

**INTERPROGRAM SERVICES
TABLE OF CONTENTS**

	<u>Page</u>
ADMINISTRATION	
General Administration	286
AUDITOR	
Business/Finance	288
Taxation.....	290
BUDGET & INFORMATION PROCESSING	
Budget & Information Processing Administration.....	292
Information Processing.....	294
Support Services.....	296
BUILDINGS & GROUNDS	
Buildings & Grounds Administration	298
Maintenance of Buildings & Grounds.....	300
Custodial Services	302
HUMAN RESOURCES	
Human Resources Management.....	304
NON-DEPARTMENTAL	
Risk Management.....	306
SUPERVISORS, BOARD OF	
Legislation & Policy.....	308
TREASURER	
Treasurer Administration	310
Tax Collection	312
Accounting/Finance.....	314

SERVICE AREA: Interprogram Services

PROGRAM: General Administration (11A)

ACTIVITY: Policy & Administration

ORGANIZATION: Administration

PROGRAM MISSION: To enhance county services for citizens and county departments by providing effective management and coordination of resources

PROGRAM OBJECTIVES:

1. To maintain status quo relative to management personnel as a percent of total personnel.
2. To schedule 375 meetings with individual department heads.
3. To schedule 115 meetings with individual Board members.

PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	411.86	415.17	416.47	416.47
2. Units directly supervised	9	9	9	9
3. Dollar value of budget	\$40,727,400	\$45,241,963	\$50,546,193	\$50,488,576
4. Jurisdiction population	158,591	158,591	158,591	158,591
WORKLOAD				
1. Board of Supervisors meetings held	91	100	100	100
2. Schedule meetings with individual Board members	115	115	115	115
3. Agenda items forwarded to Board of Supervisors	530	600	600	600
4. Scheduled meetings with individual department heads	355	375	375	375
5. Other scheduled meetings held	703	700	700	700
PRODUCTIVITY				
1. Management cost as a percent of County budget	0.53%	0.45%	0.43%	0.43%
2. Management personnel as a percent of total personnel	0.65%	0.65%	0.65%	0.65%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	94%	100%	100%	100%

ANALYSIS:

The department's performance indicators are expected to remain at the same level as projected for FY00. Non-salary expenses are recommended to remain stable.

Management personnel as a percent of total personnel (P.2) have been stable throughout the past several years.

The budget is increasing next year due primarily to continued pressures of jail overcrowding requiring the County to house inmates out of County at other jail facilities. Also the cost of employee health care premiums are expected to increase substantially over current levels based on claim experience.

The increase in FTE's for next year (1.30 FTE) consists of an additional correction officer supervisor at the jail to handle inmate grievances and coordinate training, and for a part time mower position at Secondary Roads.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: General Administration (11A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
A County Administrator	1.00	1.00	1.00	1.00	1.00
634-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
298-A Administrative Assistant	0.60	0.60	0.60	0.60	0.60
Z Administrative Intern	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	2.70	2.70	2.70	2.70	2.70
REVENUE SUMMARY:					
Miscellaneous	\$257	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$257	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$181,446	\$194,149	\$191,376	\$203,339	\$203,339
Expenses	7,687	12,950	9,350	12,950	12,950
Supplies	2,235	1,350	1,350	1,350	1,350
TOTAL APPROPRIATIONS	\$191,368	\$208,449	\$202,076	\$217,639	\$217,639

SERVICE AREA: Interprogram Service	PROGRAM: Business/Finance (13D)			
ACTIVITY: Policy & Administration	ORGANIZATION: Auditor			
PROGRAM MISSION: To provide accurate and efficient implementation of the County's financial accounting system, including the timely and appropriate bi-weekly processing of the payroll and accounts payable functions by using County financial policies and generally accepted accounting principles				
PROGRAM OBJECTIVES:				
1. To keep cost per invoice processed below \$3.00.				
2. To keep cost per time card processed below \$2.00				
3. To keep cost per account center maintained below \$8.50.				
PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Invoices submitted	27,209	24,000	26,000	26,000
2. Employees on payroll	618	590	600	600
3. Official Board meetings requiring minutes	57	60	60	60
4. Accounting account/centers to be maintained	6,803	8,000	8,000	8,000
5. Poll workers	613	650	650	650
WORKLOAD				
1. Invoices processed	27,209	24,000	29,000	29,000
2. Time cards processed	33,867	31,000	32,500	32,500
3. Board meetings minutes recorded	57	60	60	60
4. Account/centers maintained	6,803	8,000	8,000	8,000
PRODUCTIVITY				
1. Cost per invoice processed (35%)	\$2.66	\$3.06	\$2.80	\$2.80
2. Cost per time card processed (30%)	\$1.84	\$2.03	\$2.14	\$2.14
3. Cost per Board meeting minutes recorded (5%)	\$181.73	\$175.07	\$193.15	\$193.15
4. Cost per account/center maintained (30%)	\$9.14	\$7.88	\$8.69	\$8.69
EFFECTIVENESS				
1. Claims lost or misplaced	0	0	0	0
ANALYSIS:				
<p>Total non-salary appropriations for the program are recommended to increase \$250 or 2.0%. Both equipment purchases and expenses are recommended at FY'00 levels. Supplies are recommended to increase \$250 or 3.4% to cover increased costs of A/P and Payroll checks.</p> <p>An organizational change request was submitted by the department for the upgrade of the Accounting Supervisor Position. Following review the Human Resources Department approved the upgrade.</p> <p>All indicators are consistent with past performance and are recommended as submitted.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Business/Finance (13D)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
611-A Accounting Supervisor	-	-	-	0.70	0.70
516-A Accounting Supervisor	0.70	0.70	0.70	-	-
252-A Payroll Specialist	1.50	1.50	1.50	1.50	1.50
252-C Accounts Payable/Receivable Specialist	0.50	-	-	-	-
252-C Accounts Payable Specialist	-	1.50	1.50	1.50	1.50
177-A Official Records Clerk	0.90	0.90	0.90	0.90	0.90
177-C Senior Clerk	1.00	-	-	-	-
TOTAL POSITIONS	4.60	4.60	4.60	4.60	4.60
REVENUE SUMMARY:					
Fees and Charges	\$400	\$500	\$500	\$500	\$500
Miscellaneous	11	-	-	-	-
TOTAL REVENUES	\$411	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Personal Services	\$198,682	\$197,843	\$210,690	\$221,384	\$221,384
Equipment	50	2,000	2,000	2,000	2,000
Expenses	697	2,990	2,990	2,990	2,990
Supplies	7,747	7,250	7,250	7,500	7,500
TOTAL APPROPRIATIONS	\$207,176	\$210,083	\$222,930	\$233,874	\$233,874

SERVICE AREA: Interprogram Services	PROGRAM: Taxation (13E)
ACTIVITY: Policy & Administration	ORGANIZATION: Auditor

PROGRAM MISSION: To provide efficient and accurate taxation services to the citizens of scott County, as well as to other County departments, by developing and maintaining complete tax records and systems

PROGRAM OBJECTIVES:

1. To keep cost per parcel taxed below \$1.65.
2. To keep cost per tax credit processed below \$1.75.

PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Parcels to be taxed	67,969	67,500	68,000	68,000
2. Real estate transactions requested	8,725	8,100	8,200	8,200
3. Tax credits requested	60,250	60,500	60,500	60,500
4. Control licenses requested	33	35	35	35
5. Local budgets to be certified	49	49	49	49
WORKLOAD				
1. Parcels taxed	67,696	67,500	68,000	68,000
2. Real estate transactions processed	8,726	8,100	8,200	8,200
3. Tax credits processed	60,250	60,500	60,500	60,500
4. Control licenses processed	33	35	35	35
5. Local budgetes certified	49	49	49	49
PRODUCTIVITY				
1. Cost per parcels taxed (54%)	\$1.55	\$1.61	\$1.70	\$1.70
2. Cost per real estate transaction processed (15%)	\$3.34	\$3.72	\$3.90	\$3.90
3. Cost per tax credit processed (30%)	\$0.97	\$1.00	\$1.06	\$1.06
4. Cost per control license processed (1%)	\$58.80	\$57.37	\$61.00	\$61.00

EFFECTIVENESS				
1. Dollar amount of licenses, permits and fees	\$47,047	\$44,675	\$45,000	\$45,000

ANALYSIS:

Total revenues for the program are recommended to increase \$3,000 or 6.7% due to an anticipated increase in transfer fees.

Total non-salary appropriations are recommended to increase \$275 or 3.6% over last year. The total increase is in supplies. Expenses are recommended to remain at FY'00 levels. There was one organizational request submitted by the department for the Accounting Supervisor position which is also part of the Business and Finance program. The request is under review by the Human Resources department.

All performance indicators are consistent with past performance and are recommended as submitted.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Taxation (13E)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
Y Deputy Auditor-Tax	1.00	1.00	1.00	1.00	1.00
611-A Accounting Supervisor	-	-	-	0.30	0.30
516-A Accounting Supervisor	0.30	0.30	0.30	-	-
194-C Platroom Draftsman	0.50	0.50	0.50	0.50	0.50
177-C Tax Aide	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	4.80	4.80	4.80	4.80	4.80
REVENUE SUMMARY:					
Licenses and Permits	\$4,060	\$4,425	\$4,425	\$4,425	\$4,425
Fees and Charges	43,006	40,250	43,250	43,250	43,250
Miscellaneous	(19)	-	-	-	-
TOTAL REVENUES	\$47,047	\$44,675	\$47,675	\$47,675	\$47,675
APPROPRIATION SUMMARY:					
Personal Services	\$185,349	\$193,221	\$197,554	\$208,333	\$208,333
Expenses	5,968	1,815	3,557	1,815	1,815
Supplies	2,715	5,750	5,750	6,025	6,025
TOTAL APPROPRIATIONS	\$194,032	\$200,786	\$206,861	\$216,173	\$216,173

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Budget & Information Processing Admin (14A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
805-A Director Budget & Information Processing	1.00	1.00	1.00	1.00	1.00
283-A BIP Office Supervisor	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	1.50	1.50	1.50	1.50	1.50
REVENUE SUMMARY:					
Miscellaneous	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$111,335	\$115,229	\$116,367	\$121,235	\$121,235
Expenses	4,386	2,970	4,600	4,600	4,600
Supplies	1,190	850	1,250	1,250	1,250
TOTAL APPROPRIATIONS	\$116,911	\$119,049	\$122,217	\$127,085	\$127,085

SERVICE AREA: Interprogram Services		PROGRAM: Information Processing (14B)			
ACTIVITY: Central Services		ORGANIZATION: Budget & Information Processing			
PROGRAM MISSION: To provide dependable phone and computer services for County employees by: 1) informing, educating and empowering employees with computer knowledge; 2) researching, installing, and maintaining innovative computer and telephone solutions; and 3) designing and implementing user friendly software systems					
PROGRAM OBJECTIVES:					
1. To complete rewrite of all remaining DOS in-house systems to Windows format (11 estimated for FY01).					
2. To provide first level response to 85% of Help Desk calls.					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Number of users		17	17	17	17
2. Existing in-house developed systems to be maintained		55	38	31	31
3. New application systems written		1	-	1	1
4. Number of terminals/printers/file servers in use		357/174/8	360/174/10	360/174/11	360/174/10
5. Existing systems re-written to Windows format		11	3	11	11
WORKLOAD					
1. Existing in-house developed systems maintained		55	38	31	31
2. New application systems installed		1	-	1	1
3. Number of telephone ports (handsets, faxes, modems)		772	780	780	780
4. Number of terminals/printers/file servers maintained		357/174/8	360/174/10	360/174/11	360/174/10
5. Existing systems re-written to Windows format		11	3	11	11
PRODUCTIVITY					
1. Percent of programmer time spent on new application development		30%	5%	10%	10%
2. Percent of programmer time spent on maint of existing systems		10%	20%	20%	20%
3. Percent of programmer time spent on re-written existing systems		22%	50%	60%	60%
4. Training on visual basic/SQL server		n/a	25%	10%	10%
EFFECTIVENESS					
1. Percent of support calls answered by first level support		85%	85%	85%	85%
ANALYSIS:					
<p>Non-salary costs are recommended to increase 14% or \$30,522 for this program. The two primary areas of increase are for maintenance of equipment (\$20,800) and software maintenance costs (\$3,000) and supplies (\$2,250). Net of these increases non-salary costs would be increasing 2%.</p> <p>The County's PCLAN network has expanded and changed in recent years requiring outside maintenance service contracts. In the past these costs have been paid out of CIP but should be moved to the BIP operating budget. FY01 request includes \$5,800 for core builder and \$15,000 for the remote site WAN equipment</p> <p>Software maintenance increased for FY01 for firewall services (virus checks, web restrictions, etc.) from outside vendor estimated at \$3,000.</p> <p>Supplies have increased to higher consumable costs associated with the laser color printers and technical journals and periodicals.</p> <p>The Information Processing staff was reorganized last year by abolishing the Manager of Information Processing position</p>		<p>and upgrading the four Network Systems Technicians to Network Systems Administrators. This reorganization has removed a layer of managerial interaction with users allowing the Network Systems Administrators to work more directly with the users to address their immediate needs and concerns. The Network Systems Administrators have also been empowered to have limited purchasing authority as well as involvement in the long term network planning process.</p> <p>The Board authorized the addition of a programmer/analyst II position during the first quarter to program MH-DD systems. This position will be funded using MH-DD fund balances until the time of the Senior Programmer Analyst's retirement at which time the authorized FTE level will drop back to previous levels.</p> <p>The County's 55 existing in-house developed systems (W.1) that are being maintained in the current application development DOS software has been reduced to 38 after an evaluation of all systems and recognizing that some were unused or</p>		<p>obsolete. Also, some systems were replaced by user developed applications using Microsoft Office modules as well as some third party software replacements.</p> <p>The remaining 38 have been or are being either re-written to the Windows environment or replaced with third party Windows software. The largest single in-house developed software application is the County's tax system. This will be a massive effort that is planned to be completed prior to the retirement of the County's current lead programmer in January 2002. 3 systems were replaced with third party software in FY00 with an additional 7 third party replacements anticipated in FY01 bringing the total inhouse systems down to 31 as indicated under D.2 and W.1 above. 11 systems were re-written last year with an additional 3 estimated for the current fiscal year and the remaining 11 projected to be rewritten next year. This number is subject to change depending on the priority and size of the system being re-written.</p> <p>All remaining indicators are consistent with past years.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Information Processing (14B)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
511-A Senior Programmer Analyst	1.00	1.00	1.00	1.00	1.00
445-A Programmer/Analyst II	3.00	3.00	4.00	4.00	4.00
406-A Network Systems Administrator	4.00	4.00	4.00	4.00	4.00
283-A BIP Office Supervisor	0.25	0.25	0.25	0.25	0.25
TOTAL POSITIONS	8.25	8.25	9.25	9.25	9.25
REVENUE SUMMARY:					
Intergovernmental	\$57,834	\$55,500	\$58,500	\$58,500	\$58,500
Fees and Charges	5,445	5,800	5,500	5,500	5,500
Miscellaneous	967	500	1,015	1,015	1,015
TOTAL REVENUES	\$64,246	\$61,800	\$65,015	\$65,015	\$65,015
APPROPRIATION SUMMARY:					
Personal Services	\$452,705	\$483,359	\$519,233	\$563,913	\$563,913
Equipment	361	-	-	-	-
Expenses	198,341	214,057	199,695	242,329	242,329
Supplies	6,410	4,400	6,650	6,650	6,650
TOTAL APPROPRIATIONS	\$657,817	\$701,816	\$725,578	\$812,892	\$812,892

SERVICE AREA: Interprogram Services		PROGRAM: Support Services (14C)						
ACTIVITY: Central Services		ORGANIZATION: Budget & Information Processing						
PROGRAM MISSION: To provide friendly, professional customer services to County departments and authorized agencies in the areas of mail, office supplies, copying, property accounting, word processing, reception phone coverage, optical imaging and centralized purchasing								
PROGRAM OBJECTIVES:								
1. To process at least 2,040 purchase orders.								
2. To keep cost per copy made below \$.03 per copy.								
3. To save \$22,800 due to presorting outgoing mail.								
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED			
DEMAND								
1. Purchase requisitions received		2,130	2,032	2,040	2,040			
2. Number of pieces of outgoing mail		596,146	541,928	545,000	545,000			
3. Requests for copies (Print Shop) - County/other		1,059,529	1,060,364	1,060,364	1,060,364			
4. Number of files including subsequents imaged and indexed		75,390	105,000	98,000	98,000			
WORKLOAD								
1. Number of purchase orders issued		2,130	2,032	2,040	2,040			
2. Number of pieces of mail pre-sorted		495,509	478,712	480,000	480,000			
3. Number of copies (Print Shop)		2,053,029	1,279,236	1,279,236	1,279,236			
4. Number of files including subsequents imaged and indexed		75,390	97,208	98,000	98,000			
PRODUCTIVITY								
1. Average dollar amount per purchase order		\$507	\$2,496	\$2,496	\$2,496			
2. Average cost per piece of outgoing mail		\$0.364	\$0.751	\$0.597	\$0.597			
4. Cost per copy made (Print Shop)		\$0.019	\$0.026	\$0.026	\$0.026			
6. Hours spent imaging/indexing/subsequents		1,184	992	1,000	1,000			
EFFECTIVENESS								
1. Dollar amount saved between delivered price - highest bid		\$1,080,062	\$1,268,688	\$1,200,000	\$1,200,000			
2. Dollar amount saved by using pre-sort		\$7,233	\$11,968	\$22,800	\$22,800			
3. Percent of outgoing mail pre-sorted		90%	88%	88%	88%			
4. Dollar value of NAEIR items received		\$11,488	\$16,864	\$15,000	\$15,000			
ANALYSIS:								
<p>Non-salary costs for this program are recommended to increase 13.1% or \$49,940. The two primary areas for this increase are postage (\$37,200) and maintenance of equipment (\$13,390). Net of these two areas of increase non-salary costs would be decreasing slightly by -0.2%.</p> <p>Postage is recommended to increase by \$37,200 to a total budgeted level of \$325,600. This represents a 10% increase over the FY98 actual postage cost of \$295,991. FY01 will be a presidential election year. Absentee ballots have increased substantially in prior years. Postage rates increased 3% in 1999 and are expected to increase up to 6% in 2001. Depending on absentee utilization this may or may not be sufficient. If not, the County's contingency funds could be used.</p> <p>Maintenance of equipment is increasing due to the number of satellite copiers in County departments requiring annual maintenance contracts. Also, the move to digital copiers with computer network interfaces and increased technology have increased copier maintenance costs.</p> <p>Support service staff continues to provide</p>			<p>imaging support (W.4) to the Treasurer's office. Both the Treasurer's and Recorder's optical systems were developed in-house prior to the installation of windows. As such an outside technical person wrote imaging code in C++ programming language (not used by our in-house programmers) to facilitate viewing and downloading of imaged documents. The County will be moving to a windows based vendor supported imaging solution in FY01 to replace the existing systems. This will be a major effort spanning both the current fiscal year and next year.</p> <p>Last year the County purchased a digital duplicator machine to replace its old offset printing machine. A computer interface was installed for this device. This will allow the Print Shop Support Services Clerk to transfer manual forms to computerized digital forms which will allow for speedier turn around, more up to date form design and lower form inventory levels. This process is currently underway.</p> <p>The digital high-speed copier in the printshop also has a network interface available that is planned for installation in</p>			<p>FY01. This will allow for forms previously printed on the impact line printer to be printed with laser quality output such as assessment rolls and possible ballot printing for the Auditor's elections.</p> <p>The percentage of outgoing mail being pre-sorted (E.3) continues to be high due to the use of an outside vendor certified by the United States Postal Service to provide bar-coding and pre-sorting services. It is anticipated that this will save the County approximately \$22,800 next fiscal year (E.2). The higher amount is due to increased associated with the presidential election.</p> <p>The amount saved using bidding and soliciting quotes (E.1) for products and services continues to be a significant amount.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Support Services (14C)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
283-A BIP Office Supervisor	0.25	0.25	0.25	0.25	0.25
252-A Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
141-C Clerk II/Support Services	2.00	2.00	2.00	2.00	2.00
141-C Clerk II/Word Processing	1.00	1.00	1.00	1.00	1.00
141-C Clerk II/Support Services Receptionist	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	4.75	4.75	4.75	4.75	4.75
REVENUE SUMMARY:					
Intergovernmental	\$131,935	\$120,000	\$133,000	\$133,000	\$133,000
Fees and Charges	13,345	16,700	13,400	13,400	13,400
Miscellaneous	1,488	250	1,515	1,515	1,515
TOTAL REVENUES	\$146,768	\$136,950	\$147,915	\$147,915	\$147,915
APPROPRIATION SUMMARY:					
Personal Services	\$158,992	\$162,294	\$167,668	\$175,760	\$175,760
Equipment	335	-	-	-	-
Expenses	295,236	334,610	345,010	383,900	383,900
Supplies	22,561	46,750	40,400	47,400	47,400
TOTAL APPROPRIATIONS	\$477,124	\$543,654	\$553,078	\$607,060	\$607,060

SERVICE AREA: Interprogram Services		PROGRAM: Buildings & Grounds Administration (15A)			
ACTIVITY: Central Services		ORGANIZATION: Buildings & Grounds			
PROGRAM MISSION: To provide responsible administrative leadership and coordination for the building maintenance, custodial, security and capital improvement functions by providing facilities that are safe and pleasant for the public to conduct business in and comfortable for employees to work in					
PROGRAM OBJECTIVES:					
1. To keep administrative cost as a percent of total departmental budget below 8%.					
2. To achieve at least 85% of departmental objectives.					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		18.34	18.30	18.30	18.30
2. Span of control/departments		3	3	3	3
3. Departmental budget		\$1,068,999	1,114,154	\$1,190,879	\$1,190,879
WORKLOAD					
1. Percent of time spent on program management		25%	16%	12%	12%
2. Percent of time spent on personnel administration		6%	8%	6%	6%
3. Percent of time spent on fiscal management		4%	6%	4%	4%
4. Percent of time spent on miscellaneous activities		30%	35%	35%	35%
5. % of time spent coord & superv arch eng, constr & remod proj		35%	35%	43%	43%
PRODUCTIVITY					
1. Administration cost as a percent of departmental budget		8.40%	7.60%	7.60%	7.60%
2. Administration personnel as a percent of departmental personnel		8.20%	8.20%	8.20%	8.80%
EFFECTIVENESS					
1. Percent of department objectives accomplished		87%	85%	85%	85%
2. Program performance budget objectives accomplished		80%	85%	85%	85%
ANALYSIS:					
<p>Appropriations net of personal services for the total department are recommended to increase from last year's budget by \$11,098 or 2%. This entire increase can be attributed to a higher funding level for utilities in the Buildings & Grounds maintenance program (15B). Net of the rise in utility costs the departmental budget would have declined slightly.</p> <p>Non-salary items for the administration program are recommended to increase by \$3,295 due primarily to the need for additional filling units.</p> <p>Workload indicators for this program are expected to shift as Master Plan implementation begins and as a second research effort for a jail overcrowding solution begins. Both of these efforts will begin in earnest in the second and third quarter of FY 2000.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Buildings & Grounds Administration (15A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
608-A Director of Buildings & Grounds	-	1.00	1.00	1.00	1.00
496-A Director of Buildings & Grounds	1.00	-	-	-	-
198-A Project Assistant	-	0.50	0.50	0.50	0.50
177-A Secretary	0.50	-	-	-	-
TOTAL POSITIONS	1.50	1.50	1.50	1.50	1.50
REVENUE SUMMARY:					
Miscellaneous	\$97	\$275	\$110	\$100	\$100
TOTAL REVENUES	\$97	\$275	\$110	\$100	\$100
APPROPRIATION SUMMARY:					
Personal Services	\$78,695	\$80,130	\$87,608	\$94,938	\$94,938
Equipment	1,122	-	-	3,375	3,375
Expenses	7,395	5,300	5,826	5,170	5,170
Supplies	3,143	1,800	2,000	1,850	1,850
TOTAL APPROPRIATIONS	\$90,355	\$87,230	\$95,434	\$105,333	\$105,333

SERVICE AREA: Interprogram Services

PROGRAM: Maintenance of Buildings & Grounds (15B)

ACTIVITY: Central Services

ORGANIZATION: Buildings & Grounds

PROGRAM MISSION: To provide comprehensive maintenance to services for County departments and campus facilities by sustaining high levels of safety, functionality and comfort in all facilities

PROGRAM OBJECTIVES:

1. To maintain staff per square foot at or below \$0.35.
2. To achieve user satisfaction with quality of maintenance service at or above 75%.

PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Buildings/locations maintained	8	8	8	8
WORKLOAD				
1. Square feet of buildings maintained	292,370	292,370	292,370	292,370
2. Number of parking tickets issued	111	100	120	120
3. Square feet of grounds maintained	626,443	626,443	626,443	626,443
4. Number of requests for service	1,462	1,500	1,500	1,500
PRODUCTIVITY				
1. Man hours per square foot	0.015	0.016	0.016	0.016
2. Staff cost per square foot	\$0.24	\$0.32	\$0.34	\$0.34
3. Supply cost per square foot	\$0.054	\$0.046	\$0.047	\$0.047
4. Outside contractor cost per square foot	\$0.046	\$0.064	\$0.066	\$0.066
5. Total maintenance cost per square foot	\$0.80	\$0.85	\$0.89	\$0.89
EFFECTIVENESS				
1. User satisfaction level with quality of service (as a percent)	75%	80%	75%	75%

ANALYSIS:

Appropriations net of personal services are recommended to increase by only 0.8%. This is due to the combination of a large reduction in budgeted spending for the purchase of equipment and increases to budgeted utilities and commercial services.

The department is anticipating a 4% rise utilities spending based on historical usage patterns. The cost for utilities includes all water, sewer, gas, and electric for all County facilities. Commercial services costs are increasing due to higher pest control, maintenance, and lawn and tree service contracts.

Funding for supply purchases are recommended to remain virtually unchanged.

All demand and workload indicators are projected and recommended to remain steady at current levels. The number of requests for service (W.) continues to run at a high level, presumably due to the continued high maintenance resulting from aging security and HVAC equipment at the main jail facility.

The department projects productivity indicators to end FY 2000 at budgeted levels and no significant changes are recommended.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Maintenance of Buildings & Grounds (15B)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
300-A Maintenance Coordinator	1.00	1.00	1.00	1.00	1.00
268-C Maintenance Specialist	3.00	3.00	3.00	3.00	3.00
198-A Project Assistant	-	-	-	0.50	0.50
182-C Maintenance Worker	2.00	2.00	2.00	2.00	2.00
182-C Maintenance II	-	-	-	-	-
177-A Secretary	0.50	0.50	0.50	-	-
162-C Preventive Maintenance	1.00	1.00	1.00	1.00	1.00
91-C Courthouse Security Guard	0.49	0.49	0.49	0.49	0.49
83-C General Laborer	0.50	0.50	0.50	0.50	0.50
TOTAL POSITIONS	8.49	8.49	8.49	8.49	8.49
REVENUE SUMMARY:					
Intergovernmental	\$18,823	\$21,500	\$19,000	\$21,000	\$21,000
Miscellaneous	2,588	2,550	1,750	2,155	2,155
Sales General Fixed Assets	1,131	1,500	2,500	1,500	1,500
TOTAL REVENUES	\$22,542	\$25,550	\$23,250	\$24,655	\$24,655
APPROPRIATION SUMMARY:					
Personal Services	\$222,985	\$289,584	\$266,218	\$301,366	\$301,366
Equipment	9,155	18,000	18,000	2,125	2,125
Expenses	455,235	452,338	456,860	471,870	471,870
Supplies	50,571	43,604	44,100	43,950	43,950
TOTAL APPROPRIATIONS	\$737,946	\$803,526	\$785,178	\$819,311	\$819,311

SERVICE AREA: Interprogram Services		PROGRAM: Custodial Services (15H)			
ACTIVITY: Central Services		ORGANIZATION: Buildings & Grounds			
PROGRAM MISSION: To provide comprehensive custodial maintenance functions for all non-secure County campus facilities by ensuring high levels of sanitation and cleanliness					
PROGRAM OBJECTIVES:					
1. To maintain staff cost per square foot at or below \$1.35.					
2. To achieve user satisfaction with quality of custodial service at or above 75%.					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Number of floors to be cleaned		12	12	13	13
WORKLOAD					
1. Square feet of building cleaned		164,600	164,600	176,600	176,600
2. Man hours - total per year		12,844	12,200	13,600	13,600
PRODUCTIVITY					
1. Man hours per square foot		0.078	0.074	0.077	0.077
2. Custodial staff cost per square foot		\$1.26	\$1.34	\$1.34	\$1.34
3. Supply cost per square foot		\$0.154	\$0.109	\$0.105	\$0.105
4. Custodial cost per square foot		\$1.46	\$1.50	\$1.50	\$1.50
EFFECTIVENESS					
1. User satisfaction level with quality of service (as a percent)		75%	80%	75%	75%
ANALYSIS:					
<p>Non-salary appropriations are recommended to increase by \$3,250 due primarily to recommended increases for equipment purchases. Even with the increase the current budget for non-salary costs is 10.8% below FY 1999 actual non-salary spending.</p> <p>Demand and workload indicators are expected to increase when the sixth floor of the Bicentennial Building is brought back on line midway through FY 2001. This will increase the demand and workload by 8% and 7% percent respectively. Staffing levels should remain steady as other areas will be off line temporarily during renovations.</p> <p>Productivity indicators will be difficult to compare to the recommended amounts due to the increase in square footage. Although it appears that each productivity indicator will remain constant or have slight decreases, the underlying measures are recommended to increase. Total man-hours per year (W.2) are recommended to increase 12% next fiscal year when current vacant positions are filled. Custodial staff cost per square foot (P.2) should increase accordingly. Supply</p> <p>purchases are recommended to increase by 2.8%, however the rise in square footage allows the supply cost per square foot to decline slightly.</p> <p>Overall, total custodial cost per square foot is recommended to remain unchanged.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Custodial Services (15H)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
198-A Custodial Supervisor	1.00	1.00	1.00	1.00	1.00
162-C Lead Custodial Worker	2.00	2.00	2.00	2.00	2.00
130-C Custodial Worker	4.80	4.80	4.80	4.80	4.80
TOTAL POSITIONS	7.80	7.80	7.80	7.80	7.80
REVENUE SUMMARY:					
Miscellaneous	\$110	\$120	\$75	\$120	\$120
TOTAL REVENUES	\$110	\$120	\$75	\$120	\$120
APPROPRIATION SUMMARY:					
Personal Services	\$207,994	\$231,942	\$207,642	\$237,085	\$237,085
Equipment	630	650	1,000	3,500	3,500
Expenses	5,987	6,700	6,900	7,150	7,150
Supplies	26,087	18,000	18,000	18,500	18,500
TOTAL APPROPRIATIONS	\$240,698	\$257,292	\$233,542	\$266,235	\$266,235

SERVICE AREA: Interprogram Services

PROGRAM: Human Resources Management (24A)

ACTIVITY: Policy & Administration

ORGANIZATION: Human Resources

PROGRAM MISSION: To foster positive employee relations & progressive organizational improvements for employees, applicants & depts. by ensuring fair & equal treatment; providing opportunity for employee development & professional growth; assisting in identifying, retaining qualified employees; utilizing effective, innovative recruitment & benefit strategies; encouraging & facilitating open communication; providing advice/counsel on employment issues and establishing strategic business partnerships with departments to improve organizational design

PROGRAM OBJECTIVES:

1. To resolve 85% of grievances without outside arbitration.
2. To conduct 38 training sessions with 425 in attendance.
3. To resolve 90% of arbitrated disputes in the County's favor.

PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Employee bargaining units	4	4	4	4
2. Position vacancies	72	60	65	65
3. Routine personnel actions requested	449	380	400	400
4. Authorized personnel (FTE's)	411.86	415.17	416.47	416.47
5. Discrimination complaints received	1	3	3	3
WORKLOAD				
1. Contracts negotiated/grievances and disputes resolved	3/8	1/7	3/7	3/7
2. Jobs posted/applications received	64/1152	60/1600	65/1500	65/1500
3. Number of job audits/departmental studies conducted	26/3	15/2	15/2	15/2
4. Training sessions conducted/number of employees in attendance	50/442	34/400	38/425	38/425
5. Trainees placed/minorities hired/females hired	0/7/26	3/7/15	2/7/15	02/07/2015
PRODUCTIVITY				
1. Time spent on labor relations administration	25%	10%	30%	30%
2. Time spent on filling vacancies	40%	50%	30%	30%
3. Time spent on processing personnel actions	5%	5%	5%	5%
4. Time spent on pay and benefit administration	10%	15%	10%	10%
5. Time spent on employee development and training	10%	10%	20%	20%
6. Time spent on EEO activities	10%	10%	5%	5%
EFFECTIVENESS				
1. Impasse issues resolved in County's favor	90%	85%	85%	85%
2. Grievances resolved without outside arbitration	100%	90%	90%	90%
3. Arbitrated grievances resolved in County's favor	N/A	90%	90%	90%
4. Minorities/females placed in under-utilized positions	1/6	3/3	3/3	3/3
5. Substantiated EEO complaints/trainees hired full-time	0/0	0/3	0/2	0/2
6. Performance objectives achieved	85%	90%	90%	90%

ANALYSIS:

Non-salary appropriations are recommended to increase by \$22,613 or 22.6%. This is due to substantial increases requested for three expense items, which are employee development, recruitment, and professional services, all of which are tied to the Board's target issues of retention and development of employees.

Employee development includes the funding for the County's PRIDE Celebration, County Picnic, and tuition reimbursement. This expense is recommended to increase due to the rising cost of the annual PRIDE celebration (specifically the employee gift) and the increased use of the employee tuition reimbursement benefit.

Recruitment funding is being recommended at a level equal to fiscal year 1999's actual cost, which was the highest in recent history. This increase allows for the relocation of an estimated two new hires for professional level positions. Also contributing to the increase is additional cost relating to pre-hiring physicals, drug testing, and pre-testing materials.

The final major factor in the department's

total non-salary budget increase is a 71% or \$8,300 rise in professional services. This is to provide funding for new training options including the management training series as well as computer training related to the County's conversion to the Windows operating system.

Net of the increases to the three aforementioned expense items the remaining non-salary costs are recommended to increase by less than one percent. There was no request for equipment purchases for the department and only a slight increase in the recommended funding for supplies. The \$500 increase in supplies was made necessary by increased supply usage in the Risk Management area.

No requests for personnel changes were made in this department.

The increase in FTE's for next year (1.30 FTE) consists of an additional correction officer supervisor at the jail to handle inmate grievances and coordinate training, and for a part time mower position at Secondary Roads.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Human Resources Management (24A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
634-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
323-A Human Resources Specialist	1.00	1.00	1.00	1.00	1.00
252-A Human Resources Assistant	1.00	1.00	1.00	1.00	1.00
198-A Secretary	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	3.00	3.00
TOTAL POSITIONS	6.50	6.50	6.50	6.50	6.50
REVENUE SUMMARY:					
Fees and Charges	\$24	\$1,000	\$1,000	\$1,000	\$1,000
Miscellaneous	1,488	-	-	-	-
TOTAL REVENUES	\$1,512	\$1,000	\$1,000	\$1,000	\$1,000
APPROPRIATION SUMMARY:					
Personal Services	\$154,641	\$181,576	\$170,343	\$196,020	\$196,020
Expenses	84,011	77,131	80,850	99,214	99,214
Supplies	3,187	2,850	2,850	3,380	3,380
TOTAL APPROPRIATIONS	\$241,839	\$261,557	\$254,043	\$298,614	\$298,614

SERVICE AREA: Interprogram Services		PROGRAM: Risk Management (23E)			
ACTIVITY: Risk Management Services		ORGANIZATION: Non-Departmental			
PROGRAM MISSION: To reduce, mitigate and avoid losses for the county by coordinating the identification, review and settlement of claims, and enhancing risk reduction activities					
PROGRAM OBJECTIVES:					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Number of site visits/inspections to be performed		10	10	10	10
2. Number of auto accidents		12	15	15	15
3. Number of worker's compensation claims filed		47	50	30	30
4. Number of OSHA complaints filed against County		1	-	-	-
5. Number of property claims		4	10	10	10
6. Number of liability claims		8	10	10	10
WORKLOAD					
1. Number of site visits/safety inspections conducted		10	10	10	10
2. Number of auto accidents reported		12	15	15	15
3. Number of worker's compensation claims reviewed		60	60	40	40
4. Number of OSHA complaints resolved		1	-	-	-
5. Number of property claims filed		3	9	9	9
6. Number of liability claims filed		8	9	9	9
PRODUCTIVITY					
1. Time spent on site visits/safety inspections		5%	5%	5%	5%
2. Time spent on reviewing loss time accidents (incidents)		50%	30%	30%	30%
3. Time spent on reviewing worker's compensation claims		40%	40%	40%	40%
4. Time spent on reviewing and resolving OSHA complaints		5	5	5	5
5. Time spent on risk management research		0%	25%	25%	25%
EFFECTIVENESS					
1. Performance objectives achieved		100%	100%	100%	100%
2. Dollar amount of worker's compensation claims		\$53,498	\$148,000	\$105,000	\$105,000
3. Dollar amount of auto claims		\$44,485	\$40,000	\$56,000	\$56,000
4. Dollar amount of property claims		\$128,324	\$2,000	\$50,000	\$50,000
5. Dollar amount of liability claims		\$19,623	\$35,000	\$35,000	\$35,000
ANALYSIS:					
<p>The Risk Management Coordinator, under the direction of the Assistant County Administrator, is responsible for loss prevention and safety functions for the County. The Risk Management Coordinator position was created to provide a higher level of oversight and management to this essential program. Fiscal year 1999 was the first complete year for this position and resulted in coordinated, timely, and thorough reviews of all claims, proactive training, and programs to reduce the incidence of claims and potential losses. Between fiscal year 1998 and fiscal year 1999 the number of auto accidents, worker's compensation claims, property claims, and liability claims all declined.</p> <p>Actual dollars spent on judgements & claims that both occurred and were finalized during fiscal year 1999 are listed under effectiveness indicators E.2 through E.5. Those figures do not include payments made during 1999 on incidents from previous fiscal years.</p> <p>Total payments made on judgements & claims vary greatly from year to year. Total payments made during FY '99, and the four previous fiscal years, are as follows: FY '99 - \$377,545; FY '98 - \$313,913; FY '97 - \$261,409; FY '96 - \$487,244; and FY '95 - \$531,888. The average amount of claim losses during the five-year period calculates to \$394,400. The average pay-out was substantially higher than current year projections and the recommended budget due to two large liability claims paid out during 1995 and 1996 and the Risk Manager's efforts to finalize long outstanding worker's compensation claims during 1998 and 1999.</p> <p>Claim losses for fiscal year 2000/01 are budgeted at \$246,000 since no shock losses are pending.</p> <p>Total non-salary costs are recommended to increase by only 1.2% or \$7,500. This is a decline of 4.6% or \$30,582 from FY 1999 actual spending.</p> <p>The remaining indicators are recommended as submitted by the Risk Management Coordinator.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Risk Management (23E)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
417-A Risk Management Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Miscellaneous	\$0	\$0	\$5,000	\$5,000	\$5,000
TOTAL REVENUE	\$0	\$0	\$5,000	\$5,000	\$5,000
APPROPRIATION SUMMARY:					
Personal Services	\$45,079	\$47,416	\$49,194	\$52,518	\$52,518
Expenses	662,036	624,000	629,500	631,500	631,500
Supplies	1,045	1,000	1,000	1,000	1,000
TOTAL APPROPRIATIONS	\$708,160	\$672,416	\$679,694	\$685,018	\$685,018

SERVICE AREA: Interprogram Services

PROGRAM: Legislation & Policy (29A)

ACTIVITY: Policy & Administration

ORGANIZATION: Supervisors, Board of

PROGRAM MISSION: To enhance county services for citizens and County Departments by providing effective management and coordination of services

PROGRAM OBJECTIVES:

1. To keep expenditures at or below .5% of total county budget.
2. To hold 100 Board of Supervisor meetings.
3. To consider 600 agenda items.
4. To deliberate 470 resolutions.

PERFORMANCE INDICATORS	1998-99	1999-00	2000-01	2000-01
	ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND				
1. Board of Supervisor meetings scheduled	91	100	100	100
2. Dollar value of budget	\$40,727,400	\$45,241,963	\$50,546,193	\$50,488,576
3. Agenda items to be considered	530	600	600	600
4. Board and commissions requiring memberships	45	43	43	43

WORKLOAD

1. Board of Supervisor meetings held	91	100	100	100
2. Number of resolutions deliberated	513	470	470	470
3. Agenda items considered	530	600	600	600

PRODUCTIVITY

1. Departmental expenditures as a percent of total County expenditures	0.50%	0.50%	0.50%
--	-------	-------	-------

EFFECTIVENESS

1. Program performance budget objectives accomplished	50%	100%	100%
---	-----	------	------

ANALYSIS:

The Board's performance indicators are expected to remain near the same level as projected for FY00 with the exception of (D.4) boards and commissions. Boards and commissions requiring membership is decreased by one due to the dissolution of the Substitute Medical Decision Making Board and the MH/MR/DD Planning Council.

There is no increase in non-salary expenses.

The budget is increasing next year due primarily to continued pressures of jail overcrowding requiring the County to house inmates out of County at other jail facilities. Also the cost of employee health care premiums are expected to increase substantially over current levels based on claim experience.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Legislation & Policy (29A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Chair, Board of Supervisors	1.00	1.00	1.00	1.00	1.00
X Member, Board of Supervisors	4.00	4.00	4.00	4.00	4.00
TOTAL POSITIONS	5.00	5.00	5.00	5.00	5.00
REVENUE SUMMARY:					
Miscellaneous	\$240	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$240	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$186,441	\$196,883	\$195,086	\$207,616	\$207,616
Expenses	4,100	11,000	11,000	11,000	11,000
Supplies	887	2,400	2,400	2,400	2,400
TOTAL APPROPRIATIONS	\$191,428	\$210,283	\$208,486	\$221,016	\$221,016

SERVICE AREA: Interprogram Services		PROGRAM: Treasurer Administration (30A)			
ACTIVITY: Policy & Administration		ORGANIZATION: Treasurer			
PROGRAM MISSION: To provide consistent policies and procedures for all citizens by offering skillful, efficient, responsive, versatile, involved, courteous and excellent customer service					
PROGRAM OBJECTIVES: 1. To Maintain administrative costs as a percent of the departmental budget at or below 10.25%.					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		28.6	28.6	28.6	28.6
2. Department budget		\$1,173,527	\$1,254,623	\$1,315,969	\$1,315,969
3. Organizations requirin liaison and coordination		23	23	23	23
WORKLOAD					
1. Percent of time spent on personnel administration		35%	35%	35%	35%
2. Percent of time spent on fiscal management		35%	35%	35%	35%
3. Percent of time spent on liaison activities and coordination		5%	5%	5%	5%
4. Percent of time spent on miscellaneous activities		25%	25%	25%	25%
PRODUCTIVITY					
1. Administration cost as a percent of departmental budget		10.25%	10.21%	10.15%	10.15%
2. Administration personnel as a percent of departmental personnel		7%	7%	7%	7%
EFFECTIVENESS					
1. Program performance budget objectives accomplished		69%	75%	75%	75%
ANALYSIS:					
<p>Total revenues for the department are recommended to increase by 30.4%, or \$753,169. The major increases are due to greater eamings on investments, motor vehicle revenues, and interest and penalties on taxes.</p> <p>Total departmental non-salary costs are recommended to decline by 3.1%.</p> <p>Non-salary costs for the Treasurer's administration program are recommended to increase only slightly (0.9%) due to increased funding for employee development.</p> <p>All indicators are recommended as submitted.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Treasurer Administration (30A)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
X Treasurer	1.00	1.00	1.00	1.00	1.00
611-A Financial Management Supervisor	-	-	-	0.30	0.30
516-A Financial Management Supervisor	0.30	0.30	0.30	-	-
496-A Operations Manager	0.30	0.30	0.30	0.30	0.30
141-C Clerk II	0.40	0.40	0.40	0.40	0.40
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
APPROPRIATION SUMMARY:					
Personal Services	\$116,103	\$118,092	\$122,505	\$129,248	\$129,248
Equipment	786	-	-	-	-
Expenses	3,849	4,770	4,820	4,820	4,820
Supplies	1,304	768	768	768	768
TOTAL APPROPRIATIONS	\$122,042	\$123,630	\$128,093	\$134,836	\$134,836

SERVICE AREA: Interprogram Services

PROGRAM: Tax Collection (30B)

ACTIVITY: Policy & Administration

ORGANIZATION: Treasurer

PROGRAM MISSION: To provide professional property tax service for all citizens through versatile, courteous, and efficient customer service skills

PROGRAM OBJECTIVES:

1. To collect \$300,000 of penalties & costs on delinquent taxes.
2. To collect 99% of taxes on current levy.
3. To process at least 85% of all taxes by mail.

PERFORMANCE INDICATORS	1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND				
1. Total number property tax/special assessment statements issued	150,559	151,000	151,000	151,000
2. Dollar value of tax certification	\$138,308,158	\$141,568,042	\$144,500,000	\$144,500,000
3. Number of tax certificates issued	1,799	1,800	1,800	1,800
4. Number of elderly tax credit applications	572	700	700	700
5. Total dollar property taxes received over counter	\$11,589,572	\$11,863,402	\$12,109,100	\$12,109,100
6. Total dollar property taxes received by mail/lock box	\$119,283,948	\$122,031,652	\$124,559,000	\$124,559,000
WORKLOAD				
1. Total # property tax/special assessment receipts processed	139,996	140,430	140,430	140,430
2. Dollar value of taxes collected on current year certification	\$137,871,728	\$141,511,415	\$144,442,200	\$144,442,200
3. Number of tax certificates redeemed	1,703	1,800	1,800	1,800
4. Number of elderly tax credits approved/processed by State	728	700	700	700
5. Total dollar property taxes processed over counter	\$11,589,572	\$11,863,402	\$12,109,100	\$12,109,100
6. Total dollar property taxes processed by mail/lock box	\$119,283,948	\$122,031,652	\$124,559,000	\$124,559,000
PRODUCTIVITY				
1. Cost per property tax/special assessment statement processed-94%	\$1.67	\$2.09	\$2.21	\$2.21
2. Cost per tax certificate issued and/or redeemed-3%	\$4.70	\$5.20	\$5.49	\$5.49
3. Cost per elderly tax credit application processed-3%	\$11.00	\$13.37	\$14.12	\$14.12
4. Average dollar property taxes processed/window clerk/day	\$7,732	\$7,415	\$7,568	\$7,568
EFFECTIVENESS				
1. Percent of taxes collected on current year's levy	99.65%	99.60%	99.60%	99.60%
2. Total dollars of interest & penalties retained by County	\$293,462	\$297,000	\$308,000	\$308,000
3. Total dollars of state credits collected	\$7,976,519	\$7,900,000	\$7,850,000	\$7,850,000
4. Total dollars of abated and suspended taxes	\$346,770	\$400,000	\$400,000	\$400,000
5. Percent total property taxes processed over counter	8.28%	8%	8%	8%
6. Percent total property taxes processed by mail/lock box	85.30%	86%	86%	86%

ANALYSIS:

Total revenues for this program are recommended to increase by 9.7%. Roughly half of the increase will come from penalties and interest on delinquent taxes and tax sale redemption fees based on historical trends. The remaining increase is due to revenue obtained from the sale of bidder numbers at the Treasurer's annual tax sale. This revenue has doubled during the past two years.

Total non-salary appropriations are recommended to decline by 5.6%. This is due to the combination of increases in the cost of public notices, the purchase of filing cabinets, and a large reduction in supply funding. The drop in budgeted supplies was the result of lowering the budgeted amount to the average of the program's actual spending over the last four years.

All demand and workload indicators are consistent with past years, allowing for increases in dollar volumes due to the increase in total anticipated taxes certified for collection (D.2).

No personnel requests were made for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Tax Collection (30B)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
496-A Operations Manager	0.30	0.30	0.30	0.30	0.30
332-A Tax Accounting Specialist	0.50	0.50	0.50	0.50	0.50
177-C Senior Clerk	1.00	1.00	1.00	1.00	1.00
141-C Clerk II	5.60	5.60	5.60	5.60	5.60
TOTAL POSITIONS	7.40	7.40	7.40	7.40	7.40
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$374,804	\$417,000	\$424,000	\$436,500	\$436,500
Fees and Charges	47,169	23,150	45,150	46,150	46,150
TOTAL REVENUES	\$421,973	\$440,150	\$469,150	\$482,650	\$482,650
APPROPRIATION SUMMARY:					
Personal Services	\$221,101	\$233,951	\$263,251	\$283,833	\$283,833
Equipment	-	-	-	600	600
Expenses	26,099	24,634	26,530	26,530	26,530
Supplies	19,821	27,195	22,200	21,800	21,800
TOTAL APPROPRIATIONS	\$267,021	\$285,780	\$311,981	\$332,763	\$332,763

SERVICE AREA: Interprogram Services		PROGRAM: Accounting/Finance (30E)			
ACTIVITY: Policy & Administration		ORGANIZATION: Treasurer			
PROGRAM MISSION: To provide professional accounting, cash handling and investment services to Scott County through competitive bidding, prudent investing, and following generally accepted accounting principles					
PROGRAM OBJECTIVES:					
1. To process at least 1,400 investment transactions.					
2. To keep the number of receipt errors below 200.					
3. To earn \$1,7250,000 or more in investment income.					
PERFORMANCE INDICATORS		1998-99 ACTUAL	1999-00 PROJECTED	2000-01 REQUESTED	2000-01 ADOPTED
DEMAND					
1. Number of miscellaneous receipts received		3,818	3,800	3,800	3,800
2. Number of travel advances requested/parking tickets issued		198/213	180/250	180/250	180/250
3. Number of warrants/health claims drawn on bank for payment		26,778	27,000	27,000	27,000
4. Dollar value principle and interest due on bonds		\$1,058,675	\$1,074,375	\$592,485	\$592,485
5. Number receipt errors detected during reconciliation process		215	200	200	200
6. Dollar amount available for investment annually		\$228,167,328	\$230,000,000	\$235,000,000	\$235,000,000
WORKLOAD					
1. Number miscellaneous receipts issued		3,818	3,800	3,800	3,800
2. Number travel advances issued/parking tickets paid/dismissed		198/219	180/250	180/250	180/250
3. Number warrants/health claims paid by Treasurer		26,778	27,000	27,000	27,000
4. Dollar value principle & interest paid on bonds		\$1,058,675	\$1,074,375	\$592,485	\$592,485
5. Number receipt errors corrected during reconciliation process		89	200	200	200
6. Number of investment transactions processed		1,396	1,400	1,400	1,400
PRODUCTIVITY					
1. Cost per miscellaneous receipt issued (20%)		\$12.51	\$12.15	\$12.68	\$12.68
2. Cost travel advance issued (5%)		\$60.32	\$64.12	\$66.91	\$66.91
3. Cost per warrant processed (30%)		\$2.68	\$2.57	\$2.68	\$2.68
4. Cost per receipt error (10%)		\$111.11	\$115.43	\$120.44	\$120.44
5. Cost per investment transaction (30%)		\$51.34	\$49.47	\$51.62	\$51.62
EFFECTIVENESS					
1. Dollar amount of miscellaneous receipts collected		\$25,527,126	\$25,000,000	\$25,000,000	\$25,000,000
2. Total cash over(short) due to receipt error		(\$1,550)	(\$300)	(\$300)	(\$300)
3. Number checks returned-insufficient funds		641	650	650	650
4. Number motor vehicle & property tax refund checks issued		5,207	5,000	5,000	5,000
5. Total investment revenue from use of money/property		\$1,751,709	\$1,973,000	\$1,850,000	\$1,850,000
6. General fund investment revenue only		\$1,635,649	\$1,825,000	\$1,730,612	\$1,730,612
ANALYSIS:					
<p>Total revenues for this program are recommended to increase by 55.9%, or \$664,069, over the FY 1999 budget due to anticipated increases to investment earnings and interest revenue from the loan to the Golf Course. This latter revenue, budgeted at \$125,000, was not previously credited to the Treasurer's accounting/finance program.</p> <p>The recommended increase to investment earnings (\$538,869) is based on projections for higher interest yields as well as an increase to the average daily balance available for investment. Total investment revenue from the use of money and property (E.5) reflects all earnings from investments made by the Treasurer's office. General fund investment revenue (E.6) reflects budgeted interest revenues less transfers to other funds.</p> <p>Total non-salary costs are recommended to decline by 4.2% due primarily to reductions in the cost of courier service and bank service charges.</p> <p>The department has requested a job evaluation for the Financial Management Supervisor position. This is under review by the Human Resources department.</p>		<p>Budget indicators are consistent with past years.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	1998-99	1999-00	1999-00	2000-01	2000-01
PROGRAM: Accounting/Finance (30E)	ACTUAL	BUDGET	PROJECTED	REQUESTED	ADOPTED
AUTHORIZED POSITIONS:					
611-A Financial Management Supervisor	-	-	-	0.70	0.70
516-A Financial Management Supervisor	0.70	0.70	0.70	-	-
332-A Tax Accounting Supervisor	0.50	0.50	0.50	0.50	0.50
191-C Cashier	1.00	1.00	1.00	1.00	1.00
177-C Motor Vehicle Account Clerk	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	4.20	4.20	4.20	4.20	4.20
REVENUE SUMMARY:					
Use of Money/Property	\$1,635,649	\$1,186,131	\$1,825,000	\$1,730,612	\$1,730,612
Miscellaneous	2,001	2,000	2,100	2,200	2,200
TOTAL REVENUES	\$1,637,650	\$1,188,131	\$1,827,100	\$1,732,812	\$1,732,812
APPROPRIATION SUMMARY:					
Personal Services	\$186,385	\$192,190	\$175,554	\$185,926	\$185,926
Expenses	51,566	56,671	53,332	54,771	54,771
Supplies	933	2,456	1,975	1,885	1,885
TOTAL APPROPRIATIONS	\$238,884	\$251,317	\$230,861	\$242,582	\$242,582

