

**INTERPROGRAM SERVICES
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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 325 meetings with individual department heads.				
3. To schedule 100 meetings with individual board members.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Authorized personnel (FTE's)	416.27	418.95	442.95	428.95
2. Units directly supervised	9	9	9	9
3. Dollar value of operating budget	\$44,615,482	\$47,549,009	\$51,215,768	\$50,062,029
4. Dollar value of Capital Improvement Plan (CIP)	\$13,388,707	\$10,220,736	\$4,826,027	\$4,826,027
5. Jurisdiction population	158,668	158,668	158,668	158,668
WORKLOAD				
1. Board of Supervisors meetings held	90	100	100	100
2. Schedule meetings with individual Board members	94	100	100	100
3. Agenda items forwarded to Board of Supervisors	542	550	550	550
4. Scheduled meetings with individual department heads	283	325	325	325
5. Other scheduled meetings held	327	350	350	350
PRODUCTIVITY				
1. Management cost as a percent of County budget	0.52%	0.52%	0.52%	0.52%
2. Administration personnel as a percent of total personnel	0.89%	0.89%	0.89%	0.89%
EFFECTIVENESS				
1. Percent of program performance budget objectives accomplished	0%	100%	100%	100%
2. Percent of target issue action steps completed	75%	95%	40%	40%
3. Percentage of departments represented at dept head meetings	72%	80%	80%	80%
ANALYSIS:				
<p>Total FY04 appropriations for the total department are recommended to increase 4.3% over current budgeted levels. Non-salary costs are recommended to increase 5% over current budgeted levels for the total department</p> <p>The primary reason for appropriation changes from the current budget level is an increase in the membership line item for membership fees for the County Administrator to the Davenport Rotary, DavenportOne and various chambers.</p> <p>PPB Indicator percent of target issue action steps completed is only at 40% because the County will have new action steps for FY04.</p> <p>The County's total operating budget is recommended to increase 5.6% over current budgeted levels. The primary reasons for this increase include additional staffing at the jail (9 FTE's including an additional nurse in the Health Department providing jail health services) and new GIS Coordinator position in the Information Technology Department.</p> <p>Also, additional funds are needed to cover increasing costs for housing inmates in out-of-county facilities as the old, outmoded jail is at capacity.</p> <p>The capital projects budget is decreasing from previous years as the Space Utilization Renovation Plan at the Courthouse will be pushed back two fiscal years as gaming revenues are accumulated to fund the remaining portions of this multi-year effort. The Bi-Centennial Building renovation project, Juvenile Detention Center Renovation/Expansion Project, and the Courthouse lower level renovation and security elevator project will all be completed by the end of the current fiscal year.</p> <p>The capital projects budget does include new capital funding requests from eleven outside agencies. All agency funding requests were denied by the Board except the Davenport John O'Donnell Stadium project and the Grand Excursion 2004 project.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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	0.60	0.60
TOTAL POSITIONS	3.70	3.70	3.70	3.70	3.70
REVENUE SUMMARY:					
Miscellaneous	\$148	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$148	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$297,944	\$286,663	\$285,406	\$298,784	\$298,784
Expenses	10,030	12,975	13,925	13,925	13,925
Supplies	2,261	3,500	3,500	3,500	3,500
TOTAL APPROPRIATIONS	\$310,235	\$303,138	\$302,831	\$316,209	\$316,209

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 \$3.87.					
2. To keep cost per time card processed below \$2.24.					
3. To keep cost per account center maintained below \$9.01.					
PERFORMANCE INDICATORS		2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND					
1. Invoices submitted		25,773	25,000	25,000	25,000
2. Employees on payroll		645	625	625	625
3. Official Board meetings requiring minutes		62	60	60	60
4. Accounting account/centers to be maintained		8,950	9,200	9,200	9,200
5. Poll workers		476	747	747	747
WORKLOAD					
1. Invoices processed		25,773	25,000	25,000	25,000
2. Time cards processed		34,543	37,000	37,000	37,000
3. Board meetings minutes recorded		62	60	60	60
4. Account/centers maintained		8,950	9,200	9,200	9,200
PRODUCTIVITY					
1. Cost per invoice processed (35%)		\$3.49	\$3.78	\$3.87	\$3.87
2. Cost per time card processed (30%)		\$2.24	\$2.19	\$2.24	\$2.24
3. Cost per Board meeting minutes recorded (5%)		\$207.81	\$224.92	\$230.31	\$230.31
4. Cost per account/center maintained (30%)		\$8.64	\$9.25	\$9.01	\$9.01
EFFECTIVENESS					
1. Claims lost or misplaced		0	0	0	0
ANALYSIS:					
<p>For the Auditor's Business/Finance program non-salary costs are recommended to increase \$1,000 over current budgeted amounts. Revenues for this program are minimal and are recommended to remain at current budgeted levels.</p> <p>The reason for the rise in non-salary appropriations is a recommended \$1,000 increase in funding for the purchase of additional office furniture and equipment following the department's relocation in the Bi-Centennial Building.</p> <p>One organizational change request was submitted for this program. The Human Resources department is reviewing the job description for the Accounting Supervisor position. This is the only budget issue 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	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Business/Finance (13D)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
677-A Accounting Supervisor	-	-	0.70	0.70	0.70
611-A Accounting Supervisor	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	\$500	\$500	\$500	\$500	\$500
TOTAL REVENUES	\$500	\$500	\$500	\$500	\$500
APPROPRIATION SUMMARY:					
Personal Services	\$249,056	\$257,377	\$256,038	\$262,847	\$262,847
Equipment	434	2,000	2,000	3,000	3,000
Expenses	3,177	2,925	2,925	2,925	2,925
Supplies	5,013	7,600	7,600	7,600	7,600
TOTAL APPROPRIATIONS	\$257,680	\$269,902	\$268,563	\$276,372	\$276,372

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 \$1.91.				
2. To keep cost per tax credit processed below \$1.19.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Parcels to be taxed	68,596	68,750	70,000	70,000
2. Real estate transactions requested	8,108	8,000	8,000	8,000
3. Tax credits requested	61,985	62,250	62,250	62,250
4. Control licenses requested	17	35	35	35
5. Local budgets to be certified	49	49	49	49
WORKLOAD				
1. Parcels taxed	68,596	68,750	70,000	70,000
2. Real estate transactions processed	8,108	8,000	8,000	8,000
3. Tax credits processed	61,985	62,250	62,250	62,250
4. Control licenses processed	17	35	35	35
5. Local budgets certified	49	49	49	49
PRODUCTIVITY				
1. Cost per parcels taxed (54%)	\$1.73	\$1.89	\$1.91	\$1.91
2. Cost per real estate transaction processed (15%)	\$4.08	\$4.51	\$4.65	\$4.65
3. Cost per tax credit processed (30%)	\$1.07	\$1.16	\$1.19	\$1.19
4. Cost per control license processed (1%)	\$129.59	\$68.79	\$70.82	\$70.82
EFFECTIVENESS				
1. Dollar amount of licenses, permits and fees	\$47,970	\$45,000	\$45,000	\$45,000
ANALYSIS:				
<p>For the Auditor's Taxation program non-salary costs are recommended to increase 29.9% or \$3,000 over current budgeted amounts.</p> <p>Revenues are recommended to decrease 1.0% from current budgeted amounts due to a \$500 reduction in fees for cigarette permits.</p> <p>Possible organizational change requests for this program have been discussed with the HR department but the details of those changes were made not available prior to the completion of this analysis.</p> <p>The sole reason for the appropriation change from current budget levels is the inclusion of \$3,000 for the purchase of additional office furniture following the department's relocation in the Bi-Centennial Building.</p> <p>The PPB Indicators are consistent with previous years and are recommended as submitted.</p> <p>Budget issues identified for further Board review during the budget process include the as yet undefined reorganization of the tax program's supervisory structure.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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 Supervisor	-	-	0.30	0.30	0.30
611-A Accounting Supervisor	0.30	0.30	-	-	-
194-C Platroom Draftsman	0.50	0.50	0.50	0.50	0.50
177-C Platroom Specialist	-	3.00	3.00	3.00	3.00
177-C Tax Aide	3.00	-	-	-	-
TOTAL POSITIONS	4.80	4.80	4.80	4.80	4.80
REVENUE SUMMARY:					
Licenses and Permits	\$5,427	\$6,000	\$5,500	\$5,500	\$5,500
Fees and Charges	42,531	43,250	43,250	43,250	43,250
Miscellaneous	12	-	-	-	-
TOTAL REVENUES	\$47,970	\$49,250	\$48,750	\$48,750	\$48,750
APPROPRIATION SUMMARY:					
Personal Services	\$212,717	\$230,737	\$227,782	\$238,856	\$238,856
Equipment	-	-	-	3,000	3,000
Expenses	4,366	5,620	5,620	5,620	5,620
Supplies	3,230	4,400	400	400	400
TOTAL APPROPRIATIONS	\$220,313	\$240,757	\$233,802	\$247,876	\$247,876

SERVICE AREA: 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,					
PROGRAM OBJECTIVES:					
1. To keep administrative cost as a percent of total departmental budget below 8.5%.					
2. To achieve at least 80% of departmental objectives.					
PERFORMANCE INDICATORS		2001-02	2002-03	2003-04	2003-04
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Authorized positions		23.50	23.50	23.50	23.50
2. Annual Departmental budget		\$1,653,419	\$1,979,256	\$2,159,350	\$2,124,005
3. Annual # of Capital projects managed		18	28	12	12
4. Annual cost of Capital projects managed		\$7,038,500	\$7,829,400	\$968,500	\$968,500
5. Annual # of external programs/grants/projects		5	6	6	6
6. Annual value of external programs/grants/projects		\$315,000	\$395,000	\$395,000	\$395,000
WORKLOAD					
1. Percent of workload - program management - Administration		18%	15%	18%	18%
2. Percent of workload - program management - Building Maintenance		8%	10%	12%	12%
3. Percent of workload - program management - Custodial Services		9%	7%	10%	10%
4. Percent of workload - Capital projects		40%	40%	20%	20%
5. Percent of workload - external programs/grants/projects/misc.		18%	20%	25%	25%
6. Percent of workload - program management - Support Services		7%	8%	15%	15%
PRODUCTIVITY					
1. Administrative cost as a percent of departmental budget		10.00%	8.00%	8.00%	8.00%
2. Administrative personnel as a percent of departmental personnel		8.50%	8.60%	8.60%	8.60%
3. Administrative cost per authorized position		\$2,752.68	\$2,900.00	\$2,800.00	\$2,800.00
4. Administrative cost per Capital project dollar cost.		\$0.0088	\$0.0070	\$0.0125	\$0.0125
5. Administrative cost per external program/grant/project		\$0.0880	\$0.1000	\$0.0900	\$0.0900
EFFECTIVENESS					
1. Aggregate percentile of Quality Enhancement Survey tools		88%	86%	87%	87%
2. Program performance budget objectives accomplished		83%	85%	87%	87%
3. Percent of department objectives accomplished		68%	85%	90%	90%
4. Percent of Capital projects completed on time		61%	75%	90%	90%
5. Percentile of internal Employee Satisfaction measurements		75%	75%	80%	80%
ANALYSIS:					
<p>The Facilities and Support Services departmental budget is in its second budgetary year. The reorganization of programs makes budgetary comparisons to previous years on a departmental basis misleading.</p> <p>Total FY04 appropriations for the total department is recommended to increase 5.6% over current budgeted levels. Non-salary costs are recommended to increase 5.6% for the total department and revenues are recommended to increase 9.1% from current budget amounts. This increase is due to a substantial increase in postage and OSOS fees charged to non-departmental agencies.</p> <p>For this program, non-salary costs are recommended to increase 2.8% over current budgeted amounts.</p> <p>There are no organizational change requests for this department for the budget year under review.</p> <p>The primary reasons for appropriation changes from current budget levels are as follows. Increases in postage and utility rates, in which the department has no control, account for a 4.6% increase from the FY03</p>		<p>budget. Schools of instruction has increased 300% due to the need of OSHA compliance training. Other equipment is requested to increase 228%, due to the purchase request of a replacement forklift and the purchase of an additional carpet cleaner due to the amount of carpet versus hard-surface in the Bi-Centennial Building almost doubling from before the remodel. The Director of Facilities and Support Services has stated that the purchase of the forklift could be put off until FY05, if need be, but added that each year about ¼ of the replacement costs are spent on maintaining the 12+ year old forklift. Without the purchase of the new forklift and the considerations for the increase in postage and utilities, non-salary costs for the entire department are requested to increase only 3.0%.</p> <p>All PPB Indicators remain constant from the previous year with the exception of capital projects managed. The Space Utilization Master Plan will be pushed back two years while gaming revenues accumulate. The purchase of the forklift is the only budget issue identified for further Board review during the</p>		<p>budget process.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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	\$441	\$400	\$250	\$400	\$400
TOTAL REVENUES	\$441	\$400	\$250	\$400	\$400
APPROPRIATION SUMMARY:					
Personal Services	\$138,301	\$146,018	\$151,471	\$161,308	\$161,308
Equipment	2,467	-	-	-	-
Expenses	9,391	5,865	5,340	6,010	6,010
Supplies	3,861	2,365	2,700	2,450	2,450
TOTAL APPROPRIATIONS	\$154,020	\$154,248	\$159,511	\$169,768	\$169,768

SERVICE AREA: 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 \$.40.				
2. To achieve user satisfaction with quality of maintenance service at or below 75%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of departments/agencies supported	29	29	29	29
2. Square feet of buildings maintained	292,370	304,370	309,170	309,170
3. Square feet of grounds maintained	626,443	626,443	626,443	626,443
4. Total square feet maintained	918,813	930,813	935,613	935,613
5. Number of locations maintained	11	12	12	12
WORKLOAD				
1. Number of outside requests for service	2,658	3,600	3,200	3,200
2. Number of preventive service calls	615	625	700	700
3. Total number of service calls	3,273	4,225	3,900	3,900
4. Total number of man-hours per period	14,078	16,000	15,000	15,000
PRODUCTIVITY				
1. Man hours per square foot	0.015	0.017	0.016	0.016
2. Staff cost per square foot	\$0.32	\$0.36	\$0.38	\$0.38
5. Total maintenance cost per square foot	\$0.888	\$0.980	\$0.980	\$0.980
4. Avg. # of external requests per location	242	327	300	300
5. Avg # of preventive service calls per location	56	57	67	67
6. Avg # of service calls per department/agency	113	146	134	134
EFFECTIVENESS				
1. Program percentile of Quality Enhancement Survey tools	89%	87%	88%	88%
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 11% over current budgeted amounts due to the purchase request of a replacement forklift. The Director of Facilities and Support Services stated that this purchase could be put off until FY05, if need be. Maintenance of Vehicles has increased 64% due to the aging of vehicles. If the request for purchasing a 4X4 pick-up truck is granted, this number may be substantially lower.</p> <p>The primary reason for the 77% reduction of revenues in this program is the reduction of sales of general fixed assets from \$6,500 to \$1,500.</p> <p>Budget issues identified for further Board review during the budget process is the decision to purchase a replacement forklift.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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	\$66,400	\$21,500	\$21,500	\$21,500	\$21,500
Miscellaneous	2,977	1,900	1,650	1,900	1,900
Sales General Fixed Assets	23,309	6,500	3,000	1,500	1,500
TOTAL REVENUES	\$92,686	\$29,900	\$26,150	\$24,900	\$24,900
APPROPRIATION SUMMARY:					
Personal Services	\$299,573	\$319,536	\$316,709	\$345,217	\$345,217
Equipment	4,776	1,700	-	19,900	19,900
Expenses	466,018	531,286	536,974	560,736	558,891
Supplies	51,079	46,160	43,725	44,982	44,982
TOTAL APPROPRIATIONS	\$821,446	\$898,682	\$897,408	\$970,835	\$968,990

SERVICE AREA: 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 \$1.85				
2. To achieve user satisfaction with quality of custodial service at or above 75%.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of departments/agencies supported	27	27	27	27
2. Square feet of buildings maintained	169,200	174,600	174,600	174,600
3. Number of remote sites serviced	2	3	3	3
WORKLOAD				
1. Man hours - total per period	16,839	15,000	15,000	15,000
2. # of hard surface floor maintenance units performed	N/A	50,000	50,000	50,000
3. # of carpet floor maintenance units performed	N/A	75,000	75,000	75,000
4. # of client worker hours supervised	5,008	3,800	5,000	5,000
PRODUCTIVITY				
1. Man hours per square foot		0.086	0.086	0.860
2. Custodial staff cost per square foot	\$1.72	\$1.75	\$1.80	\$1.80
3. Total custodial cost per square foot	\$1.92	\$1.98	\$2.03	\$2.03
EFFECTIVENESS				
1. Program percentile of Quality Enhancement Survey tools	88%	88%	88%	88%
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 11% over current budgeted amounts due to the purchase of an additional carpet cleaner. With the remodel of the Bi-Centennial Building, carpeted area compared to hard surface area has almost doubled. All performance indicators are identical with past years.</p> <p>There are no revenue changes from current budget levels for this program.</p> <p>There are no budget issues identified for further Board review for this program.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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	\$151	\$150	\$100	\$150	\$150
TOTAL REVENUES	\$151	\$150	\$100	\$150	\$150
APPROPRIATION SUMMARY:					
Personal Services	\$291,304	\$319,057	\$303,663	\$335,877	\$335,877
Equipment	3,015	4,850	-	8,100	8,100
Expenses	5,041	4,975	4,678	4,765	4,765
Supplies	24,689	18,700	18,000	18,800	18,800
TOTAL APPROPRIATIONS	\$324,049	\$347,582	\$326,341	\$367,542	\$367,542

SERVICE AREA: 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 1,200 purchase orders.				
2. To keep cost per copy made below \$.08 per copy.				
3. To save \$11,875 due to presorting outgoing mail.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Purchase requisitions received	1,890	1,500	1,350	1,350
2. Number of pieces of outgoing mail	548,028	550,000	550,000	550,000
3. Requests for copies (Print Shop) - County/other	851/271	840/200	825/200	825/200
4. Number of WP documents requested from other departments	356	675	400	400
5. Number of files imaged	59,063	90,000	65,000	65,000
WORKLOAD				
1. Number of purchase orders issued	1,890	1,500	1,350	1,350
2. Number of pieces of mail pre-sorted	488,465	500,000	500,000	500,000
3. Number of copies (Print Shop)	1,105,704	950,000	1,000,000	1,000,000
4. Number of WP documents requested from other departments	356	675	400	400
5. Number of motor vehicle files imaged	59,063	90,000	30,000	30,000
PRODUCTIVITY				
1. Average dollar amount per purchase order	\$3,611	\$7,500	\$5,000	\$5,000
2. Average cost per piece of outgoing mail	\$0.533	\$0.500	\$0.550	\$0.550
3. Cost per copy made (Print Shop)	\$0.062	\$0.050	\$0.070	\$0.070
4. Hours spent on WP documents requested from other departments	30	90	60	60
5. Hours spent on imaging	566	600	500	500
EFFECTIVENESS				
1. Dollar amount spent on purchase orders	\$6,824,790	\$6,000,000	\$4,000,000	\$4,000,000
2. Dollar amount saved between delivered price - highest bid	\$1,244,768	\$3,000,000	\$1,200,000	\$1,200,000
3. Dollar amount saved by using pre-sort	\$12,211	\$12,000	\$13,000	\$13,000
4. Percent of outgoing mail pre-sorted	89%	92%	90%	90%
5. Dollar value of NAEIR items received	\$12,243	\$11,000	\$12,000	\$12,000
6. Number of months backlog of documents to be imaged	4	2	-	-
ANALYSIS:				
<p>For this program, non-salary costs are recommended to increase 2.6% over current budgeted amounts. This increase can be attributed to postage rates. Based on a one-cent increase, the postage budget has increased by \$11,400 or 3.5%. If rates increase more than one cent, this amount could substantially increase.</p> <p>There are no organizational change requests for this program.</p> <p>The primary reason for revenue changes from current budget level is the increase of postage fees charged to non-departmental agencies. This is an increase of 14.9% from FY03.</p> <p>Performance indicator W1 will continue to decrease as purchase card usage increases and performance indicator P3 will increase as the Print Shop produces more color copies.</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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
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	4.50	4.50	4.50	4.50	4.50
REVENUE SUMMARY:					
Intergovernmental	\$9,071	\$114,000	\$112,500	\$113,000	\$113,000
Fees and Charges	22,613	18,400	40,600	40,150	40,150
Miscellaneous	1,105	1,515	750	750	750
TOTAL REVENUES	\$32,789	\$133,915	\$153,850	\$153,900	\$153,900
APPROPRIATION SUMMARY:					
Personal Services	\$98,595	\$194,819	\$184,596	\$190,005	\$190,005
Expenses	197,517	385,750	383,850	398,250	398,250
Supplies	57,793	31,450	27,550	62,950	29,950
TOTAL APPROPRIATIONS	\$353,905	\$612,019	\$595,996	\$651,205	\$618,205

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 100% of grievances without outside arbitration.					
2. To conduct 55 training sessions with 480 in attendance.					
3. To resolve 100% of arbitrated disputes in the County's favor.					
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED	
DEMAND					
1. Employee bargaining units	5	5	5	5	5
2. Position vacancies/# classifications/# departments	58/163/15	65/165/15	65/165/15	65/165/15	65/165/15
3. Eligible benefits enrollees	427	430	435	435	435
4. Authorized personnel (FTE's)	416.27	418.95	442.95	428.95	428.95
5. Discrimination complaints received	1	1	1	1	1
6. Training requests - mandatory/voluntary	7/41	7/45	7/50	7/50	7/50
WORKLOAD					
1. Contracts negotiated/grievances and disputes received	3/2	1/5	0/3	0/3	0/3
2. # Jobs posted/interviews conducted/job-dept studies requested	56/178/24-8	60/180/24-8	70/200/24-8	70/200/24-8	70/200/24-8
3. # of enrollment actions/# of extensive research inquiries	444/18	450/20	470/25	470/25	470/25
4. Wage system administration actions	411	425	440	440	440
5. # EEO complaints reviewed	1	1	1	1	1
6. # training sessions conducted/# of employees served	47/461	50/475	55/480	55/480	55/480
PRODUCTIVITY					
1. # of meetings related to labor relations	35	40	50	50	50
2. # of vacancies filled/Number of job-dept studies completed	70/24-8	75/24-8	80/24-8	80/24-8	80/24-8
3. % of time of HR staff spent in benefit administration	15%	15%	15%	15%	15%
4. % of time of HR staff spent in wage administration activities	15%	15%	15%	15%	15%
5. Cost per hour of training delivered/cost per attendee	\$135/\$46	140/45	140/45	140/45	140/45
6. % of time of HR staff spent on EEO activities	10%	10%	10%	10%	10%
EFFECTIVENESS					
1. % Impasse items resolved in County's favor/ grievances w/o arb.	100%	100%	100%	100%	100%
2. % jobs filled within 5 weeks of posting close date	56%	85%	85%	85%	85%
3. % enrollments without error/# inquiries responded to within 24 hours	100%/100%	100%/100%	100%/100%	100%/100%	100%/100%
4. % wage admin actions without error	99%	100%	100%	100%	100%
5. % of substantiated EEO complaints/# hired in underutilized areas	0/2	0/3	0/4	0/4	0/4
6. % of employees served in training/% rating delivery high	54%/77%	60%/80%	65%/85%	65%/85%	65%/85%
ANALYSIS:					
<p>The total FY 04 appropriations for the department are recommended to decrease by 5.2% due entirely to a large reduction in personal services charges. Non-salary costs are recommended to increase 1.7% over current budgeted levels for the total department. Revenues are minimal for this program and are recommended as submitted.</p> <p>There were no organizational change requests submitted for consideration in conjunction this budget review.</p> <p>The primary reasons for non-salary appropriation changes from current budget levels relate to the professional development of the Human Resources staff and the possible increase in recruitment cost due to the staffing requirements of the jail.</p> <p>During the recent past the department has had turnover in two key positions resulting in the hiring of a new department head and two internal promotions. This has necessitated the recommended increased level of funding for travel and education as the staff continues to pursue outside training to learn to be more effective and to better define their new roles.</p>		<p>The increase in recruitment costs is in anticipation of the Board approving higher staffing levels recommended by CJAAC and the jail staffing study.</p> <p>These increasing expense items are partially offset by a large reduction in employee development costs. This benefit has historically been underutilized by County employees and is recommended to decrease by 9%.</p> <p>The total cost of training (P.5) will increase from FY 02 actual due to the increased costs associated with outside trainers. The department will attempt to offset these costs by using internal trainers.</p> <p>Juvenile Detention Center employees are now a recognized bargaining unit (W.1) with their initial contract to be negotiated in early 2003. There will be no contracts due for negotiation in the budget year under review.</p> <p>The recommended increase in authorized personnel (D.4) is associated with the estimated increase in employees within the jail as a result of CJAAC recommendations mentioned above.</p> <p>All other indicators for this program are in</p>		<p>line with current year projections.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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
634-A Assistant County Administrator/HR Director	0.50	-	-	-	-
323-A Human Resources Generalist	-	2.00	2.00	2.00	2.00
323-A Human Resources Specialist	1.00	-	-	-	-
252-A Human Resources Assistant	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	\$5	\$25	\$30	\$30	\$30
Miscellaneous	227	50	50	50	50
TOTAL REVENUES	\$232	\$75	\$80	\$80	\$80
APPROPRIATION SUMMARY:					
Personal Services	\$155,192	\$232,252	\$183,659	\$211,097	\$211,097
Expenses	93,667	126,990	127,650	129,200	129,200
Supplies	3,596	3,800	3,800	3,750	3,750
TOTAL APPROPRIATIONS	\$252,455	\$363,042	\$315,109	\$344,047	\$344,047

SERVICE AREA: 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	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Authorized personnel (FTE's)	10	10	11	11
2. Departmental budget	\$1,153,151	\$954,470	\$1,144,132	\$1,144,132
3. Annual cost of Information Technology Capital Projects managed	\$1,622,788	\$977,898	\$1,539,415	\$1,539,415

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

PRODUCTIVITY				
1. Administrative cost as a percent of departmental budget	10.1%	10.2%	9.0%	9.0%
2. Administrative personnel as a percent of departmental personnel	N/A	10.0%	9.1%	9.1%

EFFECTIVENESS				
1. Program performance budget objectives accomplished	N/A	80.0%	80.0%	80.0%
2. Percentile of internal Employee Satisfaction measurements	N/A	80.0%	90.0%	90.0%

ANALYSIS:

Total FY 04 appropriations for the total department are recommended to increase by 9.9% over current budgeted levels. Non-salary costs are recommended to increase 8.3% over current budgeted levels for the total department. Revenues are recommended to decrease 15.2% from current budgeted amounts for the total department.

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.

For this program, non-salary costs are recommended to rise by \$500 due to small increases in funding for expenses and supplies. The administration program does not budget for any revenues.

Organizational change requests for the department are as follows:

The department is requesting that one Programmer Analyst II position be eliminated and a new position entitled Senior Network Systems Administrator be created. This change is 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 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. If recommended by Human Resources the proposed position will be a technical and project leader for the Network Administration team as well as their front line supervisor.

The final organizational request is for the creation of a GIS Coordinator position. This position will guide the implementation and management of the countywide GIS system should the Board approve its creation.

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.

Program mission and objectives have been redefined to more accurately reflect appropriate goals. Additionally, program demand, workload, productivity and effectiveness indicators have also been modified for this program.

Above workload indicators highlight the project intensiveness of Information Technology currently. The Core 4 projects described in PBB indicators for program 14B are the focus of the department and critical to technology going forward at the County.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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
REVENUE SUMMARY:					
Miscellaneous	\$50	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$50	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$114,349	\$94,617	\$94,094	\$98,652	\$98,652
Expenses	1,786	3,000	2,721	3,300	3,300
Supplies	610	1,250	350	1,450	1,450
TOTAL APPROPRIATIONS	\$116,745	\$98,867	\$97,165	\$103,402	\$103,402

SERVICE AREA: Interprogram Services		PROGRAM: Information Technology (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	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED	
DEMAND					
1. Number of network users	N/A	424	424	424	
2. Existing in-house dev. systems maintained (Zim/VB/DOS/Access)	N/A	30/3/14/1	44/3/0/1	44/3/0/1	
3. 3rd party applications maintained	N/A	62	62	62	
4. Number of nodes/printers/servers in use	N/A	372/85/15	372/85/15	372/85/15	
5. Number of telephone ports (handsets, faxes, modems)	N/A	775	775	775	
6. Number of LAN/WAN edge devices maintained	N/A	42	42	42	
WORKLOAD					
1. Number of network users served	N/A	424	424	424	
2. Existing in-house dev syst maintained (Zim/VB/DOS/Access)	N/A	30/3/14/1	44/3/0/1	44/3/0/1	
3. 3rd party applications maintained	N/A	62	62	62	
4. Number of nodes/printers/servers maintained	N/A	372/85/15	372/85/15	372/85/15	
5. Number of telephone ports (handsets, faxes, modems) maintained	N/A	775	775	775	
6. Number of LAN/WAN edge devices maintained	N/A	42	42	42	
PRODUCTIVITY					
1. Percent of programmer time spent on new application development	N/A	8%	5%	5%	
2. Percent of programmer time spent on maint of existing systems	N/A	33%	20%	20%	
3. Percent of programmer time spent on re-writing existing systems	N/A	47%	70%	70%	
4. Percent of programmer time spent on training	N/A	12%	5%	5%	
EFFECTIVENESS					
1. Percent of support calls answered by first level support	N/A	TBD	TBD	TBD	
ANALYSIS:					
<p>For the Information Technology program, non-salary costs are recommended to increase 8.3% over current budgeted amounts. Revenues are recommended to decline by 15.2%.</p> <p>The primary reason for revenue changes from current budget levels is the continuing decline in intergovernmental revenues. This results from reduced recovery of indirect costs from social services administration.</p> <p>The primary reasons for the recommended increases to non-salary appropriations are telephone costs and the maintenance of computer software. 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 4.2%, or \$10,720. The recommended increase of \$10,000 for the maintenance of computer software is due to the I.T. department taking budget control of all countywide software upgrades. This should result in corresponding appropriation reductions in other programs.</p> <p>Organizational change requests for this</p>		<p>program includes the elimination of a Programmer Analyst II position, the creation of a Senior Network Systems Administrator position, and the creation of a GIS Coordinator position.</p> <p>Information Technology is proceeding with a department wide primary project being called the Core 4 project. This project was previously presented to the Board of Supervisors, the Technology Oversight Board, and the Department Head group as essential to moving Scott County I.T. forward and a requisite to undertaking other I.T. projects with internal customers. The Core 4 projects are: 1.) Implementing Citrix; 2.) Migrating to Windows 2000; 3.) Updating ZIM applications to version 7; and 4.) Implementing Novatime e-time and attendance. These Core 4 projects are now reflected in updated objectives for this program.</p> <p>Citrix and Windows 2000 network architecture facilitates the program mission by providing a more stable and dependable computing environment, which is the goal of the project.</p> <p>Additionally, the effort being made by the</p>		<p>programming staff to update all ZIM Dos programs by converting them to ZIM version 7, a true 32-bit windows environment, leverages the County's prior investment in custom developed application. This effort is quantified by 70% of programmer time being spent on rewriting existing systems (P.3). Maintenance of existing information systems (P.2) is on going.</p>	

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Information Technology (14B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
519-A Network Infrastructure Supervisor	-	-	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	3.00	3.00	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	\$27,685	\$45,090	\$36,695	\$38,324	\$38,324
Fees and Charges	3,464	3,300	3,300	3,552	3,552
Miscellaneous	937	1,015	25	-	-
TOTAL REVENUES	\$32,086	\$49,405	\$40,020	\$41,876	\$41,876
APPROPRIATION SUMMARY:					
Personal Services	\$574,503	\$613,858	\$528,575	\$685,130	\$685,130
Equipment	1,376	-	1,000	1,500	1,500
Expenses	274,338	314,780	314,030	339,600	339,600
Supplies	12,399	13,700	13,700	14,500	14,500
TOTAL APPROPRIATIONS	\$862,616	\$942,338	\$857,305	\$1,040,730	\$1,040,730

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:**
1. Review 100% of all Workers Compensation/Liability claims filed.
 2. Conduct risk assessment regarding liability issues
 3. Provide training in Departments as needed addressing Work Comp and Liability issues.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of site visits/inspections to be performed	10	5	5	5
2. Number of auto accidents reported	17	25	30	30
3. Number of worker's compensation claims filed	41	40	45	45
4. Number of employees/departments served	70	50	50	50
5. Number of property claims reported	8	10	10	10
6. Number of liability claims/OHSA complaints reported	15/0	20/0	20/0	20/0
WORKLOAD				
1. Number of site visits/safety inspections conducted	10	5	5	5
2. Number of auto accidents investigated	19	30	30	30
3. Number of worker's compensation claims reviewed	63	80	80	80
4. Number of prevention/mitigation requests reviewed	70	50	50	50
5. Number of property claims investigated	16	15	10	10
6. Number of liability claims investigated/OSHA complaints resolved	15/0	10/0	20/0	20/0
PRODUCTIVITY				
1. Time spent on site visits/safety inspections	5%	5%	5%	5%
2. Time spent reviewing auto accidents	15%	15%	15%	15%
3. Time spent on reviewing worker's compensation claims	25%	25%	25%	25%
4. Time spent on reviewing prevention/mitigation items	40%	35%	35%	35%
5. Time spent on reviewing property claims	5%	5%	5%	5%
6. Time spent reviewing liability/OSHA complaints	10% / 0	15%	15%	15%
EFFECTIVENESS				
1. Performance objectives achieved	100%	100%	100%	100%
2. Dollar amount of worker's compensation claims	\$47,399	\$150,000	\$150,000	\$150,000
3. Dollar amount of auto claims	\$68,437	\$70,000	\$85,000	\$85,000
4. Dollar amount of property claims	\$60,234	\$30,000	\$30,000	\$30,000
5. Dollar amount of liability claims	\$58,416	\$50,000	\$50,000	\$50,000

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 occurred and were finalized during FY02 are listed under effectiveness indicators E.2 through E.5. Those figures also include any payments made during FY02 on incidents from previous fiscal years.

Total payments made on judgements and claims vary greatly from year to year. Total payments made during FY02 and the four previous years are as follows: FY 02 - \$234,486; FY01 - \$385,467; FY00 - \$471,480; FY99 - \$377,545; FY98 - \$313,913. The average amount of claim losses during the five-year period calculates to \$356,578. 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 \$57,000 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 auto liability claims has been increased by \$40,000. There are no shock losses pending at this time.

The budget recommendations for workers compensation, property, and liability insurance premiums include a 15.0% increase over current year projections.

Total non-salary costs are recommended to increase by \$222,611 from the FY03 budget and \$80,235 from current year projections due to the increase in insurance premiums and the higher level of claims payments.

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

No personnel requests were submitted for this program.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Risk Management (23E)	ACTUAL	BUDGET	PROJECTED	REQUEST	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	\$64,128	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$64,128	\$50,000	\$50,000	\$50,000	\$50,000
APPROPRIATION SUMMARY:					
Personal Services	\$57,994	\$61,609	\$61,472	\$65,322	\$65,322
Expenses	610,330	643,939	785,865	866,150	866,150
Supplies	1,293	1,200	1,650	1,600	1,600
TOTAL APPROPRIATIONS	\$669,617	\$706,748	\$848,987	\$933,072	\$933,072

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 550 agenda items.
 4. To deliberate 450 resolutions.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Board of Supervisor meetings scheduled	90	90	90	90
2. Dollar value of operating budget	\$44,615,482	\$47,549,009	\$51,215,768	\$50,062,029
3. Dollar value of Capital Improvement Plan (CIP)	\$13,388,707	\$10,220,736	\$4,826,027	\$4,826,027
4. Agenda items to be considered	542	550	550	550
5. Board and commissions requiring memberships	45	45	45	45
WORKLOAD				
1. Board of Supervisor meetings held	88	100	100	100
2. Number of resolutions deliberated	430	450	450	450
3. Agenda items considered	542	550	550	550
PRODUCTIVITY				
1. Departmental expenditures as a percent of total County expenditures	0.39%	0.45%	0.46%	0.46%
EFFECTIVENESS				
1. Program performance budget objectives accomplished	25%	100%	100%	100%
2. Percent of target issue action steps completed.	75%	95%	40%	40%
3. Board members' attendance at authorized agency meetings	75%	75%	75%	75%

ANALYSIS:

Total FY04 appropriations for the total department are recommended.

Non-salary costs are recommended to increase 16% over current budgeted levels for the total department.

The primary reason for appropriation changes from current budget levels is an increase in travel based on last year's usage, and additional travel for orientation of a new board member.

PPB Indicator E.2 Percent of target issue action steps completed is only budgeted for 40% because the county will have new action steps for FY04.

The County's total operating budget is recommended to increase 5.6% over current budgeted levels. The primary reasons for this increase include additional staffing at the jail (9 FTE's including an additional nurse in the Health Department providing jail health services) and new GIS Coordinator position in the Information Technology Department.

Also, additional funds are needed to cover increasing costs for housing inmates in out-of-county facilities as the old, outmoded jail is at capacity.

The capital projects budget is decreasing from previous years as the Space Utilization Renovation Plan at the Courthouse will be pushed back two fiscal years as gaming revenues are accumulated to fund the remaining portions of this multi-year effort. The Bi-Centennial Building renovation project, Juvenile Detention Center Renovation/Expansion Project, and the Courthouse lower level renovation and security elevator project will all be completed by the end of the current fiscal year.

The capital projects budget does include new capital funding requests from eleven outside agencies. The Board will determine final funding amounts to these agencies during their upcoming budget review sessions.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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
APPROPRIATION SUMMARY:					
Personal Services	\$220,351	\$234,227	\$231,889	\$245,237	\$245,237
Expenses	12,016	9,950	11,000	13,000	13,000
Supplies	2,083	2,700	1,900	2,000	2,000
TOTAL APPROPRIATIONS	\$234,450	\$246,877	\$244,789	\$260,237	\$260,237

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 11.5%.

PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
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DEMAND				
1. Authorized personnel (FTE's)	28.6	28.6	28.6	28.6
2. Department budget	\$1,397,310	\$1,438,878	\$1,526,321	\$1,526,321
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	10.55%	10.65%	11.39%	11.39%
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:

Total FY04 appropriations for the total department are recommended to increase 7.6% over current budgeted levels. Non-salary costs are recommended to increase 14.5% over current budgeted levels for the total department. Revenues are recommended to decrease 8.9% from current budgeted amounts for the total department.

For this program, non-salary costs are recommended to increase \$14,535 over current budgeted amounts. The primary reasons for this increase is funding for the necessary replacement of all office chairs for the department (\$12,500) and the reestablishment of funding to allow the Treasurer to attend the Government Finance Officers Association conference (\$940).

There were no organizational change requests submitted by the Treasurer's department.

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.

The PPB Indicators for this program are consistent with previous years with the exception of the cost of administration as a percent of the departmental budget (P.1). This percentage has increased due to mainly to the aforementioned funding for office equipment.

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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
496-A Operations Manager	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
REVENUE SUMMARY:					
Miscellaneous	(\$427)	\$0	\$0	\$0	\$0
TOTAL REVENUES	(\$427)	\$0	\$0	\$0	\$0
APPROPRIATION SUMMARY:					
Personal Services	\$139,938	\$146,149	\$147,933	\$154,639	\$154,639
Equipment	2,995	-	-	12,500	12,500
Expenses	3,578	3,495	4,170	5,530	5,530
Supplies	940	1,180	1,180	1,180	1,180
TOTAL APPROPRIATIONS	\$147,451	\$150,824	\$153,283	\$173,849	\$173,849

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 \$400,000 of penalties and 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		2001-02	2002-03	2003-04	2003-04
		ACTUAL	PROJECTED	REQUESTED	ADOPTED
DEMAND					
1. Total number property tax/special assessment statements issued		166,932	167,000	167,000	167,000
2. Dollar value of tax certification		\$152,133,150	\$164,344,090	\$172,562,300	\$172,562,300
3. Number of tax certificates issued		1,613	2,000	2,000	2,000
4. Number of elderly tax credit applications		600	700	700	700
5. Total dollar property taxes received over counter		\$12,565,632	\$14,171,288	\$15,452,954	\$15,452,954
6. Total dollar property taxes received by mail/lock box		\$142,407,382	\$133,839,938	\$145,944,565	\$145,944,565
WORKLOAD					
1. Total # property tax/special assessment receipts processed		143,745	142,000	144,000	144,000
2. Dollar value of taxes collected on current year certification		\$151,195,474	\$163,522,370	\$171,699,489	\$171,699,489
3. Number of tax certificates redeemed		2,028	2,000	2,000	2,000
4. Number of elderly tax credits approved/processed by State		650	700	700	700
5. Total dollar property taxes processed over counter		\$12,565,632	\$14,717,013	\$15,452,954	\$15,452,954
6. Total dollar property taxes processed by mail/lock box		\$142,407,382	\$138,994,014	\$145,944,565	\$145,944,565
PRODUCTIVITY					
1. Cost per property tax/special assessment statement processed-94%		\$2.22	\$2.36	\$2.49	\$2.49
2. Cost per tax certificate issued and/or redeemed-3%		\$5.03	\$5.36	\$5.73	\$5.73
3. Cost per elderly tax credit application processed-3%		\$15.69	\$15.31	\$16.36	\$16.36
4. Average dollar property taxes processed/window clerk/day		\$7,422	\$9,198	\$9,658	\$9,658
EFFECTIVENESS					
1. Percent of taxes collected on current year's levy		99.38%	99.50%	99.50%	99.50%
2. Total dollars of interest & penalties retained by County		\$450,963	\$375,000	\$400,000	\$400,000
3. Total dollars of state credits collected		\$9,344,308	\$8,700,000	\$8,700,000	\$8,700,000
4. Total dollars of abated and suspended taxes		\$50,009	\$400,000	\$100,000	\$100,000
5. Percent total property taxes processed over counter		7.66%	9.00%	9.00%	9.00%
6. Percent total property taxes processed by mail/lock box		86.80%	85.00%	85.00%	85.00%
ANALYSIS:					
<p>For the Treasurer's Tax program, non-salary costs are recommended to increase 1.3% over current budgeted amounts. Revenue is recommended to increase by 2.7% 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 \$500 increase to the cost of publishing public notices. Also recommended was a slight increase for the cost of renting a post office box for mailed tax receipts.</p>					

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
PROGRAM: Tax Collection (30B)	ACTUAL	BUDGET	PROJECTED	REQUEST	ADOPTED
AUTHORIZED POSITIONS:					
556-A Operations Manager	-	0.30	0.30	0.30	0.30
496-A Operations Manager	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	5.90	5.90	5.90	5.90
TOTAL POSITIONS	7.70	7.70	7.70	7.70	7.70
REVENUE SUMMARY:					
Penalties & Interest on Taxes	\$564,515	\$505,000	\$492,000	\$517,000	\$517,000
Fees and Charges	90,332	75,825	79,825	79,250	79,250
TOTAL REVENUES	\$654,847	\$580,825	\$571,825	\$596,250	\$596,250
APPROPRIATION SUMMARY:					
Personal Services	\$298,147	\$308,198	\$314,506	\$332,098	\$322,098
Expenses	27,646	27,130	27,130	27,750	27,750
Supplies	14,197	21,850	21,850	21,850	21,850
TOTAL APPROPRIATIONS	\$339,990	\$357,178	\$363,486	\$381,698	\$371,698

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 1500 investment transactions.				
2. To keep the number of receipt errors below 200.				
3. To earn \$600,000 or more in investment income.				
PERFORMANCE INDICATORS	2001-02 ACTUAL	2002-03 PROJECTED	2003-04 REQUESTED	2003-04 ADOPTED
DEMAND				
1. Number of miscellaneous receipts received	4,499	4,500	4,500	4,500
2. Number of travel advances requested/parking tickets issued	222/164	200/250	200/250	200/250
3. Number of warrants/health claims drawn on bank for payment	27,150	32,600	32,000	32,000
4. Dollar value principle and interest due on bonds	\$594,010	\$1,005,961	\$1,115,756	\$1,115,756
5. Number receipt errors detected during reconciliation process	171	200	200	200
6. Dollar amount available for investment annually	\$263,158,495	\$275,000,000	\$290,000,000	\$290,000,000
WORKLOAD				
1. Number miscellaneous receipts issued	4,499	4,000	4,500	4,500
2. Number travel advances issued/parking tickets paid/dismissed	222/102	200/250	200/250	200/250
3. Number warrants/health claims paid by Treasurer	27,150	32,600	32,000	32,000
4. Dollar value principle & interest paid on bonds	\$594,010	\$1,005,961	\$1,115,756	\$1,115,756
5. Number receipt errors corrected during reconciliation process	109	200	200	200
6. Number of investment transactions processed	1,543	1,550	1,550	1,550
PRODUCTIVITY				
1. Cost per miscellaneous receipt issued (20%)	\$11.77	\$13.50	\$12.53	\$12.53
2. Cost travel advance issued (5%)	\$59.61	\$67.52	\$70.46	\$70.46
3. Cost per warrant processed (30%)	\$2.92	\$2.49	\$2.64	\$2.64
4. Cost per receipt error (10%)	\$154.79	\$135.04	\$140.91	\$140.91
5. Cost per investment transaction (30%)	\$51.46	\$52.27	\$54.55	\$54.55
EFFECTIVENESS				
1. Dollar amount of miscellaneous receipts collected	\$27,953,937	\$28,000,000	\$28,000,000	\$28,000,000
2. Total cash over (short) due to receipt error	(\$159)	(\$500)	(\$500)	(\$500)
3. Number checks returned-insufficient funds	530	900	900	900
4. Number motor vehicle & property tax refund checks issued	5,536	5,000	6,000	6,000
5. Total investment revenue from use of money/property	\$922,729	\$553,634	\$614,773	\$614,773
6. Treasurer's Office General fund investment revenue only	\$919,511	\$538,481	\$602,503	\$602,503
ANALYSIS:				
<p>Revenues for this program are recommended to decrease 32.5% from current budgeted amounts. investigation and evaluation.</p> <p>Non-salary costs are recommended to increase 3.5% over 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.</p> <p>The primary reason for the recommended appropriation change from current budget levels is due to increases in the cost of 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</p>				

FINANCIAL & AUTHORIZED POSITIONS SUMMARY	2001-02	2002-03	2002-03	2003-04	2003-04
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	\$919,511	\$910,583	\$538,481	\$602,503	\$602,503
Miscellaneous	10,542	1,900	1,600	1,600	1,600
TOTAL REVENUES	\$930,053	\$912,483	\$540,081	\$604,103	\$604,103
APPROPRIATION SUMMARY:					
Personal Services	\$205,361	\$204,785	\$204,566	\$214,260	\$214,260
Expenses	58,213	63,400	63,370	65,460	65,460
Supplies	1,115	1,900	1,900	2,100	2,100
TOTAL APPROPRIATIONS	\$264,689	\$270,085	\$269,836	\$281,820	\$281,820

