and expertise to all customer departments. This program also leads, coordinates and manages projects across all county departments.

**IT Operations:** The IT Operations program provides support for the county's on-premises and cloud-based infrastructure, including servers, data storage, endpoints, peripherals, and applicable software. IT Operations includes installation and maintenance of the enterprise network, which connects devices on the main campus as well as communication links to remote county sites, the internet, the state network, and municipalities. This section also contracts the 24/7/365 Help Desk and desktop support augmenting county staff.

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.

This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than \$3,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than \$3,000 are expensed in the year of purchase.

\* The Information Technology Solutions organization is Department of Administration's General Fund service, unlike the End User Technology Fund, and is not charged out to other departments. "Solutions" provides support to large computer data applications and supports, maintains and develops the county web environment.

**IT Public Safety Systems, Business Application Support,  
Project Management Office, and Operations (cont.)**

	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Estimate</b>	<b>2022 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>30.39</b>	<b>29.71</b>	<b>29.71</b>	<b>38.21</b>	<b>8.50</b>
General Government	\$26,085	\$0	\$0	\$240,000	\$240,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,210	\$35,800	\$17,522	\$27,794	(\$8,006)
Interdepartmental (a) (b)	\$5,947,662	\$5,858,872	\$6,012,421	\$7,118,285	\$1,259,413
Other Revenue	\$15,201	\$10,000	\$12,000	\$10,000	\$0
Appr. Fund Balance (c) (e)	\$893,722	\$757,693	\$824,082	\$640,103	(\$117,590)
<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>\$6,893,880</b>	<b>\$6,662,365</b>	<b>\$6,866,025</b>	<b>\$8,036,182</b>	<b>\$1,373,817</b>
Personnel Costs	\$3,358,008	\$3,573,091	\$3,488,631	\$4,611,097	\$1,038,006
Operating Expenses	\$2,807,775	\$3,051,619	\$3,031,318	\$3,378,723	\$327,104
Interdept. Charges	\$2,809	\$3,000	\$3,968	\$3,444	\$444
Fixed Assets (memo) (d)	\$570,984	\$1,033,997	\$743,582	\$860,066	(\$173,931)
<b>Total Expenditures (d)</b>	<b>\$6,168,592</b>	<b>\$6,627,710</b>	<b>\$6,523,917</b>	<b>\$7,993,264</b>	<b>\$1,365,554</b>
<b>Rev. Over (Under) Exp. (d) (e)</b>	<b>\$725,288</b>	<b>\$34,655</b>	<b>\$342,108</b>	<b>\$42,918</b>	<b>\$8,263</b>

- (a) Interdepartmental revenues related to the total cost of ownership charges from departmental users include a combination of revenue sources including tax levy. Interdepartmental rates are increased 2.25% in 2022.
- (b) Interdepartmental revenues for the copier replacement program are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
- (c) 2020 appropriated fund balance includes \$518,667 of budgeted End User Technology Fund Balance, \$250,000 of General Fund Balance, and carryover of \$125,055 for 2019 open purchase orders. 2021 budgeted appropriated fund balance includes \$357,693 of End User Technology Fund Balance, and \$400,000 of General Fund Balance. 2021 Estimate includes \$66,389 in 2020 open purchase orders carried over to 2021 in addition to the budgeted fund levels noted. 2022 budgeted appropriated fund balance includes \$165,103 of End User Technology Fund Balance and \$475,000 of General Fund Balance.
- (d) 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.
- (e) The goal for copier replacement 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**

A major initiative in the 2022 End User Technology Budget is the transfer of the Health and Human Services (HHS) Business Application Support (BAS) program from HHS to DOA-IT. This transfer will facilitate collaboration among IT professional staff across the county and promote county-wide efficiency in addressing technology issues across departments. DOA-IT staff are increasing by 9.00 FTE related to this program transfer with a total personal cost increase of \$1,065,300. This includes the transfer of 1.00 FTE business applications support administrator, 1.00 FTE senior IT professional, and 2.00 FTE principal IT professionals. This transfer also includes the transfer and reclassification of 1.00 FTE IT technician to IT analyst and 4.00 FTE IT analysts to senior IT professionals to more appropriately place staff based on work tasks assigned. Operating and interdepartmental expenses related to the staff transition are also budgeted in the DOA-IT program totaling \$33,300. To support this transfer, HHS is budgeting \$1,098,600 as an addition Information Technology cross charge.

General government revenue is newly budgeted in 2022 and includes a portion of the state of Wisconsin shared revenue allocation for Waukesha County. This funding has historically been accounted for in the capital projects fund, however, is partially allocated in 2022 to support rising technology costs associated with security needs. Charges for service revenue decrease \$8,000 due to a lower number of title companies utilizing county office space rental resulting in \$24,200 reduction in revenue partially offset by \$16,200 increase in public safety module expenses billed to participating municipalities. Interdepartmental

**IT Public Safety Systems, Business Application Support,  
Project Management Office, and Operations (cont.)**

revenues increase \$160,800 reflecting a 2.25% increase in rates charged to departments and \$1,098,600 related to the transfer of the HHS-BAS program to DOA-IT. Utilization of fund balance decreases by \$117,600. Budgeted fund balance includes a \$75,000 increase to \$475,000 of General Fund balance and \$192,600 decrease of End User Technology Fund balance to \$165,100.

Personnel costs increase \$1,038,000. This includes the transfer of 9.00 FTE from HHS-BAS to DOA IT for \$1,065,300; the unfunding of 0.50 FTE information technology technician resulting in \$53,600 in savings; the reclassification of a principal IT professional to public safety systems administrator resulting in an additional \$6,200 in expense; and cost to continue for existing staff.

Operating expenses increase a total of \$327,100. This includes the transfer of \$33,100 in operating expenditure authority related to the transfer of the staff from the HHS-BAS program to DOA-IT. Other significant increases include \$150,000 increase in Office 365 license expenses. This increase includes projected cost increases for the contract and the addition of Microsoft's enterprise mobility and security solution to facilitate a secure remote work solution with a budgeted cost of \$95,400. Other increases include the addition of \$43,000 in on-going licensing costs for a comprehensive IT management system, \$40,000 increase in anticipated depreciation expenses, \$23,000 increase in county-wide cashiering expenses associated with the implementation of the new cashiering system, \$20,000 increase in server maintenance expenses, and \$18,000 increase in computer replacement expenses.

Fixed assets are decreasing by \$173,900. This decrease is due to the removal of \$65,000 budgeted in 2021 for the purchase of network switches and the removal of \$133,000 of budgeted funds to purchase mobile data computers for the Sheriff's Department. The fixed asset expenditure threshold for information continues at the \$3,000 equipment purchase level. This allows the cost of the item to be reflected over the useful life.

**Activity**

The plan is scheduled to replace 276 PC's (including laptops), 65 flat panels and 35 peripherals (printers, scanners, etc.) in 2022. The plan currently supports 1,690 personal workstations and laptop computers and 230 VDI (virtual desktop infrastructure) devices. Replacement schedule for devices is as follows. Laptops are on a four-year replacement cycle. Desktops are on a five-year replacement cycle. VDI devices are on a two-year replacement cycle and replaced when device fails after the two years. Peripherals and flat panels are on a five-year replacement cycle and replaced when device fails after the five years.

<u>Year</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020**</u>	<u>2021</u>	<u>2022</u>	Units Purchased Incr./ (Decr.)
PC	379	295	339	261	822	351	276	(75)
Flat panels	80	150	75	60	64	65	65	0
Peripherals	50	50	35	35	35	35	35	0
VDI*						19	8	(11)

\*2019 is the first year VDI equipment was added to the replacement cycle. 2021 will be the first year VDI equipment is fully funded for replacement on a two-year cycle if the device fails.

\*\*2020 replacements include the purchase of laptops necessary for the COVID-19 pandemic response and to facilitate work at home arrangement.

**Activity – Copier Replacement**

<u>Copier Purchases</u>	<u>2020</u> <u>Actual</u>	<u>2021</u> <u>Budget</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Budget</u>	<u>Budget</u> <u>Change</u>
Total Number of Units in Plan	97	96	96	96	0
Units Purchased Annually	21	46	37	16	(30)

**Program Description**

The Communications program provides county-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining county telephones and other telecommunication equipment and services.

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>Budget</b>
	<b>Actual</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>	<b>Change</b>
<b>Staffing (FTE)</b>	<b>1.56</b>	<b>1.56</b>	<b>1.56</b>	<b>1.56</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	\$506,958	\$533,118	\$512,649	\$544,580	\$11,462
Other Revenue	\$3,110	\$2,703	\$3,063	\$3,133	\$430
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<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>\$510,068</b>	<b>\$535,821</b>	<b>\$515,712</b>	<b>\$547,713</b>	<b>\$11,892</b>
Personnel Costs	\$149,374	\$155,656	\$154,310	\$158,982	\$3,326
Operating Expenses	\$340,419	\$346,391	\$324,576	\$354,903	\$8,512
Interdept. Charges	\$33,949	\$33,774	\$33,749	\$33,828	\$54
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$523,742</b>	<b>\$535,821</b>	<b>\$512,635</b>	<b>\$547,713</b>	<b>\$11,892</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$13,674)</b>	<b>\$0</b>	<b>\$3,077</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

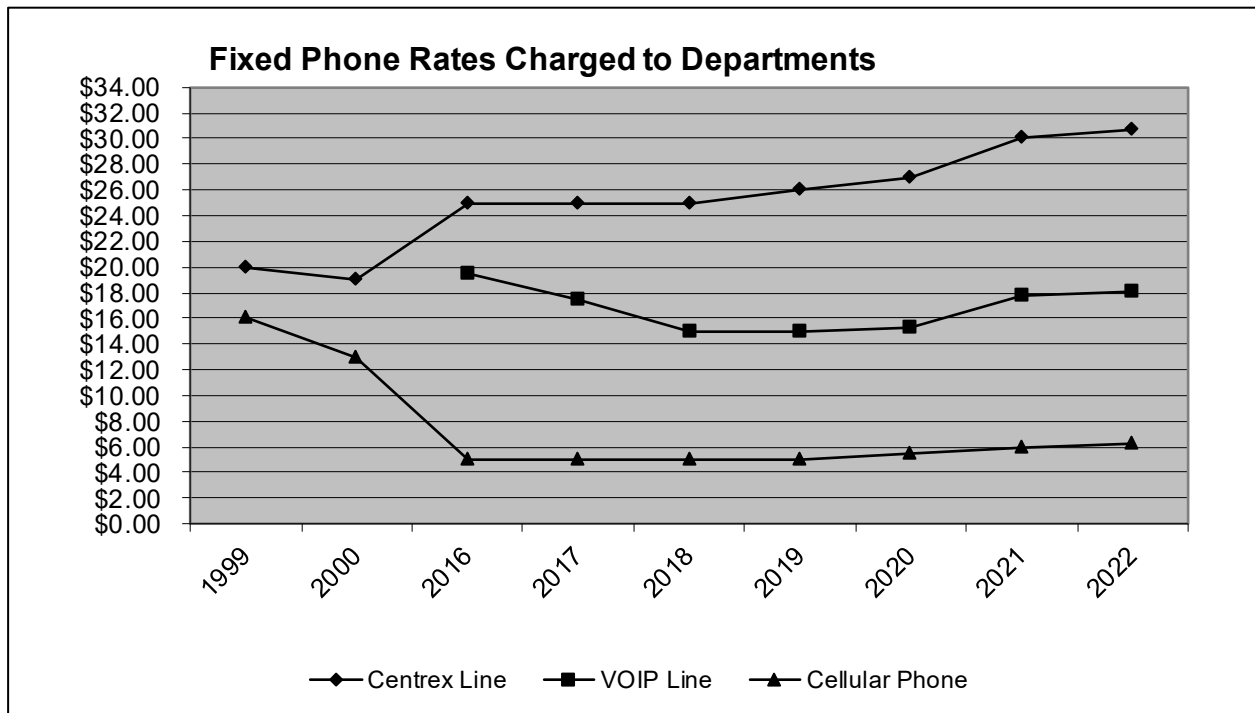
Interdepartmental revenues increase by \$11,500. The increase in revenue is due to an increase in the number of cellular phones which results in an increase in the administrative overhead charge by \$2,700 for acquiring, supporting, and paying invoices associated with the cellular phones. The remaining increase is related to a 2.25% increase in the departmental line charge to cover telecommunication operational costs.

Personnel costs increase \$3,300 due to cost to continue of existing staff.

Operating expenses increase by \$8,500 due to \$10,800 increase in Non-Centrex stand-alone lines based on average monthly expenditure levels. Interdepartmental charges remain stable from the 2021 adopted budget.

Communications (cont.)

Performance Measure



Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of VOIP Lines	1,586	1,549	1,586	1,586	37
# of Centrex Telephone Lines	214	214	211	211	(3)
# of Non-Centrex Telephone Lines	60	79	58	58	(21)
# of Cellular Phones*	745	560	681	574	14

\* 2020 Actual includes 173 COVID-19 Cellular Phones

\* 2021 Estimate includes 109 COVID-19 Cellular Phones

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 211 Centrex (land lines) and 58 non-Centrex traditional analog lines remain which is a reduction of 21 lines from the 2021 budget. These phone lines are in locations that either are not served by the internet or relate to devices that require traditional analog signals to operate such as fax machines, modems, panic alarms, or monitoring systems. The current analog devices and lines are in difficult to serve locations. However, the Department will continue to analyze the conversion of analog lines to VOIP lines 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, and preparing and guarding against catastrophic fiscal loss.

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$1,044	\$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)	\$2,431,384	\$2,511,200	\$2,511,200	\$2,633,398	\$122,198	4.9%
Other Revenue (b)	\$309,202	\$394,892	\$370,064	\$370,900	(\$23,992)	-6.1%
Appr. Fund Balance (c)	\$270,769	\$265,500	\$265,500	\$265,500	\$0	0.0%
<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>\$3,012,399</b>	<b>\$3,171,592</b>	<b>\$3,146,764</b>	<b>\$3,269,798</b>	<b>\$98,206</b>	<b>3.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$335,822	\$342,087	\$341,135	\$352,913	\$10,826	3.2%
Operating Expenses	\$2,657,812	\$2,744,146	\$2,744,146	\$2,831,288	\$87,142	3.2%
Interdept. Charges	\$98,651	\$85,359	\$85,359	\$85,597	\$238	0.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,092,285</b>	<b>\$3,171,592</b>	<b>\$3,170,640</b>	<b>\$3,269,798</b>	<b>\$98,206</b>	<b>3.1%</b>
Rev. Over (Under) Exp.	(\$79,886)	\$0	(\$23,876)	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	2.90	2.90	2.90	2.90	0.00
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>2.90</b>	<b>2.90</b>	<b>2.90</b>	<b>2.90</b>	<b>0.00</b>

- (a) Interdepartmental revenues are from charges to insured departments and may be funded with tax levy.
- (b) Other revenues include investment income, insurance/subrogation recoveries on claims, and Wisconsin Municipal Mutual Insurance company dividends (primary source of reduction).
- (c) Fund balance applied in 2020-2022 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

Fund Balance Appropriation	2020	2021 Budget	2021 Est.	2022 Budget
Open purchase orders/carryovers	\$5,269	\$0	\$0	\$0
Liability & Property Insurance Program General Fund Balance	\$215,500	\$215,500	\$215,500	\$215,500
Liability & Property Insurance Program Risk Management Fund Balance	\$50,000	\$50,000	\$50,000	\$50,000
Worker's Compensation Program	\$0	\$0	\$0	\$0
<b>Total Fund Balance Appropriation:</b>	<b>\$270,769</b>	<b>\$265,500</b>	<b>\$265,500</b>	<b>\$265,500</b>

## Major Departmental Strategic Plan Objectives

**Finance Pillar: Protect Taxpayer Investments**

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

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:	2020 Actual	2021 Target	2021 Actual	2022 Target
Workers' Compensation Experience Modification Factor	0.84	Below 1.00	0.68	Below 1.00

**Liability & Property Insurance****Program Description**

Management of the county's liability and property 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 2 special-use districts.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.65</b>	<b>1.65</b>	<b>1.65</b>	<b>1.65</b>	<b>0.00</b>
General Government	\$696	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,177,084	\$1,235,900	\$1,235,900	\$1,345,579	\$109,679
Other Revenue (b)	\$285,578	\$331,791	\$306,963	\$307,800	(\$23,991)
Appr. Fund Balance (c)	\$270,769	\$265,500	\$265,500	\$265,500	\$0
<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>\$1,734,127</b>	<b>\$1,833,191</b>	<b>\$1,808,363</b>	<b>\$1,918,879</b>	<b>\$85,688</b>
Personnel Costs	\$195,318	\$199,505	\$198,934	\$206,181	\$6,676
Operating Expenses	\$1,476,683	\$1,549,257	\$1,549,257	\$1,628,031	\$78,774
Interdept. Charges	\$97,721	\$84,429	\$84,429	\$84,667	\$238
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,769,722</b>	<b>\$1,833,191</b>	<b>\$1,832,620</b>	<b>\$1,918,879</b>	<b>\$85,688</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$35,595)</b>	<b>\$0</b>	<b>(\$24,257)</b>	<b>\$0</b>	<b>\$0</b>

- (a) Interdepartmental revenues from charges to insured departments include tax levy funding.  
 (b) Other revenues include claim subrogation recoveries, insurance reimbursements, investment income, and Wisconsin Municipal Mutual Insurance Company (WMMIC) dividends (primary source of reduction).  
 (c) Fund balance applied in 2020-2022 to help offset impact of increased insurance and claims reserves costs, combined with decreased insurance dividends to phase increases to departments over several budgets.

## Liability &amp; Property Insurance (cont.)

## Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increase 8.9% or \$109,700 to reflect increased liability insurance costs. When combined with Worker's Compensation program costs, overall department insurance chargebacks increased 4.9%. Other revenue decreases \$24,000 due to decrease in insurance dividends. Fund balance of \$265,500 is applied to help offset impact of increased insurance and claims reserve costs on department insurance charges.

Personnel costs increase \$6,700 for cost to continue of existing staff. Operating expenses increase \$78,800 primarily due to increases in liability insurance and claims reserve costs based on adverse claims trends for law enforcement as a whole in the U.S, which impacts municipal insurance costs. Interdepartmental charges increase \$200 to reflect higher computer replacement costs.

## 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 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	\$348	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,254,300	\$1,275,300	\$1,275,300	\$1,287,819	\$12,519
Other Revenue	\$23,624	\$63,101	\$63,101	\$63,100	(\$1)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<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>\$1,278,272</b>	<b>\$1,338,401</b>	<b>\$1,338,401</b>	<b>\$1,350,919</b>	<b>\$12,518</b>
Personnel Costs	\$140,504	\$142,582	\$142,201	\$146,732	\$4,150
Operating Expenses	\$1,181,129	\$1,194,889	\$1,194,889	\$1,203,257	\$8,368
Interdept. Charges	\$930	\$930	\$930	\$930	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,322,563</b>	<b>\$1,338,401</b>	<b>\$1,338,020</b>	<b>\$1,350,919</b>	<b>\$12,518</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$44,291)</b>	<b>\$0</b>	<b>\$381</b>	<b>\$0</b>	<b>\$0</b>

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

## Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increased 1.0% or \$12,500, as program operating expenses remain more stable. Other revenues related to investment income remain stable.

Personnel costs increase \$4,200 for cost to continue of existing staff. Operating expenses increase \$8,400 to reflect estimated insurance costs.

**Activity -- Risk Management Fund Overall**

	2017	2018	2019	2020	2021
<u>Output Indicators</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	35	22	16	17	15
Safety Meetings	44	65	55	60	50
Training In-services	25	19	28	18	25
Contracts & Ins Certificates Reviewed	697	785	677	665	675
<u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$773,292	\$867,329	\$951,937	\$1,041,955	\$1,157,591
Cost of Insurance Per \$1,000 of County Expenditures*	\$3.08	\$3.24	\$3.60	\$3.82	\$4.06
Total Risk Management Expenditures	\$2,731,253	\$2,805,573	\$2,943,279	\$3,092,281	\$3,271,819
Cost of Risk Per \$1,000 of County Expenditures*	\$10.89	\$10.47	\$11.12	\$11.35	\$11.48
County Expenditures excluding Capital Projects and Debt Service*	\$250,811,468	\$267,960,645	\$264,732,554	\$272,444,825	\$284,915,595
* Excludes capital projects and debt service					

**Activity -- Liability & Property Insurance Program**

	2017	2018	2019	2020	2021
<u>Output Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	41	56	63	56	52
Paid & Reserve	\$128,613	\$515,959	\$215,623	\$41,807	N/A
Average Cost Per Claim	\$3,137	\$9,214	\$3,423	\$747	N/A
# of Property/Auto Physical Claims	78	61	64	47	63
Paid & Reserve Net of Subrogation	\$303,716	\$221,144	\$149,017	\$228,354	N/A
Average Cost Per Claim	\$3,894	\$3,625	\$2,328	\$4,859	N/A
Subrogation Collections	\$17,402	\$18,754	\$39,306	\$25,834	N/A

**Activity -- Workers' Compensation Program**

	2017	2018	2019	2020	2021
<u>Output Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	101	114	109	107	104
Paid & Reserve Net of Subrogation	\$703,602	\$1,067,464	\$1,114,910	\$1,092,018	N/A
Average Cost Per Claim	\$6,966	\$9,364	\$10,229	\$10,206	N/A

## Notes:

Accident year claims data valued as of 01/01/2021

NA=estimates not available due to need for actuarial analysis

**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; and (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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$1,490	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$235,122	\$300,000	\$322,860	\$336,860	\$36,860	12.3%
Interdepartmental	\$450,525	\$474,111	\$452,551	\$472,587	(\$1,524)	-0.3%
Other Revenue	\$141,847	\$196,451	\$152,851	\$170,804	(\$25,647)	-13.1%
Appr. Fund Balance (a)	\$132,280	\$26,415	\$26,415	\$26,415	\$0	0.0%
<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</b>	<b>\$961,264</b>	<b>\$996,977</b>	<b>\$954,677</b>	<b>\$1,006,666</b>	<b>\$9,689</b>	<b>1.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$650,851	\$712,629	\$690,904	\$731,515	\$18,886	2.7%
Operating Expenses (a)	\$160,206	\$102,878	\$93,103	\$101,273	(\$1,605)	-1.6%
Interdept. Charges	\$197,923	\$181,470	\$166,836	\$173,878	(\$7,592)	-4.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,008,980</b>	<b>\$996,977</b>	<b>\$950,843</b>	<b>\$1,006,666</b>	<b>\$9,689</b>	<b>1.0%</b>
Rev. Over (Under) Exp.	(\$47,716)	\$0	\$3,834	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	6.80	6.80	6.80	7.40	0.60
Extra Help	1.20	1.20	1.20	0.60	(0.60)
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>

(a) Fund balance appropriation	2020	2021 Budget	2021 Est.	2022 Budget
Depreciation expense	\$4,012	\$2,759	\$2,759	\$2,759
Open Purchase Orders/Carryovers	\$82,280	\$0	\$0	\$0
To maintain Collections internal cost to departments	\$45,988	\$23,656	\$23,656	\$23,656
<b>Total Fund Balance Appropriation:</b>	<b>\$132,280</b>	<b>\$26,415</b>	<b>\$26,415</b>	<b>\$26,415</b>

**Program Highlights**

Charges for service revenue increases \$36,900 and interdepartmental revenues decrease by \$1,500. These revenue changes reflect anticipated collection levels following the increase of collector staff from 5.20 FTE to 5.60 FTE. Other revenues decrease \$25,600 due to a \$27,500 reduction in interest income on judgements. Collections appropriated fund balance remains at \$26,400 which is budgeted to keep the internal client fee structure lower than the cost to provide the collections service.

Personnel costs increase by \$18,900. This includes the transfer of 0.25 FTE administrative specialist and 0.15 FTE business services manager from the collections division to the Department of Administration General Fund resulting in \$17,100 and \$25,700 in personnel savings respectively. The personnel budget also includes the removal of 0.60 FTE temporary extra help resulting in \$32,100 in expense reduction.

## Collections

## Administration

## Program/Objective

These personnel decreases are offset by the addition of 1.00 FTE collections specialist resulting in an additional \$77,100 expense and cost to continue for remaining staff.

Operating expenses decrease by \$1,600 due to removal of \$3,500 computer equipment expenses which were budgeted in 2021 to transition collections computers from desktops to laptop computers. These desktop computers were replaced in 2020 with Routes to Recovery funding. The 2022 operating expense budget includes \$24,000 for credit card fees, \$46,400 for hosting and licensing fees for the collections computer system, and \$10,000 to assist with locating debtor contact information.

Interdepartmental charges decrease \$7,600 primarily due to \$3,000 decrease in legal expenses from Corporation Counsel and \$5,700 reduction in postage expenses based on historical expenditure levels.

### Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,394,621	\$1,480,245	\$1,450,000	\$1,438,100	(\$42,145)
\$ Coll. & Shared with State	\$1,006,561	\$993,000	\$1,010,000	\$1,010,000	\$17,000
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,157,855</u>	<u>\$1,123,400</u>	<u>\$1,150,000</u>	<u>\$1,209,500</u>	<u>\$86,100</u>
<b>Total \$ Collected</b>	<b>\$3,559,037</b>	<b>\$3,596,645</b>	<b>\$3,610,000</b>	<b>\$3,657,600</b>	<b>\$60,955</b>
Total \$ Retained by County	\$2,174,871	\$2,245,547	\$2,222,750	\$2,225,510	(\$20,037)
Accts Referred to Collection Div.	18,745	22,000	20,000	20,000	(2,000)
\$ Referred to Collection Division	\$10,829,837	\$13,000,000	\$12,000,000	\$12,000,000	(\$1,000,000)
# of External Intergovernmental Customers	79	79	81	81	2

### Major Departmental Strategic Plan Objectives

#### Quality Pillar: High standards of service excellence

##### Objective 1: Line of Business Application Replacement

Transition the current UNIX based Collection System to an operating system that is in wider industry use to reduce risk of operational interruptions with the current system that has been significantly customized over the years. The new system is expected to reduce operating costs, improve performance and enhance security and efficiency objectives. Project was completed in first quarter 2020.

##### Performance Measures:

1. Positive return on investment over 5-year period.

Performance Measures:	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Est.	2022 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	4.37	4.18	3.88	4.04	3.53	3.80	3.70
Waukesha County Recovery % (b)	28.40%	27.80%	27.70%	27.70%	32%	25%	25%
Waukesha County Average Liquidation % (c)	26.96%	22.17%	26.40%	32.72%	32.86%	25%	25%
Overall Recovery for Government Market as reported by ACA (d)	17.3%						

(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 individuals, 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) Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.

(d) Source- 2017 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey.

# American Job

## Center Fund

## Administration

## Special Revenue Fund

### Fund Purpose

The purpose of the American Job Center Fund is to provide administrative support services to the public workforce system. The system is governed by workforce development boards as authorized under the Workforce Innovation Opportunity Act. This fund supports interagency cooperation and service delivery among organizations defined as American Job Center system partners. The American Job Center public workforce system serves employers and job seekers across the nation. Waukesha County Department of Administration supports intergovernmental cooperation in a seven-county region (Waukesha-Ozaukee-Washington, Milwaukee, and Racine- Kenosha-Walworth).

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	%
<b>Revenues</b>						
General Government	\$64,638	\$90,000	\$81,000	\$81,000	(\$9,000)	-10.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$209,190	\$256,617	\$183,348	\$238,965	(\$17,652)	-6.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$50,000	\$41,000	\$21,150	\$27,215	(\$13,785)	-33.6%
<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</b>	<b>\$323,828</b>	<b>\$387,617</b>	<b>\$285,498</b>	<b>\$347,180</b>	<b>(\$40,437)</b>	<b>-10.4%</b>
<b>Expenditures</b>						
Personnel Costs	\$136,223	\$141,184	\$137,867	\$144,306	\$3,122	2.2%
Operating Expenses	\$145,399	\$237,433	\$147,631	\$202,874	(\$34,559)	-14.6%
Interdept. Charges	\$3,268	\$9,000	\$0	\$0	(\$9,000)	-100.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$284,890</b>	<b>\$387,617</b>	<b>\$285,498</b>	<b>\$347,180</b>	<b>(\$40,437)</b>	<b>-10.4%</b>
Rev. Over (Under) Exp.	\$38,938	\$0	\$0	\$0	\$0	N/A

### Position Summary (FTE)

Regular Positions	1.00	1.00	1.00	1.00	0.00
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>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

### Program Highlights

General government revenues decrease by \$9,000. This revenue is comprised of \$81,000 of revenue from the Regional Workforce Alliance to provide one-stop-operator (OSO) function and equal opportunity and civil rights compliance for the seven-county region in southeastern Wisconsin. The indirect revenue for the OSO function is being directly allocated from the revenue instead of budgeting the full revenue amount and the interdepartmental expense.

Charges for service revenue decreases by \$17,700. This revenue reduction is primarily due to reductions in expenditures noted below. As expenditures decrease, the revenue required to fund the operation also decreases. The American Job Center fund balance of \$27,200 is budgeted in 2022. The accumulated fund balance stabilizes the workforce development center revenue requirements and provides some additional time to evaluate workforce development needs in a more virtual work environment.

Personnel costs include the cost to continue for 1.00 FTE workforce development coordinator. Operating expenses decrease by \$34,600. This includes the reduction of expenditure authority for the purchase of

**American Job**

**Center Fund**

**Administration**

**Objective/Program**

office equipment related to the movement of the workforce development center from the Pewaukee location to the downtown Waukesha location in 2020.

Major Departmental Strategic Plan Objectives

**Customer Service Pillar: High customer satisfaction**

Objective 1: American Job Center Satisfaction

The American Job Center system serves employers and citizens by providing employment, training, education, and economic development services through virtual means and at physical locations. Organizations and customers who interact with the American Job Center system express a 90% satisfaction rating with the services provided.

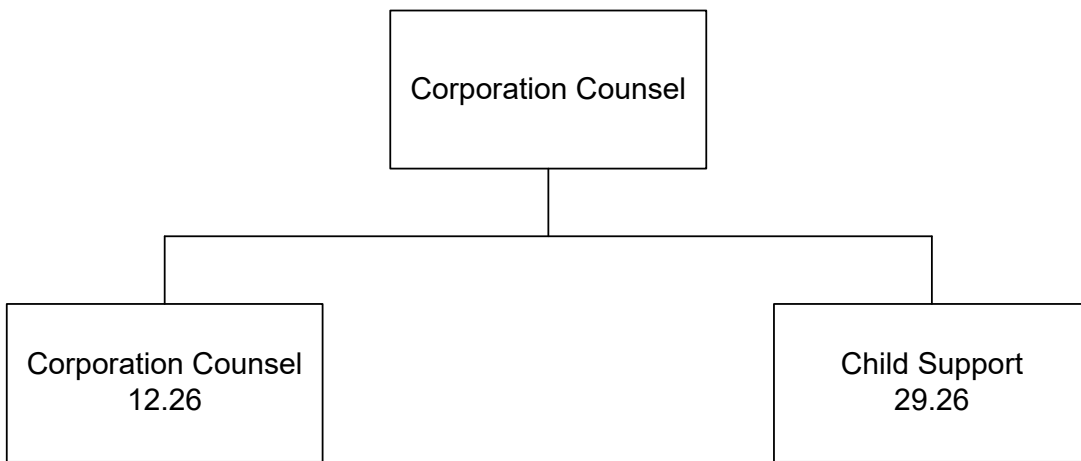
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
NEW Organization Satisfaction Survey results from partners receiving services from Waukesha County Department of Administration (5-Point Scale)	4.4	4.5	4.5	4.5



# Corporation Counsel

# CORPORATION COUNSEL'S OFFICE

## FUNCTION / PROGRAM CHART



41.52 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**

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	2020 Actual	2021		2022 Budget	Change From 2021 Adopted Budget	
		Adopted Budget	2021 Estimate		\$	%
<b>Corporation Counsel</b>						
Revenues	\$568,857	\$589,068	\$591,579	\$595,708	\$6,640	1.1%
County Tax Levy	\$894,512	\$880,433	\$880,433	\$930,433	\$50,000	5.7%
Expenditures	\$1,452,978	\$1,469,501	\$1,468,718	\$1,526,141	\$56,640	3.9%
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$0	\$0	N/A
<b>Child Support</b>						
Revenues (a)	\$2,424,944	\$2,477,541	\$2,480,777	\$2,511,397	\$33,856	1.4%
County Tax Levy	\$385,735	\$409,814	\$409,814	\$409,814	\$0	0.0%
Expenditures	\$2,644,137	\$2,887,355	\$2,850,675	\$2,921,211	\$33,856	1.2%
Rev. Over (Under) Exp.	\$166,542	\$0	\$39,916	\$0	\$0	N/A
<b>Total All Funds</b>						
Revenues	\$2,993,801	\$3,066,609	\$3,072,356	\$3,107,105	\$40,496	1.3%
County Tax Levy	\$1,280,247	\$1,290,247	\$1,290,247	\$1,340,247	\$50,000	3.9%
Expenditures	\$4,097,115	\$4,356,856	\$4,319,393	\$4,447,352	\$90,496	2.1%
Rev. Over (Under) Exp.	\$176,933	\$0	\$43,210	\$0	\$0	N/A
<b>Position Summary (Combined FTE)</b>						
Regular Positions	41.00	41.00	41.00	41.00	0.00	
Extra Help	0.55	0.63	0.63	0.47	(0.16)	
Overtime	0.05	0.05	0.05	0.05	0.00	
<b>Total</b>	<b>41.60</b>	<b>41.68</b>	<b>41.68</b>	<b>41.52</b>	<b>(0.16)</b>	

(a) Child Support revenues include State General Purpose Revenue (GPR) of \$244,642 in 2020 actual, \$246,347 in 2021 adopted budget, and \$303,550 in 2022 budget, which is eligible to be matched pursuant to state and county contract.

**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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$5,421	\$0	\$2,511	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,998	\$5,090	\$5,090	\$50	(\$5,040)	-99.0%
Interdepartmental	\$541,902	\$583,978	\$583,978	\$595,658	\$11,680	2.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$18,536	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$894,512</b>	<b>\$880,433</b>	<b>\$880,433</b>	<b>\$930,433</b>	<b>\$50,000</b>	<b>5.7%</b>
<b>Total Revenue Sources</b>	<b>\$1,463,369</b>	<b>\$1,469,501</b>	<b>\$1,472,012</b>	<b>\$1,526,141</b>	<b>\$56,640</b>	<b>3.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,232,350	\$1,278,627	\$1,279,750	\$1,336,355	\$57,728	4.5%
Operating Expenses	\$141,171	\$105,945	\$104,039	\$103,706	(\$2,239)	-2.1%
Interdept. Charges	\$79,457	\$84,929	\$84,929	\$86,080	\$1,151	1.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,452,978</b>	<b>\$1,469,501</b>	<b>\$1,468,718</b>	<b>\$1,526,141</b>	<b>\$56,640</b>	<b>3.9%</b>
Rev. Over (Under) Exp.	\$10,391	\$0	\$3,294	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	11.85	11.85	11.85	11.85	0.00
Extra Help	0.55	0.55	0.55	0.40	(0.15)
Overtime	0.01	0.01	0.01	0.01	0.00
<b>Total FTEs</b>	<b>12.41</b>	<b>12.41</b>	<b>12.41</b>	<b>12.26</b>	<b>(0.15)</b>

**Program Highlights**

Total revenue in the Corporation Counsel office increases by \$56,600, or 3.9%, to \$1,526,100 in the 2022 budget. Based on prior year trends, and future anticipated requests for services, interdepartmental revenue increases \$11,700, or 2.0%, for legal services provided to HHS. This increase in revenue is offset by the elimination of \$5,100 for rental payments no longer anticipated from the Children First program vendor. County tax levy increases by \$50,000, or 5.7%, to \$930,400 in 2022.

Personnel costs increase by \$57,700, or 4.5%, to \$1,336,400 for 12.26 FTE's mostly related to salary increases of \$35,804 and health insurance cost increases of \$13,800 due to changes in employee benefit selections and insurance rate increases. Temporary extra help decreases 0.15 FTE.

Operating expenses decrease by \$2,200, or 2.1%, to \$103,700, driven principally by decreased expenditures for computer equipment, managed print services, and contracted services.

Interdepartmental charges increase by \$1,200, or 1.4%, to \$86,100, mainly due to a \$1,600 increase in end user technology charges and \$500 increase in computer replacement charges and are offset by deductions in postage of \$750 and the telephone-variable costs of \$300.

Major Departmental Strategic Plan Objectives

**Quality Pillar: High Standards of Service Excellence**

Objective 1: Timely and Effective Legal Services

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 county, its departments and officials.

Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of contracts reviewed and returned within 72 hours (Dept. standard is 4 business days)	95%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration or litigation	99%	>98%	>98%	>98%

The number of claims and lawsuits monitored and contracts, resolutions, and ordinances reviewed.

<b>Activity - Workload Data</b>	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<b>Total Number of Cases Filed</b>						
Claims Received	49	56	50	90	60	10
Lawsuits Monitored	25	42	25	40	35	10
Contracts Reviewed	212	207	275	225	275	0
Resolutions/Ordinances Reviewed	127	112	130	160	130	0

**Health & Safety Pillar: Ensure Well Being of Residents**

Objective 2: Vulnerable Residents Receive High-Quality Support and Services

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).

Number of cases filed for the case types outlined in the strategic objective.

<b>Activity - Workload Data</b>	2019 Actual	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,017	899	1,100	950	1,000	(100)
Guardianships/Protective Placements:						
- Adults	415	457	450	415	450	0
- Juveniles	26	28	50	36	35	(15)
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	508	344	575	464	475	(100)
- Termination of Parental Rights (TPR)	19	27	20	20	20	0

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