

**ADMINISTRATION (INTERPROGRAM SERVICES)
TABLE OF CONTENTS**

	<u>Page</u>
ADMINISTRATION	
General Administration	278
AUDITOR	
Business/Finance	280
Taxation.....	282
FACILITY AND SUPPORT SERVICES	
Facility and Support Services Administration.....	284
Maintenance of Buildings & Grounds.....	286
Custodial Services	288
Support Services.....	290
HUMAN RESOURCES	
Human Resources Management.....	292
INFORMATION TECHNOLOGY	
Information Technology Administration.....	294
Information Processing.....	296
NON-DEPARTMENTAL	
Risk Management.....	298
SUPERVISORS, BOARD OF	
Legislation & Policy.....	300
TREASURER	
Treasurer Administration	302
Tax Collection	304
Accounting/Finance.....	306

SERVICE AREA: Administration (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 reduce the ratio of administration personnel as a percent of total personnel to .71%.				
2. To schedule 325 meetings with individual department heads.				
3. To schedule 90 meetings with individual Board members.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	419.95	434.90	435.80	435.80
2. Units directly supervised	9	9	9	9
3. Dollar value of operating budget	\$45,615,382	\$48,402,260	\$52,215,391	\$51,501,700
4. Dollar value of Capital Improvement Plan (CIP)	\$9,256,988	\$5,361,136	\$5,666,508	\$5,666,508
5. Jurisdiction population	159,445	159,445	159,445	159,445
WORKLOAD				
1. Board of Supervisors meetings held	86	90	90	90
2. Schedule meetings with individual Board members	86	90	90	90
3. Agenda items forwarded to Board of Supervisors	518	525	525	525
4. Scheduled meetings with individual department heads	319	325	325	325
5. Other scheduled meetings held	248	350	350	350
PRODUCTIVITY				
1. Management cost as a percent of County budget	0.53%	0.52%	0.56%	0.56%
2. Administration personnel as a percent of total personnel	0.88%	0.85%	0.71%	0.71%
EFFECTIVENESS				
1. Percent of program performance budget objectives accomplished	33%	100%	100%	100%
2. Percent of target issue action steps completed	90%	40%	80%	80%
3. Percentage of departments represented at dept head meetings	85%	80%	80%	80%
ANALYSIS:				
<p>Total FY05 appropriations for the total department are increasing 5.4% over current budgeted levels. Non-salary costs are decreasing 9.2% below current budgeted levels for the total department.</p> <p>The primary reason for appropriation changes from the current budget level is a decrease of \$2,800 in expenses for travel due to past years' expenditures which is offset by an increase in supplies for the purchase of color laser cartridges.</p> <p>As a result of the Financial Initiatives Program, the department reduced their authorized positions by .60 by eliminating the Administrative Intern position.</p> <p>PPB Indicator percent of target issue action steps completed is at 80% because the County action steps are for a two year period ending July 2005.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: General Administration (11A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
A County Administrator	1.00	1.00	1.00	1.00	1.00
805-A Assistant County Administrator	0.50	0.50	0.50	0.50	0.50
363-A Budget Coordinator	1.00	1.00	1.00	1.00	1.00
298-A Administrative Assistant	0.60	0.60	0.60	0.60	0.60
Z Administrative Intern	0.60	0.60	0.60	-	-
TOTAL POSITIONS	3.70	3.70	3.70	3.10	3.10
REVENUE SUMMARY:					
Miscellaneous	\$64	\$0	\$100	\$100	\$100
TOTAL REVENUES	\$64	\$0	\$100	\$100	\$100
APPROPRIATION SUMMARY:					
Personal Services	\$286,178	\$298,784	\$301,653	\$317,689	\$317,689
Expenses	8,716	13,925	8,325	10,825	10,825
Supplies	4,320	3,500	5,000	5,000	5,000
TOTAL APPROPRIATIONS	\$299,214	\$316,209	\$314,978	\$333,514	\$333,514

SERVICE AREA: Administration (Interprogram Services)		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 \$4.24.					
2. To keep cost per time card processed below \$2.70.					
3. To keep cost per account center maintained below \$9.95.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Invoices submitted		19,098	25,000	26,000	26,000
2. Employees on payroll		758	625	700	700
3. Official Board meetings requiring minutes		54	60	58	58
4. Accounting account/centers to be maintained		9,416	9,400	9,500	9,500
5. Poll workers		641	747	750	750
WORKLOAD					
1. Invoices processed		19,098	25,000	26,000	26,000
2. Time cards processed		34,003	37,000	35,000	35,000
3. Board meetings minutes recorded		54	60	58	58
4. Account/centers maintained		9,416	9,200	9,500	9,500
PRODUCTIVITY					
1. Cost per invoice processed (35%)		\$5.07	\$3.87	\$4.24	\$4.24
2. Cost per time card processed (30%)		\$2.44	\$2.24	\$2.70	\$2.70
3. Cost per Board meeting minutes recorded (5%)		\$255.91	\$230.31	\$271.70	\$271.70
4. Cost per account/center maintained (30%)		\$8.81	\$9.01	\$9.95	\$9.95
EFFECTIVENESS					
1. Claims lost or misplaced		-	-	-	-
ANALYSIS:					
<p>For the Auditor's Business/Finance program non-salary costs are recommended to decrease \$1,650 from current budgeted amounts. Revenues for this program are minimal and are recommended to remain at current budgeted levels.</p> <p>The reason for the reduction in non-salary appropriations is a recommended \$2,000 decrease in funding for the purchase of additional office furniture and equipment.</p> <p>There are two pending organizational change requests within this program. First, the office is working with the Community Services department to enhance their segregation of duties regarding cash handling and check writing. The current plan is for all of Community Services check writing duties to be transferred to the Auditor's office. Depending on the outcome of this effort the department may ask for an additional 0.5 FTE to be added to the Payroll Specialist position. Second, there is an outstanding request for a new job description and Hay analysis for the same position. This request will be evaluated following the installation of the new electronic time card system.</p>		<p>There were no other budget issues identified for further Board review under this program.</p> <p>The PPB Indicators are consistent with past performance and are recommended as presented.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Business/Finance (13D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
677-A Accounting & Tax Manager	0.70	0.70	0.70	0.70	0.70
252-A Payroll Specialist	1.50	1.50	1.50	1.50	1.50
252-C Accounts Payable Specialist	1.50	1.50	1.50	1.50	1.50
177-A Official Records Clerk	0.90	0.90	0.90	0.90	0.90
TOTAL POSITIONS	4.60	4.60	4.60	4.60	4.60
REVENUE SUMMARY:					
Fees and Charges	\$600	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$600	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Personal Services	\$268,056	\$262,847	\$295,045	\$303,296	\$303,296
Equipment	-	3,000	3,000	1,000	1,000
Expenses	3,148	2,925	2,925	3,275	3,275
Supplies	5,134	7,600	7,600	7,600	7,600
TOTAL APPROPRIATIONS	\$276,338	\$276,372	\$308,570	\$315,171	\$315,171

SERVICE AREA: Administration (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 \$2.08.
2. To keep cost per tax credit processed below \$1.30.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Parcels to be taxed	69,264	70,000	70,000	70,000
2. Real estate transactions requested	8,791	8,000	8,500	8,500
3. Tax credits requested	61,861	62,250	62,250	62,250
4. Control licenses requested	32	35	35	35
5. Local budgets to be certified	49	49	49	49
WORKLOAD				
1. Parcels taxed	69,264	70,000	70,000	70,000
2. Real estate transactions processed	8,791	8,000	8,500	8,500
3. Tax credits processed	61,861	62,250	62,250	62,250
4. Control licenses processed	32	35	35	35
5. Local budgets certified	49	49	49	49
PRODUCTIVITY				
1. Cost per parcels taxed (54%)	\$1.83	\$1.91	\$2.08	\$2.08
2. Cost per real estate transaction processed (15%)	\$4.00	\$4.65	\$4.76	\$4.76
3. Cost per tax credit processed (30%)	\$1.14	\$1.19	\$1.30	\$1.30
4. Cost per control license processed (1%)	\$73.32	\$70.82	\$77.03	\$77.03
EFFECTIVENESS				
1. Dollar amount of licenses, permits and fees	\$49,486	\$45,000	\$45,000	\$45,000

ANALYSIS:

For the Auditor's Taxation program non-salary costs are recommended to decrease 7.7% or \$1,000 from current budgeted amounts.

Revenues are recommended to decrease from current budgeted amounts due to a reduction in the sale of computer generated, informational printouts.

There were no organizational change requests submitted for this program

The reason for the appropriation change from current budget levels is the reduction of \$2,000 for the purchase of office furniture and equipment. This reduction was partially offset by a \$1,000 increase in funding for the maintenance of equipment.

The PPB Indicators are consistent with previous years and are recommended as submitted.

No budget issues were identified for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Taxation (13E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
Y Deputy Auditor-Tax	1.00	1.00	1.00	1.00	1.00
677-A Accounting & Tax Manager	0.30	0.30	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	\$6,178	\$5,500	\$5,500	\$5,500	\$5,500
Fees and Charges	43,308	43,250	43,250	43,050	43,050
TOTAL REVENUES	\$49,486	\$48,750	\$48,750	\$48,550	\$48,550
APPROPRIATION SUMMARY:					
Personal Services	\$230,523	\$238,856	\$241,939	\$257,574	\$257,574
Equipment	-	3,000	3,000	1,000	1,000
Expenses	1,773	5,620	5,620	6,620	6,620
Supplies	2,164	4,400	4,400	4,400	4,400
TOTAL APPROPRIATIONS	\$234,460	\$251,876	\$254,959	\$269,594	\$269,594

SERVICE AREA: Administration (Interprogram Services)	PROGRAM: Facility & Support Services Administration (15A)
ACTIVITY: Central Services	ORGANIZATION: Facility & Support Services

PROGRAM MISSION: To provide responsible administrative leadership and coordination for the building maintenance, custodial, security special projects and capital improvement functions that provide facilities that are safe and pleasant for the public to conduct business in, comfortable for employees to work in and conducive to efficient, effective county government.

PROGRAM OBJECTIVES:

1. To keep administrative cost as a percent of total departmental budget below 8.6%.
2. To achieve at least 85% of departmental objectives.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Authorized positions	23.25	23.50	23.50	23.50
2. Annual Departmental budget	\$1,970,549	\$2,021,596	\$2,140,187	\$2,140,187
3. Annual # of Capital projects managed	22	20	13	13
4. Annual cost of Capital projects managed	\$5,827,163	\$1,977,171	\$2,455,908	\$2,455,908
5. Annual # of external programs/grants/projects	5	5	5	5
6. Annual value of external programs/grants/projects	\$354,000	\$339,000	\$610,000	\$610,000

WORKLOAD

1. Percent of workload - program management - Administration	16%	15%	20%	20%
2. Percent of workload - program management - Building Maintenance	12%	12%	12%	12%
3. Percent of workload - program management - Custodial Services	9%	10%	10%	10%
4. Percent of workload - Capital projects	38%	23%	20%	20%
5. Percent of workload - external programs/grants/projects/misc.	13%	25%	26%	26%
6. Percent of workload - program management - Support Services	12%	15%	12%	12%

PRODUCTIVITY

1. Administrative cost as a percent of departmental budget	8.24%	8.00%	8.20%	8.20%
2. Administrative personnel as a percent of departmental personnel	8.60%	8.60%	8.60%	8.60%
3. Administrative cost per authorized position	\$3,477	\$2,700	\$2,800	\$2,800
4. Administrative cost per Capital project dollar cost.	\$0.0078	\$0.0135	\$0.1090	\$0.1090
5. Administrative cost per external program/grant/project	\$0.0610	\$0.1250	\$0.0746	\$0.0746

EFFECTIVENESS

1. Aggregate percentile of Quality Enhancement Survey tools	90%	88%	87%	87%
2. Program performance budget objectives accomplished	82%	88%	89%	89%
3. Percent of department objectives accomplished	83%	90%	85%	85%
4. Percent of Capital projects completed on time	73%	90%	85%	85%
5. Percentile of internal Employee Satisfaction measurements	67%	80%	75%	75%

ANALYSIS:

Total FY05 appropriations for the total department are recommended to increase .7% over current budgeted levels. Non-salary costs are recommended to decrease .11% from current budgeted levels for the total department. Revenues are recommended to decrease by 11.4% over current budgeted amounts for the total department.

The only organizational change is the Clerk II position in 15 J being upgraded to a Clerk III position. Human Resources has recommended this change as well.

The primary reasons for revenue changes from current budget levels are that the requested figures are a truer reflection of actual revenues over the average of the past two years. Potential print requests from the City of Davenport could impact revenues in the up-coming budget year.

The primary reasons for appropriation changes from current budget levels are personal services. Total personal services appropriations increased 16.9 thousand while overall appropriations for the department only increased 15.6 thousand.

PPB Indicators are highlighted as follows:

Demand indicator 6, annual value of external programs/grants/projects reflects an 80% increase due to the in-facility substance abuse grant. FSS will continue to manage and monitor those funds even though the grant will be paid directly to CADS. Workload indicators reflect a shift from capital projects to administration - program management. In turn, this may cause productivity indicators to rise. Meaning fewer large projects cost less to maintain than more projects of lesser size.

This departmental budget supports the County's target issues and management agenda by continued efforts on space utilization and smaller renovations.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Facility & Support Services Admin (15A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Director of Facility and Support Services	1.00	1.00	1.00	1.00	1.00
307-A Project and Support Services Coordinator	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	2.00	2.00	2.00	2.00	2.00
REVENUE SUMMARY:					
Miscellaneous	\$644	\$400	\$425	\$675	\$675
TOTAL REVENUES	\$644	\$400	\$425	\$675	\$675
APPROPRIATION SUMMARY:					
Personal Services	\$153,522	\$161,308	\$162,673	\$172,121	\$172,121
Equipment	964	-	-	-	-
Expenses	8,171	6,010	7,040	6,971	6,971
Supplies	2,967	2,450	2,400	2,505	2,505
TOTAL APPROPRIATIONS	\$165,624	\$169,768	\$172,113	\$181,597	\$181,597

SERVICE AREA: Administration (Interprogram Services)	PROGRAM: Maintenance of Buildings & Grounds (15B)
ACTIVITY: Central Services	ORGANIZATION: Facility & Support Services

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

PROGRAM OBJECTIVES:

1. To maintain staff per square foot at or below \$0.40.
2. To achieve user satisfaction with quality of maintenance service at or above 88%.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of departments/agencies supported	29	30	30	30
2. Square feet of buildings maintained	298,370	309,170	309,170	309,170
3. Square feet of grounds maintained	626,443	626,443	626,443	626,443
4. Total square feet maintained	924,813	935,613	935,613	935,613
5. Number of locations maintained	11	12	12	12
WORKLOAD				
1. Number of outside requests for service	3,515	3,700	3,600	3,600
2. Number of preventive service calls	1,009	1,800	1,800	1,800
3. Total number of service calls	4,524	5,500	5,400	5,400
4. Total number of man-hours per period	13,202	14,200	13,500	13,500
PRODUCTIVITY				
1. Man hours per square foot	0.014	0.015	0.015	0.015
2. Staff cost per square foot	\$0.34	\$0.38	\$0.40	\$0.40
5. Total maintenance cost per square foot	\$1.020	\$1.030	\$1.055	\$1.055
4. Avg. # of external requests per location	320	308	300	300
5. Avg # of preventive service calls per location	92	150	150	150
6. Avg # of service calls per department/agency	156	183	180	180

EFFECTIVENESS				
1. Program percentile of Quality Enhancement Survey tools	89%	88%	88%	88%

ANALYSIS:

Total FY05 appropriations for this program are recommended to decrease by 1% under current budgeted levels. Non-salary costs are recommended to decrease by 5.6% under current budgeted levels. Revenues for this program are recommended to increase 300% over current budgeted amounts.

There are no organizational change requests for this program.

The primary reasons for revenue changes from current budget levels are the increase in the sales of general fixed assets from \$1,500 to \$6,000.

The primary reasons for appropriation changes from current budget levels are the decrease in other equipment purchases and the decrease in utilities.

PPB indicator (W.4) is highlighted. This decrease in man-hours per period is a reflection of the completion of the large renovation projects. On average, newer renovated facilities require less maintenance than older facilities.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Maintenance of Buildings & Grounds (15B)	ACTUAL	BUDGET	PROJECTED	REQUEST	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
182-C Maintenance Worker	2.00	2.00	2.00	2.00	2.00
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	7.99	7.99	7.99	7.99	7.99
REVENUE SUMMARY:					
Intergovernmental	\$20,356	\$21,500	\$21,500	\$24,000	\$24,000
Miscellaneous	3,116	1,900	2,700	3,100	3,100
Sales General Fixed Assets	1,735	1,500	5,000	6,000	6,000
TOTAL REVENUES	\$25,207	\$24,900	\$29,200	\$33,100	\$33,100
APPROPRIATION SUMMARY:					
Personal Services	\$313,218	\$345,217	\$319,011	\$351,784	\$351,784
Equipment	1,316	19,900	19,900	12,600	12,600
Expenses	563,942	558,891	549,630	564,950	564,950
Supplies	64,435	44,982	48,825	46,111	46,111
TOTAL APPROPRIATIONS	\$942,911	\$968,990	\$937,366	\$975,445	\$975,445

SERVICE AREA: Administration (Interprogram Services)		PROGRAM: Custodial Services (15H)			
ACTIVITY: Central Services		ORGANIZATION: Facility & Support Services			
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 \$1.90					
2. To achieve user satisfaction with quality of custodial service at or above 88%.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of departments/agencies supported		27	28	28	28
2. Square feet of buildings maintained		169,200	178,970	178,970	178,970
3. Number of remote sites serviced		2	2	2	2
WORKLOAD					
1. Man hours - total per period		15,304	14,500	15,400	15,400
2. # of hard surface floor maintenance units performed		105,235	105,000	105,000	105,000
3. # of carpet floor maintenance units performed		20,215	80,000	85,000	85,000
4. # of client worker hours supervised		4,680	5,400	5,000	5,000
PRODUCTIVITY					
1. Man hours per square foot		0.090	0.081	0.086	0.086
2. Custodial staff cost per square foot		\$1.75	\$1.70	\$1.80	\$1.80
3. Total custodial cost per square foot		\$1.96	\$1.920	\$2.050	\$2.050
EFFECTIVENESS					
1. Program percentile of Quality Enhancement Survey tools		91%	89%	88%	88%
ANALYSIS:					
<p>FY05 appropriations for this program are recommended to decrease .01% under current budgeted levels. Non-salary costs are recommended to increase 12.3% over current budgeted levels and revenues are recommended to remain constant from current budgeted amounts for this program.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reasons for appropriation changes from current budget levels are increases in maintenance of equipment, commercial services and supplies.</p> <p>PPB Indicators (W.1, W.3 and W.4) are highlighted. Due to the decrease in the number of client hours supervised and the increase in the number of carpet floor maintenance units performed the number of total man-hours per period increases.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Custodial Services (15H)	ACTUAL	BUDGET	PROJECTED	REQUEST	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	6.25	6.25	6.25	6.25	6.25
TOTAL POSITIONS	9.25	9.25	9.25	9.25	9.25
REVENUE SUMMARY:					
Miscellaneous	\$448	\$150	\$150	\$150	\$150
TOTAL REVENUES	\$448	\$150	\$150	\$150	\$150
APPROPRIATION SUMMARY:					
Personal Services	\$296,201	\$335,877	\$299,240	\$331,697	\$331,697
Equipment	3,190	8,100	8,100	6,500	6,500
Expenses	8,905	4,765	6,500	6,070	6,070
Supplies	23,693	18,800	23,500	23,000	23,000
TOTAL APPROPRIATIONS	\$331,989	\$367,542	\$337,340	\$367,267	\$367,267

SERVICE AREA: Administration (Interprogram Services)	PROGRAM: Support Services (15J)
ACTIVITY: Central Services	ORGANIZATION: Facility & Support Services

PROGRAM MISSION: To provide friendly, professional customer service 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 900 purchase orders.
2. To keep cost per copy made below \$.07 per copy average between color and B/W.
3. To save \$15,000 due to presorting outgoing mail.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Purchase requisitions received	1,014	950	935	935
2. Number of pieces of outgoing mail	562,476	535,000	550,000	550,000
3. Requests for copies (Print Shop) - County/other	810/420	840/325	850/450	850/450
4. Number of WP documents requested from other departments	1,532	400	400	400
5. Number of motor vehicle files imaged	80,120	70,000	75,000	75,000

WORKLOAD				
1. Number of purchase orders issued	1,014	950	935	935
2. Number of pieces of mail pre-sorted	509,125	480,000	493,000	493,000
3. Number of copies (Print Shop)	944,837	975,000	950,000	950,000
4. Number of WP documents requested from other departments	1,532	400	400	400
5. Number of motor vehicle files imaged	80,120	70,000	75,000	75,000

PRODUCTIVITY				
1. Average dollar amount per purchase order	\$1,752	\$5,750	\$3,500	\$3,500
2. Average cost per piece of outgoing mail	\$0.610	\$0.670	\$0.650	\$0.650
3. Cost per copy made (Print Shop)	\$1.020	\$0.060	\$0.065	\$0.065
4. Hours spent on WP documents requested from other departments	87	45	40	40
5. Hours spent on imaging	745	700	1,200	1,200

EFFECTIVENESS				
1. Dollar amount spent on purchase orders	\$7,381,259	\$5,500,000	\$2,000,000	\$2,000,000
2. Dollar amount saved between delivered price - highest bid	\$1,771,036	\$1,350,000	\$750,000	\$750,000
3. Dollar amount saved by using pre-sort	\$12,728	\$14,000	\$19,500	\$19,500
4. Percent of outgoing mail pre-sorted	91%	92%	89%	89%
5. Dollar value of NAEIR items received	\$16,610	\$16,000	\$16,000	\$16,000
6. Number of months backlog of documents to be imaged	4	-	-	-

ANALYSIS:

Total FY05 appropriations for this program are recommended to decrease by .4% under current budgeted levels. Non-salary costs are recommended to decrease by 1.4% under current budgeted levels. Revenues for this program are recommended to decrease 18.8% from current budgeted amounts.

There is one organizational change request in Facility and Support Services. The department is requesting that a Clerk II position be upgraded to a Clerk III position. This request has been reviewed by the Human Resources Department and is being recommended for approval. First year estimated costs are estimated at \$1,722.55.

The primary reasons for revenue changes from current budget levels are the decreases in the total intergovernmental revenues.

The primary reason for appropriation changes from current budget levels is that the decrease in supplies offset expense increases in personal services and maintenance of equipment.

The decrease of PPB indicators (D.1 and W.1) number of purchase requisitions received and issued, is a reflection of the increased usage of purchase cards. Due to the increase of (W.2) number of pieces of mail pre-sorted, (P.2) average cost per piece of outgoing mail, has decreased, and the decrease in the number of copies (W.3) causes the increase of cost per copy made (P.3). The increase in the number of motor vehicle files imaged (W.5) is the reason for the increase in ppb (P.5) hours spent imaging.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Support Services (15J)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
252-A Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
177-C Senior Clerk	-	-	-	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	0.50	0.50	0.50	0.50	0.50
141-C Clerk II/Support Services Receptionist	1.00	1.00	1.00	-	-
TOTAL POSITIONS	3.50	3.50	3.50	3.50	3.50
REVENUE SUMMARY:					
Intergovernmental	\$69,233	\$113,000	\$87,000	\$92,000	\$92,000
Fees and Charges	28,936	40,150	28,500	32,200	32,200
Miscellaneous	331	750	575	750	750
TOTAL REVENUES	\$98,500	\$153,900	\$116,075	\$124,950	\$124,950
APPROPRIATION SUMMARY:					
Personal Services	\$179,187	\$190,005	\$186,787	\$193,718	\$193,718
Expenses	336,404	398,250	369,540	399,685	399,685
Supplies	14,435	29,950	18,450	22,475	22,475
TOTAL APPROPRIATIONS	\$530,026	\$618,205	\$574,777	\$615,878	\$615,878

SERVICE AREA: Administration (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 100% of grievances without outside arbitration.				
2. To conduct 50 training sessions with 450 in attendance.				
3. To resolve 100% of arbitrated disputes in the County's favor.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Employee bargaining units	5	5	5	5
2. Position vacancies/# classifications/# departments	31/162/15	35/165/15	30/165/15	30/165/15
3. Eligible benefits enrollees	429	435	435	435
4. Authorized personnel (FTE's)	419.95	434.90	435.80	435.80
5. Discrimination complaints received	1	4	3	3
6. Training requests - mandatory/voluntary	17/18	7/50	10/25	10/25
WORKLOAD				
1. Contracts negotiated/grievances and disputes received	1/6	0/8	2/6	2/6
2. # Jobs posted/interviews conducted/job-dept studies requested	25/159/22-7	70/240/10-3	60/210/7-2	60/210/7-2
3. # of enrollment actions/# of extensive research inquiries	380/10	475/15	460/15	460/15
4. Wage system administration actions	390	450	450	450
5. # EEO complaints reviewed	1	4	3	3
6. # training sessions conducted/# of employees served	26/329	45/430	50/450	50/450
PRODUCTIVITY				
1. # of meetings related to labor relations	35	50	50	50
2. # of vacancies filled/Number of job-dept studies completed	52/22-7	70/10-3	60/7-2	60/7-2
3. % of time of HR staff spent in benefit administration	15%	15%	15%	15%
4. % of time of HR staff spent in wage administration activities	12%	15%	15%	15%
5. Cost per hour of training delivered/cost per attendee	\$181.40/\$43.32	\$150/\$40	\$160/\$40	\$160/\$40
6. % of time of HR staff spent on EEO activities		10%	10%	10%
EFFECTIVENESS				
1. % Impasse items resolved in County's favor/ grievances w/o arb.	100%	100%	100%	100%
2. % jobs filled within 5 weeks of posting close date	70%	85%	85%	85%
3. % enrollments without error/# inquiries responded to within 24 hours	100%/100%	100%/100%	100%/100%	100%/100%
4. % wage admin actions without error	98%	100%	100%	100%
5. % of substantiated EEO complaints/# hired in underutilized areas	0/7	0/4	0/4	0/4
6. % of employees served in training/% rating delivery high	78%/98%	65%/85%	65%/85%	65%/85%
ANALYSIS:				
<p>Non-salary costs for this department are recommended to decrease by 1.1%, or \$1,450, due to a reduction in spending for recruitment. It is anticipated that vacancies will decrease by a small amount due to economic conditions and the County's low turnover. Revenues for this program are minimal and are recommended as submitted.</p> <p>Total County authorized personnel (D.4) will increase slightly due to potential staffing needs within the Sheriff's Office, as documented in the CJAAC study.</p> <p>Training sessions conducted (W.6) is recommended to increase due to the continual technology changes throughout the County.</p> <p>The department will continue to maintain a high number of labor management meetings (P.1) as it moves forward into upcoming contract negotiations.</p> <p>Human Resources submitted an organizational change request to review the Risk Management Coordinator position. The Hay Committee evaluated this position and an upgrade is recommended.</p> <p>All other indicators for this program are in line with current year projections.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Human Resources Management (24A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
805-A Assistant County Administrator/HR Director	0.50	0.50	0.50	0.50	0.50
323-A Human Resources Generalist	2.00	2.00	2.00	2.00	2.00
198-A Benefits Coordinator	1.00	1.00	1.00	1.00	1.00
Z Governmental Trainee	3.00	3.00	3.00	-	-
TOTAL POSITIONS	6.50	6.50	6.50	3.50	3.50
REVENUE SUMMARY:					
Fees and Charges	\$0	\$30	\$30	\$30	\$30
Miscellaneous	142	50	50	50	50
TOTAL REVENUES	\$142	\$80	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$184,451	\$211,097	\$199,127	\$212,962	\$212,962
Expenses	106,306	129,200	127,450	127,750	127,750
Supplies	3,066	3,750	3,750	3,750	3,750
TOTAL APPROPRIATIONS	\$293,823	\$344,047	\$330,327	\$344,462	\$344,462

SERVICE AREA: Administration (Interprogram Services)	PROGRAM: IT Administration (14A)
ACTIVITY: Policy & Administration	ORGANIZATION: Information Technology

PROGRAM MISSION: To provide responsible administrative leadership and coordination for the Information Technology Department and to assure stability of County technology infrastructure for Scott County Departments by providing dependable and timely network administration and application development resources.

PROGRAM OBJECTIVES:
 1. To keep administrative costs as a percent of departmental budget below 10%.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
------------------------	-------------------	----------------------	----------------------	--------------------

DEMAND				
1. Authorized personnel (FTE's)	9	10	10	10
2. Departmental budget	\$940,845	\$1,072,642	\$1,091,805	\$1,091,805
3. Annual cost of Information Technology Capital Projects managed	\$852,027	\$796,800	\$903,400	\$903,400

WORKLOAD				
1. Percent of time spent on personnel administration	10%	15%	15%	15%
2. Percent of time spent on fiscal management	10%	15%	15%	15%
3. Percent of time spent on liaison activity and coordination	50%	20%	20%	20%
4. Percent of time spent on Information Technology Capital Projects	30%	50%	50%	50%

PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	11%	10%	10%	10%
2. Administrative personnel as a percent of departmental personnel	11%	10%	10%	10%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	TBD	TBD	TBD	TBD
2. Percentile of internal Employee Satisfaction measurements	TBD	TBD	TBD	TBD

ANALYSIS:

<p>Total FY05 appropriations for the total department are recommended to decrease by 4.6% from current budgeted levels. Non-salary costs are recommended to decrease 2.1% from current budgeted levels for the total department. Revenues are recommended to decrease 2.5% from current budgeted amounts for the total department.</p> <p>The primary reasons for the appropriation and revenue changes are due to activity tracked by the Information Technology program (14B) and will be discussed there.</p> <p>For this program, non-salary costs are recommended to remain at current levels with no increase in funding. The administration program does not budget for any revenues.</p> <p>There were no organizational change requests submitted by this department.</p> <p>During the current year I.T. created and successfully recruited for a Network Systems Administrator position. This change was necessitated by the changing focus of the department. In past years Information Technology was primarily a department that created in-house developed custom applications. I.T.'s emphasis has since</p>	<p>changed to a department that facilitates the deployment of third party off-the-shelf custom solutions to meet the County's business requirements. This shift in operational direction has transferred responsibility and workload to the Network Administration team from the Development/Programming team, thus requiring the change in staffing and duties. The new position's duties include being a technical and project leader for the Network Administration team as well as their front line supervisor.</p> <p>The performance indicators above also reflect a department in transition. Information Technology was created as a stand-alone department from the former Budget and Information Processing Department on Jan. 1, 2002. Due to this fact, the department is in the process of redefining the indicators for this program, thus explaining some indicators lacking data.</p> <p>Program mission and objectives have been redefined to more accurately reflect appropriate goals. Additionally, program demand, workload, productivity and effectiveness indicators have also been</p>	<p>modified for this program over the past two years.</p>
--	--	---

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: IT Administration (14A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
725-A Information Technology Director	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
APPROPRIATION SUMMARY:					
Personal Services	\$92,098	\$98,652	\$96,122	\$102,645	\$102,645
Expenses	3,232	3,300	3,300	3,300	3,300
Supplies	1,280	1,450	1,450	1,450	1,450
TOTAL APPROPRIATIONS	\$96,610	\$103,402	\$100,872	\$107,395	\$107,395

SERVICE AREA: Administration (Interprogram Services)		PROGRAM: Information Processing (14B)			
ACTIVITY: Central Services		ORGANIZATION: Information Technology			
PROGRAM MISSION: To provide dependable and efficient data and voice services for County employees by: 1) informing, educating, and empowering employees with technical knowledge; 2) researching, installing, and maintaining innovative computer and telephone solutions; and 3) implementing and supporting user friendly software systems					
PROGRAM OBJECTIVES:					
1. Rewrite all remaining DOS ZIM systems to Windows 2000 Server format.					
2. Migrate Zim for windows applications to Windows 2000 Server production environment.					
3. Implement Citrix Application publishing County-wide.					
4. Migrate from Novell file and print services to Windows 2000.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Number of Network Client Accounts		424	575	600	600
2. Custom Developed Applications (Zim/VB/DOS/Access)		31/3/13/1	30/3/10/2	30/3/10/2	30/3/10/2
3. Served Third Party Applications		62	110	110	110
4. Number of Nodes/Printers/Servers		372/85/15	372/85/15	372/85/15	372/85/15
5. Number of Telephone Ports (Handsets, Faxes, Modems)		775	775	775	775
6. Number of LAN/WAN Edge Devices		42	42	42	42
WORKLOAD					
1. Number of Help Desk Calls		TBD	TBD	TBD	TBD
2. Number of Open Trouble Tickets		TBD	TBD	TBD	TBD
3. Number of New Trouble Tickets this Quarter		TBD	TBD	TBD	TBD
PRODUCTIVITY					
1. Percent of Programmer Time Spent on new application development		12%	0%	0%	0%
2. Percent of Programmer Time Spent on maint of existing systems		35%	40%	40%	40%
3. Percent of Programmer Time Spent on re-writing existing systems		50%	50%	50%	50%
4. Percent of Programmer Time Spent on training		3%	10%	10%	10%
5. Number of Trouble Tickets Closed this Quarter		TBD	TBD	TBD	TBD
EFFECTIVENESS					
1. Percent of Completed Trouble Tickets to Total Trouble Tickets		N/A	TBD	TBD	TBD
ANALYSIS:					
<p>For the Information Technology program, non-salary costs are recommended to decrease 2.1% from current budgeted amounts. Revenues are recommended to increase by 2.5%.</p> <p>Revenues for this program are relatively small. The recommended increase is due to a CPI increase in intergovernmental revenues.</p> <p>The primary reason for the recommended decrease to non-salary appropriations is a transfer of all budgeted costs for the maintenance of computer software to the capital improvement fund. This was offset somewhat by increases to all areas of telephone costs. Telephone line costs, long distance costs and phone maintenance continue to increase through additional usage and phone system updates. Funding for these expenses are recommended to increase \$7,000.</p> <p>There were no organizational change requests for this program.</p> <p>Much of the budget indicator information for this program still needs to be defined. For many of the undermined indicators a reliable tracking system has yet to be developed.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Information Technology (14B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Network Infrastructure Supervisor	1.00	1.00	1.00	1.00	1.00
511-A Senior Programmer Analyst	1.00	1.00	1.00	1.00	1.00
455-A Webmaster	1.00	1.00	1.00	1.00	1.00
445-A Programmer/Analyst II	2.00	2.00	2.00	2.00	2.00
406-A Network Systems Administrator	3.00	3.00	3.00	3.00	3.00
187-A Help Desk Specialist	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	9.00	9.00	9.00	9.00	9.00
REVENUE SUMMARY:					
Intergovernmental	\$29,092	\$38,324	\$38,324	\$39,282	\$39,282
Fees and Charges	3,563	3,552	3,552	3,640	3,640
Miscellaneous	100	-	9	-	-
TOTAL REVENUES	\$32,755	\$41,876	\$41,885	\$42,922	\$42,922
APPROPRIATION SUMMARY:					
Personal Services	\$523,933	\$685,130	\$616,170	\$636,297	\$636,297
Equipment	850	1,500	1,500	1,500	1,500
Expenses	313,007	339,600	339,600	332,113	332,113
Supplies	6,445	14,500	14,500	14,500	14,500
TOTAL APPROPRIATIONS	\$844,235	\$1,040,730	\$971,770	\$984,410	\$984,410

SERVICE AREA: Administration (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:
 1. Review 100% of all Workers Compensation/Liability claims filed.
 2. Conduct 5 loss safety surveys.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of site visits/inspections to be performed	11	5	5	5
2. Number of auto accidents reported	18	30	30	30
3. Number of worker's compensation claims filed	34	45	30	30
4. Number of employees/departments served	69	60	100	100
5. Number of property claims reported	7	10	10	10
6. Number of liability claims/OHSA complaints reported	14/0	20/0	15/0	15/0
WORKLOAD				
1. Number of site visits/safety inspections conducted	11	8	10	10
2. Number of auto accidents investigated	19	16	20	20
3. Number of worker's compensation claims reviewed	52	52	60	60
4. Number of prevention/mitigation requests reviewed	52	60	100	100
5. Number of property claims investigated	7	10	10	10
6. Number of liability claims investigated/OSHA complaints resolved	42	20/0	15/0	15/0
PRODUCTIVITY				
1. Time spent on site visits/safety inspections	5%	5%	5%	5%
2. Time spent reviewing auto accidents	10%	10%	10%	10%
3. Time spent on reviewing worker's compensation claims	40%	40%	40%	40%
4. Time spent on reviewing prevention/mitigation items	20%	20%	5%	5%
5. Time spent on reviewing property claims	5%	5%	5%	5%
6. Time spent reviewing liability/OSHA complaints	20%	20%	20%	20%
EFFECTIVENESS				
1. Performance objectives achieved	100%	100%	100%	100%
2. Dollar amount of worker's compensation claims	\$125,443	\$150,000	\$175,000	\$175,000
3. Dollar amount of auto claims	\$13,203	\$20,000	\$25,000	\$60,000
4. Dollar amount of property claims	\$102,684	\$10,000	\$15,000	\$40,000
5. Dollar amount of liability claims	\$37,829	\$32,000	\$40,000	\$40,000

ANALYSIS:

The Risk Management Coordinator, under the direction of the Assistant County Administrator, is responsible for the loss prevention and safety functions for the County. The mission for this department is to provide coordinated, timely, and through reviews of all claims, as well as to enact proactive training and programs to reduce the incidence of claims and potential losses.

Actual dollars spent on judgements & claims that were finalized during FY03 are listed under effectiveness indicators (E.2 through E.5).

Total payments made on judgements and claims vary greatly from year to year. Total payments made during FY03 and the four previous years are as follows: FY03 - \$279,159; FY02 - \$234,486; FY01 - \$385,467; FY00 - \$471,480; FY99 - \$377,545. The average amount of claim losses during the five-year period calculates to \$349,627. The average payout was substantially higher than

the recommended budget due to a large liability claim paid out during FY00 and substantially higher than normal workers compensation payments during FY01. Current year projections are \$35,000 below the five-year average based on data available at this time.

Claim losses for FY04 are budgeted at \$315,000. This includes increases for medical costs associated with workers compensation evaluations and treatments as well as funding for possible workers compensation payments for previously incurred injuries. In addition, funding for possible general liability and property loss claims has been increased by a total of \$20,000.

The budget recommendations for workers compensation, property, and liability insurance premiums include between a 15.0% and 21% increase over current year levels. Much of this increase is due to the post September 11th risk environment.

Total non-salary costs are recommended to increase by \$109,300 from the FY04 budget and \$123,600 from current year projections due to the increase in insurance premiums and the higher level of claims payments.

The Risk Management Coordinator position has changed substantially since its creation. A new job description has been written and the position is being recommended by Human Resources for an upgrade to 505 Hay points.

The remaining indicators are recommended as submitted by the Risk Management Coordinator.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Risk Management (23E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
505-A Risk Management Coordinator	-	-	-	1.00	1.00
417-A Risk Management Coordinator	1.00	1.00	1.00	-	-
TOTAL POSITIONS	1.00	1.00	1.00	1.00	1.00
REVENUE SUMMARY:					
Miscellaneous	\$5,702	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$5,702	\$50,000	\$50,000	\$50,000	\$50,000
APPROPRIATION SUMMARY:					
Personal Services	\$61,649	\$65,322	\$65,123	\$75,232	\$75,232
Expenses	779,966	866,150	851,800	974,400	974,400
Supplies	1,441	1,600	1,650	2,650	2,650
TOTAL APPROPRIATIONS	\$843,056	\$933,072	\$918,573	\$1,052,282	\$1,052,282

SERVICE AREA: Administration (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 90 Board of Supervisors meetings.
 3. To consider 520 agenda items.
 4. To deliberate 425 resolutions.

PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Board of Supervisor meetings scheduled	86	90	90	90
2. Dollar value of operating budget	\$45,615,382	\$48,402,260	\$52,215,391	\$51,501,700
3. Dollar value of Capital Improvement Plan (CIP)	\$9,256,988	\$5,361,136	\$5,666,508	\$5,666,508
4. Agenda items to be considered	518	525	525	525
5. Board and commissions requiring memberships	47	47	47	47

WORKLOAD				
1. Board of Supervisor meetings held	86	90	90	90
2. Number of resolutions deliberated	408	425	425	425
3. Agenda items considered	516	520	520	520

PRODUCTIVITY				
1. Departmental expenditures as a percent of total County expenditures	0.42%	0.46%	0.44%	0.45%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	25%	100%	100%	100%
2. Percent of target issue action steps completed.	90%	80%	80%	80%
3. Board members' attendance at authorized agency meetings	79%	80%	80%	80%

ANALYSIS:

Total FY05 appropriations for the total department are increasing 1.6% over current budgeted levels. Non-salary costs are decreasing 6.7% below current budgeted levels for the total department.

The primary reason for appropriation changes from current budget levels is decrease of \$1,000 in travel expenditures based on last year's usage.

PPB Indicator (E.2) Percent of target issue action steps completed is budgeted for 80% because this is a two-year action plan that will end July 2005.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Legislation & Policy (29A)	ACTUAL	BUDGET	PROJECTED	REQUEST	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	\$1,312	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$1,312	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$228,958	\$245,237	\$241,915	\$250,321	\$250,321
Expenses	5,940	13,000	12,000	12,000	12,000
Supplies	1,424	2,000	2,000	2,000	2,000
TOTAL APPROPRIATIONS	\$236,322	\$260,237	\$255,915	\$264,321	\$264,321

SERVICE AREA: Administration (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%.					
PERFORMANCE INDICATORS		2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND					
1. Authorized personnel (FTE's)		28.6	28.6	28.6	28.6
2. Department budget		\$1,436,411	\$1,503,677	\$1,569,321	\$1,569,321
3. Organizations requiring 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		10.77%	11.39%	9.85%	9.85%
2. Administration personnel as a percent of departmental personnel		7%	7%	7%	7%
EFFECTIVENESS					
1. Program performance budget objectives accomplished		62%	85%	85%	85%
ANALYSIS:					
<p>Total FY05 appropriations for the total department are recommended to increase 2.8% over current budgeted levels. Non-salary costs are recommended to decrease 11.2% from current budgeted levels for the total department. Revenues are recommended to decrease 4.4% from current budgeted amounts for the total department.</p> <p>For this program, non-salary costs are recommended to increase \$12,375 from current budgeted amounts. The primary reason for this decrease is the one time funding during FY04 for the replacement of all office chairs for the department (\$12,500).</p> <p>There were no organizational change requests submitted by the Treasurer's department.</p> <p>The primary reason for the departmental revenue changes from current budget levels is due to lower investment earnings. This is noted in the analysis for the Treasurer's Finance program. The Treasurer's Administration program doesn't budget for any revenues.</p> <p>The PPB Indicators for this program are consistent with previous years with the</p>		<p>exception of the cost of administration as a percent of the departmental budget (P.1). This percentage has decreased from FY04 due to mainly to the aforementioned funding for office equipment.</p>			

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Treasurer Administration (30A)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
X Treasurer	1.00	1.00	1.00	1.00	1.00
611-A Financial Management Supervisor	0.30	0.30	0.30	0.30	0.30
556-A Operations Manager	0.30	0.30	0.30	0.30	0.30
141-C Clerk II	0.40	-	-	-	-
TOTAL POSITIONS	2.00	1.60	1.60	1.60	1.60
APPROPRIATION SUMMARY:					
Personal Services	\$147,800	\$154,639	\$154,263	\$147,728	\$147,728
Equipment	30	12,500	-	-	-
Expenses	5,743	5,530	5,630	5,630	5,630
Supplies	1,155	1,180	1,180	1,205	1,205
TOTAL APPROPRIATIONS	\$154,728	\$173,849	\$161,073	\$154,563	\$154,563

SERVICE AREA: Administration (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 \$425,000 of penalties and costs on delinquent taxes.				
2. To collect 99.50% of taxes on current levy.				
3. To process at least 88% of all taxes by mail.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Total number property tax/special assessment statements issued	162,190	170,000	170,000	170,000
2. Dollar value of tax certification	\$164,344,090	\$170,396,572	\$177,000,000	\$177,000,000
3. Number of tax certificates issued	2,003	2,000	2,000	2,000
4. Number of elderly tax credit applications	595	600	600	600
5. Total dollar property taxes received over counter	\$12,841,319	\$12,600,000	\$13,736,970	\$13,736,970
6. Total dollar property taxes received by mail/lock box	\$153,022,426	\$158,400,000	\$163,786,950	\$163,786,950
WORKLOAD				
1. Total # property tax/special assessment receipts processed	141,944	144,000	144,000	144,000
2. Dollar value of taxes collected on current year certification	\$163,141,397	\$169,544,589	\$176,115,000	\$176,115,000
3. Number of tax certificates redeemed	1,823	2,000	2,000	2,000
4. Number of elderly tax credits approved/processed by State	600	600	600	600
5. Total dollar property taxes processed over counter	\$12,841,319	\$12,600,000	\$13,736,970	\$13,736,970
6. Total dollar property taxes processed by mail/lock box	\$153,022,426	\$158,400,000	\$163,786,950	\$163,786,950
PRODUCTIVITY				
1. Cost per property tax/special assessment statement processed-94%	\$2.38	\$2.49	\$2.78	\$2.78
2. Cost per tax certificate issued and/or redeemed-3%	\$5.38	\$5.73	\$6.38	\$6.38
3. Cost per elderly tax credit application processed-3%	\$18.12	\$19.08	\$21.26	\$21.26
4. Average dollar property taxes processed/window clerk/day	\$8,399	\$7,875	\$8,586	\$8,586
EFFECTIVENESS				
1. Percent of taxes collected on current year's levy	99.27%	99.50%	99.50%	99.50%
2. Total dollars of interest & penalties retained by County	\$470,915	\$400,000	\$425,000	\$425,000
3. Total dollars of state credits collected	\$8,190,663	\$8,000,000	\$7,400,000	\$7,400,000
4. Total dollars of abated and suspended taxes	\$697,038	\$100,000	\$100,000	\$100,000
5. Percent total property taxes processed over counter	7.35%	7.00%	7.00%	7.00%
6. Percent total property taxes processed by mail/lock box	87.61%	88.00%	88.00%	88.00%
ANALYSIS:				
<p>For the Treasurer's Tax program, non-salary costs are recommended to increase 1.1% over current budgeted amounts. Revenue is recommended to increase by 6.5% due primarily to increases in penalties retained by the County from the collection of delinquent taxes and bidder fees earned during the annual tax sale.</p> <p>The primary reason for the appropriation change from current budget levels is a \$450 increase to the funding level of total supplies. Also recommended was a slight increase for the cost of renting a post office box for mailed tax receipts.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Tax Collection (30B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-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	5.90	6.80	6.80	6.80	6.80
TOTAL POSITIONS	7.70	8.60	8.60	8.60	8.60
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$650,590	\$517,000	\$517,000	\$542,000	\$542,000
Fees and Charges	140,249	79,250	77,750	92,750	92,750
Miscellaneous	13,291	-	-	-	-
TOTAL REVENUES	\$804,130	\$596,250	\$594,750	\$634,750	\$634,750
APPROPRIATION SUMMARY:					
Personal Services	\$316,949	\$332,098	\$320,385	\$374,971	\$374,971
Expenses	26,963	27,750	27,800	27,850	27,850
Supplies	15,408	21,850	21,900	22,300	22,300
TOTAL APPROPRIATIONS	\$359,320	\$381,698	\$370,085	\$425,121	\$425,121

SERVICE AREA: Administration (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 1,600 investment transactions.				
2. To keep the number of receipt errors below 200.				
3. To earn \$430,000 or more in investment income.				
PERFORMANCE INDICATORS	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 REQUESTED	2004-05 ADOPTED
DEMAND				
1. Number of miscellaneous receipts received	4,301	4,500	4,500	4,500
2. Number of travel advances requested/parking tickets issued	167/259	200/250	200/250	200/250
3. Number of warrants/health claims drawn on bank for payment	23,405	24,000	25,000	25,000
4. Dollar value principle and interest due on bonds	\$1,105,961	\$1,115,756	\$1,046,925	\$1,046,925
5. Number receipt errors detected during reconciliation process	202	200	200	200
6. Dollar amount available for investment annually	\$273,770,869	\$290,000,000	\$295,000,000	\$295,000,000
WORKLOAD				
1. Number miscellaneous receipts issued	4,301	4,500	4,500	4,500
2. Number travel advances issued/parking tickets paid/dismissed	167/206	200/250	200/250	200/250
3. Number warrants/health claims paid by Treasurer	23,405	24,000	25,000	25,000
4. Dollar value principle & interest paid on bonds	\$1,105,961	\$1,115,756	\$1,046,925	\$1,046,925
5. Number receipt errors corrected during reconciliation process	158	200	200	200
6. Number of investment transactions processed	1,591	1,550	1,600	1,600
PRODUCTIVITY				
1. Cost per miscellaneous receipt issued (20%)	\$12.40	\$12.53	\$12.48	\$12.48
2. Cost travel advance issued (5%)	\$79.81	\$70.46	\$70.19	\$70.19
3. Cost per warrant processed (30%)	\$3.42	\$2.64	\$3.37	\$3.37
4. Cost per receipt error (10%)	\$131.97	\$140.91	\$140.38	\$140.38
5. Cost per investment transaction (30%)	\$50.26	\$54.55	\$52.64	\$52.64
EFFECTIVENESS				
1. Dollar amount of miscellaneous receipts collected	\$29,595,361	\$28,000,000	\$29,000,000	\$29,000,000
2. Total cash over (short) due to receipt error	(\$530)	(\$500)	(\$500)	(\$500)
3. Number checks returned-insufficient funds	493	900	900	900
4. Number motor vehicle & property tax refund checks issued	4,995	6,000	5,500	5,500
5. Total investment revenue from use of money/property	\$518,804	\$381,945	\$430,368	\$430,368
6. Treasurer's Office General fund investment revenue only	\$496,870	\$367,672	\$418,918	\$418,918
ANALYSIS:				
<p>Revenues for this program are recommended to decrease 28.5% from current budgeted amounts.</p> <p>Non-salary costs are recommended to decrease 16.1% from current budgeted amounts.</p> <p>The primary reasons for revenue changes from current budget levels are related to the drastically lower investment yields on County funds. This has resulted in lower earnings on investments from idle funds as well as a reduction in the amount paid by Glynn's Creek Golf Course for interest on the loan from the general fund. The Federal Reserve has stated that rates will remain at current levels at least through the end of calendar year 2004.</p> <p>The primary reason for the recommended appropriation change from current budget levels is due to the elimination of contracted courier service for the County's banking needs. The County Sheriff has volunteered to incorporate these duties into his Civil Division, thus saving in excess of \$24,000 in annual costs. This cost savings was partially offset by increases in the cost of</p>		<p>banking services. This increase is partially due to a negotiated increase to some charges, higher volumes of service items, and the inclusion of funding for the possible addition of Positive Pay check services. This is a security service that adds substantial protection to the County against exposure to check fraud and has been identified by the Board as a service option that requires further investigation and evaluation.</p> <p>There were no organizational change requests submitted for the Finance program.</p>		

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2002-03	2003-04	2003-04	2004-05	2004-05
PROGRAM: Accounting/Finance (30E)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
611-A Financial Management Supervisor	0.70	0.70	0.70	0.70	0.70
332-A Tax Accounting Specialist	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	\$496,870	\$602,503	\$367,672	\$418,918	\$418,918
Miscellaneous	1,855	1,600	1,400	1,400	1,400
TOTAL REVENUES	\$498,725	\$604,103	\$369,072	\$420,318	\$420,318
APPROPRIATION SUMMARY:					
Personal Services	\$206,100	\$214,260	\$215,628	\$224,095	\$224,095
Expenses	59,039	65,460	52,520	54,520	54,520
Supplies	1,431	2,100	2,100	2,150	2,150
TOTAL APPROPRIATIONS	\$266,570	\$281,820	\$270,248	\$280,765	\$280,765

