



**Program Rankings and Efficiency Opportunities  
Oneida County Efficiency Team  
Final Report**

# Program Rankings and Efficiency Opportunities Oneida County Efficiency Team Final Report

***The Vision of Oneida County is to be Proactive in Collaborative and Cost Effective Government.***

## **Section 1: Introduction**

The former Ad-hoc Committee on Consolidation of Departments & Committees worked in conjunction with a team of Oneida County management staff: Lynn Grube, Curt Krouze, John Potters, Mike Romportl, Margie Sorenson, and John Sweeney called the “Efficiency Team”.

The goal of the efficiency team was to provide the County Board with a report that would help them make informed decisions regarding appropriate budget cuts if the need arises. The report is designed to be a tool to be used along with funding considerations, public support and program delivery alternatives as County Board determines whether a program will be retained, combined with another program, or its funding reduced or eliminated.

The team reviewed models from other counties that evaluated and ranked their county’s programs and services. Oneida County’s program rankings were based on program questionnaires, budgets, reviews of the Department Information Documents (DID), and interviews with department heads. Individual county departments were also asked to rank their own programs as part of this process. The surveys included questions about options for providing programs and services with alternative funding sources, organizational structures or consolidation.

It should be noted, that just because a program is ranked high, that it is not immune from changes or cuts. Likewise, a low ranking program would not automatically be eliminated. There are several factors that must be considered before changing a program or service such as: is it mandated, does it pay for itself, can it be absorbed by another program or department, are there alternative funding sources, etc.

The team also identified several immediate opportunities for greater efficiencies which are in Section 5 of this report. These ideas focus on opportunities to make the most of shared services, staffing and equipment. Some of these ideas will require interdepartmental and committee discussion and coordination to evaluate the pros and cons of implementation.





## Section 4: Programs and Services Ranking

The Efficiency Team used the programs and services that were listed in the 2010 Departmental Information Document (DID). Programs with a cost below \$5,000 were not scored. The report is sorted by Efficiency Team Score and includes the Department's order of priority, 2010 Budgeted expenses and revenues, and how many full time employees are assigned to the program or service. The programs and services were categorized in one of 5 areas: Mandated (Meets), Mandated (Exceeds), Core, Exclusive or Desirable. It should be noted that programs that scored within 25 points of each other are essentially considered the same.

Programs Sorted by Efficiency Team Score							
Department	Program	ET Score	Dept Rank	2010 Budgeted Expense	2010 Budgeted Revenue	Mandated Core/Exclusive/Desirable	Full Time Emps
Sheriff's Office	E911 Center	614	1 of 23	928,075		Mandated (Meets)	12.00
Sheriff's Office	Patrol and Response to crime	578	3 of 23	2,157,092		Mandated (Meets)	21.00
Highway	County General & Winter Maintenance	568	1 of 10	1,531,923	1,008,923	Core	9.70
Highway	County Construction	553	2 of 10	1,040,434	235,434	Core	3.50
Circuit Court Branch I	Medical Evaluations	541	1 of 5	23,360	15,540	Mandated (Meets)	0.10
Circuit Court Branch II	Medical Evaluations	539	1 of 5	21,042	14,300	Mandated (Meets)	0.05
Sheriff's Office	Criminal Investigations	538	4 of 23	628,738	4,492	Mandated (Meets)	5.00
Corporation Counsel	Children in Need of Protection (CHIPS)	533	1 of 14	61,098		Mandated (Meets)	0.65
Info Tech Services	Network Administration	532	1 of 10	51,372		Core	0.60
Circuit Court Branch I	Guardian ad Litem	531	2 of 5	35,048	20,000	Mandated (Meets)	0.10
Circuit Court Branch II	Guardian ad Litem	531	2 of 5	43,082	19,800	Mandated (Meets)	0.10
Corporation Counsel	Termination of Parental Rights (TPR)	528	2 of 14	28,300	1,000	Mandated (Meets)	0.30
Emergency Management	County Emergency Management Program	526	3 of 7	69,588	42,000	Mandated (Meets)	0.75
Corporation Counsel	Juveniles in Need of Protection (JIPS)	523	3 of 14	23,877		Mandated (Meets)	0.25
County Board	County Board	520	1 of 2	65,000		Mandated (Exceeds)	
District Attorney	District Attorneys and Support Staff	520	1 of 2	158,616		Mandated (Meets)	5.10
Solid Waste	Long Term Care of Sanitary Landfill	520	6 of 8	59,400	50,848	Mandated (Meets)	0.10
Finance	Payroll Processing	520	1 of 8	78,000		Mandated (Meets)	1.20
Finance	Budgeting	515	3 of 8	31,000		Mandated (Meets)	0.25
Solid Waste	Hazardous Waste	508	3 of 8	59,000	73,200	Exclusive	0.39
Planning & Zoning	Private Onsite Wastewater Treatment System (POWTS) Ordinance Administration	507	1 of 8	200,142	119,154	Mandated (Exceeds)	2.80
Clerk of Court	Case Management	500	1 of 8	114,903	95,370	Mandated (Meets)	1.70
Clerk of Court	In Court Processing	499	2 of 8	135,180	112,200	Mandated (Exceeds)	2.00
Sheriff's Office	County Jail operation	490	2 of 23	2,652,257	1,405,531	Mandated (Meets)	26.00
Social Services	Child In Need or Protection & Services	489	5 of 34	283,830	122,331	Mandated (Meets)	3.98
Forestry	Forest Management	488	1 of 14	237,287	847,920	Core	2.40
Social Services	Child Abuse & Neglect	487	4 of 34	512,035	220,687	Mandated (Meets)	7.18
Land Information	Geographic Information Sys	476	2 of 10	116,407	12,800	Core	1.05
Emergency Management	Repeater System	475	2 of 7	15,310		Desirable	0.20
Sheriff's Office	Countywide radio-data infrastructure	475	10 of 23	36,405	19,860	Desirable	

**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Treasurer	Tax Settlement	471	3 of 6	10,332		Mandated (Meets)	0.17
Medical Examiner	Pronouncement of Death, Death Investigations	467	1 of 1	142,792	95,750	Mandated (Meets)	
Treasurer	Receive all Money	464	1 of 6	8,182		Mandated (Meets)	0.13
Emergency Management	County Ambulance Service	463	1 of 7	804,533		Desirable	0.25
Public Health	Women Infants and Children	463	5 of 14	118,642	123,000	Mandated (Meets)	1.80
Social Services	Juveniles In need of Protection & Services	462	6 of 34	135,261	42,526	Mandated (Meets)	1.83
Dept on Aging	Home-Delivered Nutrition	461	1 of 6	176,650	149,387	Mandated (Meets)	0.80
Public Health	Sanitarian Program	461	6 of 14	201,854	191,854	Mandated (Meets)	2.60
Emergency Management	Municipal Emergency Management Program	460	4 of 7	23,196	35,000	Mandated (Meets)	0.25
Corporation Counsel	Mental & Alcohol Commitments	458	4 of 14	45,993		Mandated (Meets)	0.50
Treasurer	Tax Collection	458	2 of 6	105,252		Mandated (Meets)	1.50
Finance	Accounts Payable	457	2 of 8	38,000		Core	0.70
Info Tech Services	Help Desk	456	5 of 10	93,859		Core	1.55
Info Tech Services	PC Software Program & Website Maintenance	455	2 of 10	166,325		Core	0.80
Public Health	Prevention	454	3 of 14	26,776	8,118	Mandated (Meets)	0.35
Public Health	Communicable Disease Surveillance & Outbreak Ctrl	453	1 of 14	10,125		Mandated (Meets)	0.15
Finance	Federal/State Reporting	451	5 of 8	22,000		Mandated (Meets)	0.20
Dept on Aging	Congregate Nutrition	451	2 of 6	239,971	212,708	Mandated (Meets)	0.80
UW/Land Conservation	Land & Water Resource Management Plan	451	1 of 8	18,500	8,140	Exclusive	0.29
Circuit Court Branch I	Court Appointed Attorneys	450	3 of 5	32,548	15,000	Mandated (Meets)	0.10
Circuit Court Branch II	Court Appointed Attorneys	450	3 of 5	32,082	20,000	Mandated (Meets)	0.15
Finance	Accounting Administration	448	4 of 8	32,000		Core	0.25
Highway	State/Routine Maintenance Agreement	445	3 of 10	1,142,454	1,142,454	Core	8.50
Dept on Aging	Transportation	443	4 of 6	175,702	120,291	Mandated (Meets)	2.00
Public Health	Public Health Preparedness	443	11 of 14	104,678	59,235	Mandated (Meets)	1.08
Social Services	Adult Protective Services	442	8 of 34	153,630	72,974	Mandated (Meets)	1.40
Social Services	Protective Placement & Guardianships	441	9 of 34	209,047	68,422	Mandated (Meets)	1.38
Highway	County Construction State Transportation Aid	440	5 of 10	19,000	80%20% Fed Match	Desirable	0.10
Social Services	Court Intake	437	7 of 34	198,869	76,577	Mandated (Meets)	2.75
Labor Rel/Emp Services	Labor Relations	436	2 of 9	64,000		Mandated (Exceeds)	0.60
Social Services	Juvenile Correction Institutions	434	15 of 34	177,217	175,697	Mandated (Meets)	0.03
Info Tech Services	Computer Security/Training/Documentation	430	6 of 10	44,118		Core	0.70
Corporation Counsel	Paternities & Child Support	429	6 of 14	45,993		Mandated (Meets)	0.50
Land Information	County-wide Addressing	428	4 of 10	68,831		Core	1.09
Corporation Counsel	Protective Placements	427	8 of 14	10,608		Core	0.10
Social Services	Foster Care	426	10 of 34	404,883	110,132	Mandated (Meets)	0.85
Dept on Aging	Benefit Specialist	426	3 of 6	87,399	35,642	Mandated (Meets)	1.00
Treasurer	Cash Management	425	5 of 6	5,087		Mandated (Meets)	0.06

**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Land Information	Real Property Listing	422	1 of 10	158,916		Core	2.59
Veteran Services	Healthcare	422	2 of 7	14,617		Mandated (Meets)	0.22
Probate	Court Hearings	421	1 of 11	22,969		Mandated (Meets)	0.30
Sheriff's Office	Special Response Team (SRT)	420	5 of 34	112,322		Core	
Social Services	Shelter Care	420	14 of 34	25,713	6,817	Mandated (Meets)	0.01
Public Health	Family Planning	419	4 of 14	292,800	301,221	Mandated (Meets)	3.25
Sheriff's Office	NORDEG Task Force (Seven County)	418	4 of 34	197,244	14,000	Core	2.00
Planning & Zoning	Shoreland, Wetland, Floodplain Ordinances, Airport Height	418	2 of 8	320,999	145,633	Mandated (Meets)	4.27
Buildings & Grounds	Grounds/Building Maintenance	417	2 of 7	704,577	9,564	Core	1.50
Info Tech Services	Computer Operations	417	4 of 10	38,501		Core	0.69
Social Services	Residential Care Centers (RCC)	416	12 of 34	783,045	201,180	Mandated (Meets)	0.16
Buildings & Grounds	Equipment Maintenance	415	1 of 7	159,064	12,751	Core	2.00
County Clerk	County elections/Voter Registration	415	2 of 8	61,700		Mandated (Meets)	0.50
Clerk of Court	Public Assistance	414	6 of 8	26,565	22,050	Mandated (Meets)	0.80
Veteran Services	Customer Counseling	413	1 of 7	46,849		Mandated (Meets)	0.83
Treasurer	Accounts Payable	412	4 of 6	14,551		Mandated (Meets)	0.11
Social Services	Day Care-Child Care Certification	411	18 of 34	42,432	42,432	Mandated (Meets)	0.42
Clerk of Court	Intergovernmental Reports	410	3 of 8	47,313	39,270	Mandated (Meets)	0.70
Social Services	Elder Abuse Program	408	22 of 34	24,662	20,783	Mandated (Meets)	0.10
Social Services	Group Home	407	11 of 34	207,229	57,855	Mandated (Meets)	0.32
Social Services	Juvenile Probation & Supervision Services	407	23 of 34	105,696	33,231	Mandated (Meets)	1.43
Clerk of Court	Accounting	405	4 of 8	33,795	28,050	Mandated (Meets)	0.50
Clerk of Court	Receipting	405	5 of 8	40,554	33,660	Mandated (Meets)	0.60
Corporation Counsel	Guardianships	404	9 of 14	10,608		Core	0.10
Highway	Buildings & Grounds	404	4 of 10	224,737	224,737	Core	0.70
Social Services	Information & Referral	400	1 of 34	2,853	1,230	Mandated (Meets)	0.04
Info Tech Services	Equipment & Installation	399	7 of 10	243,840		Core	0.69
Land Information	Parcel Mapping	399	3 of 10	71,582		Core	0.92
Sheriff's Office	Prisoner Transports - Attend to Court	399	5 of 23	281,704		Mandated (Meets)	2.00
Treasurer	Public Information	399	6 of 6	17,269		Mandated (Meets)	0.27
Labor Rel/Emp Services	Risk Management	397	3 of 9	12,000		Core	0.10
Social Services	Kinship Care	397	13 of 34	73,160	73,160	Mandated (Meets)	0.11
Probate	Filing Documents w/Court	395	2 of 11	19,116	18,576	Mandated (Meets)	0.25
Sheriff's Office	Records Management	395	13 of 23	321,219	3,875	Mandated (Meets)	5.00
Social Services	Child Support	395	28 of 34	443,326	443,326	Mandated (Meets)	6.50
Veteran Services	Service Connected Disability Compensation	395	3 of 7	20,720		Mandated (Meets)	0.30
Social Services	Medical Assistance-BadgerCare	394	17 of 34	330,648	315,048	Mandated (Meets)	6.16
County Clerk	Assist County Board	391	1 of 8	51,620		Mandated (Meets)	0.75
County Clerk	Public Info/Misc Sales	390	3 of 8	24,734	6,558	Core	0.50
Probate	Customer Contact	389	4 of 11	15,264		Mandated (Meets)	0.20

**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Public Health	Maternal Child Health	389	2 of 14	42,468	18,314	Mandated (Meets)	0.80
Reg of Deeds	Record Images and Index Documents	388	1 of 7	155,834	266,005	Mandated (Meets)	2.50
Public Health	WI Women Health Screening	386	9 of 114	21,037	18,449	Mandated (Meets)	0.25
County Board	Commissions & Committees	385	2 of 2	136,000		Mandated (Exceeds)	
Social Services	Food Share	385	16 of 34	227,271	216,871	Mandated (Meets)	4.10
Info Tech Services	Mainframe Software Development & Maint	383	3 of 10	120,840		Core	1.07
Labor Rel/Emp Services	Employee Relations	383	1 of 9	35,000		Core	0.60
Highway	Shop & Machinery Operations	383	6 of 10	1,548,368	1,548,368	Core	3.80
Dept on Aging	Information & Assistance	382	5 of 6	140,606	62,555	Mandated (Exceeds)	1.00
Public Health	Immunization Grant & Vaccine Preventable Diseases	381	8 of 14	30,165	10,404	Mandated (Meets)	1.45
Public Health	Influenza	380	7 of 14	78,527	110,000	Core	0.88
Corporation Counsel	Contracts	379	12 of 14	37,147		Core	0.40
Public Health	Lead	378	14 of 14	7,196	4,042	Mandated (Meets)	0.10
Planning & Zoning	Nonmetallic Mining Reclamation	376	5 of 8	21,271	12,100	Mandated (Meets)	0.30
Clerk of Court	Jury	375	7 of 8	33,794	4,356	Mandated (Meets)	0.50
Social Services	COP Waiver Program	374	21 of 34	378,603	378,603	Mandated (Meets)	2.54
Social Services	Juvenile Reintegration & Aftercare Services	373	24 of 34	34,739	10,922	Mandated (Meets)	0.47
Reg of Deeds	Accept Electronic R.E. Transfer Returns	372	2 of 7	46,750	117,487	Mandated (Meets)	0.75
Sheriff's Office	Warrants-Civil Process-Sheriff Sales	371	6 of 34	252,691	107,312	Mandated (Meets)	2.50
Buildings & Grounds	Janitorial	369	3 of 7	236,347	19,127	Core	3.00
Corporation Counsel	Legal Rep to Board/Comm/Staff	368	5 of 14	44,231		Mandated (Meets)	0.50
Highway	Small Tools, Fuel & Material Handling	368	8 of 10	31,439	31,439	Core	0.20
Corporation Counsel	Legal Rep to Board/Comm/Staff in Civil Matters	363	7 of 14	8,846		Mandated (Meets)	0.10
Forestry	Forest Roads	363	6 of 14	54,468	12,358	Core	0.57
Probate	Processing Juvenile Ordinance Paperwork	360	8 of 11	11,484		Mandated (Meets)	0.15
Social Services	Community Options Program	358	19 of 34	397,107	397,107	Mandated (Meets)	0.84
Social Services	Community Integration Program	358	20 of 34	1,282,905	1,282,905	Mandated (Meets)	3.06
Family Court Commissione	Family Court Commissioner Services	357	1 of 2	58,673		Mandated (Meets)	0.50
Probate	Governmental/Public Agency Contact	357	6 of 11	15,264		Mandated (Meets)	0.20
Social Services	Intensive Aftercare Adjudicated Delinquents & Intensive Intervention Early Offenders	356	25 of 34	11,709	11,202	Mandated (Meets)	0.01
Solid Waste	County Responsible Unit for Recycling	356	4 of 8	116,000	116,250	Mandated (Meets)	0.05
Buildings & Grounds	Inter Department Servicing	355	4 of 7	170,189	12,751	Core	1.20
Social Services	Energy Assistance Program	355	29 of 34	61,290	61,290	Mandated (Meets)	0.54
Social Services	Safe & Stable Families	354	27 of 34	46,350	46,350	Mandated (Meets)	0.05
Solid Waste	Recycling	353	5 of 8	200,000	363,602	Mandated (Meets)	1.15
Social Services	Intensive Early Intervention Program IVE-Grant	353	3 of 34	25,478	464	Exclusive	0.02
Forestry	Snowmobile Trails	353	2 of 14	255,238	226,551	Exclusive	0.33
Probate	Attorney Contact	353	5 of 11	15,264		Mandated (Meets)	0.20
Emergency Management	Emergency Planning Citizen Right to Know	352	6 of 7	26,794	8,156	Mandated (Meets)	0.35



**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Planning &amp; Zoning</b>	Comprehensive Planning	352	6 of 8	126,409	80,000	Mandated (Meets)	0.65
<b>Probate</b>	Informal Probate	352	7 of 11	19,116		Mandated (Meets)	0.25
<b>Sheriff's Office</b>	Animal Control	351	9 of 23	8,359		Mandated (Meets)	
<b>District Attorney</b>	Victim Witness	350	2 of 2	15,000		Mandated (Meets)	0.40
<b>Info Tech Services</b>	Public Requests for Data	350	8 of 10		9,000	Desirable	0.10
<b>Public Health</b>	Generalized Public Health Visits	347	12 of 14	7,200	3,500	Mandated (Meets)	0.10
<b>Reg of Deeds</b>	Make Certified copies of Birth, Death and Marriage Records	347	3 of 7	56,233	57,501	Mandated (Meets)	0.90
<b>Corporation Counsel</b>	Claims against the County	346	13 of 14	17,692		Exclusive	0.20
<b>Forestry</b>	Mining	345	13 of 14	15,005		Exclusive	0.13
<b>Public Health</b>	Prenatal Care Coordination	342	13 of 14	13,130	8,000	Core	0.15
<b>Finance</b>	Cash Management/Investments	341	7 of 8	13,000		Core	0.10
<b>Buildings &amp; Grounds</b>	Construction Projects	339	5 of 7	28,833		Core	0.40
<b>Veteran Services</b>	Non-Service Connected Pension	338	4 of 7	13,778		Mandated (Meets)	0.20
<b>Social Services</b>	Independent Living Program	337	32 of 34	14,832	14,832	Mandated (Meets)	0.01
<b>Planning &amp; Zoning</b>	Oneida Co. Zoning Ordinance	334	3 of 8	231,080	97,088	Desirable	3.23
<b>Social Services</b>	Children & Families Incentive Funding	333	2 of 34	88,579	30,000	Desirable	0.05
<b>Emergency Management</b>	Homeland Security Grant Program	332	7 of 7	7,655		Exclusive	0.10
<b>Planning &amp; Zoning</b>	Subdivision Ordinance	329	4 of 8	96,686	10,500	Mandated (Exceeds)	1.35
<b>Sheriff's Office</b>	City of Rhinelander Dispatch (1-1-06)	328	17 of 23	219,999		Desirable	3.00
<b>Social Services</b>	Adult Family Homes	328	33 of 34	5,487	2,606	Mandated (Meets)	0.05
<b>County Clerk</b>	Codification of Ordinances	326	8 of 8	5,803		Core	0.05
<b>Family Court Commission</b>	Court Reporting	326	2 of 2	10,000		Mandated (Meets)	0.14
<b>Social Services</b>	Caretaker Supplement	323	30 of 34	11,968	11,968	Mandated (Meets)	0.02
<b>Forestry</b>	Almon Park	323	3 of 14	48,882	12,000	Exclusive	0.56
<b>Social Services</b>	Supportive Home Care	322	26 of 34	81,000	56,000	Mandated (Meets)	0.95
<b>Reg of Deeds</b>	Make Certified copies of Military Discharges	316	4 of 7	6,233		Mandated (Meets)	0.10
<b>Probate</b>	Guardianship & Trust Accountings	314	10 of 11	11,484		Mandated (Meets)	0.15
<b>Reg of Deeds</b>	Make Copies of Documents for customers	314	6 of 7	31,166	31,347	Mandated (Meets)	0.50
<b>Sheriff's Office</b>	Recreational Safety program	314	18 of 23	66,552	42,153	Desirable	
<b>Solid Waste</b>	Demolition Landfill	313	2 of 8	73,826	144,184	Core	0.18
<b>Info Tech Services</b>	User Training	312	9 of 10	16,070		Desirable	0.22
<b>Planning &amp; Zoning</b>	Board of Adjustment	312	8 of 8	35,774	2,000	Mandated	0.50
<b>Corporation Counsel</b>	Open Records/Meetings Compliance	310	11 of 14	26,538		Mandated (Meets)	0.30
<b>Solid Waste</b>	Transfer Station	310	1 of 8	492,500	586,476	Core	1.95
<b>Public Health</b>	Tobacco Program	309	10 of 14	146,950	134,507	Mandated (Meets)	1.53
<b>Buildings &amp; Grounds</b>	Purchasing	309	6 of 7	46,862		Core	0.25
<b>Corporation Counsel</b>	Enforcement of General Code	306	10 of 14	54,837		Core	0.60
<b>County Clerk</b>	Marriage Licenses	304	6 of 8	8,257	3,300	Mandated (Meets)	0.12
<b>Veteran Services</b>	Death Benefits	304	5 of 7	8,035		Mandated (Meets)	0.12
<b>Social Services</b>	Burial	304	31 of 34	32,351	32,351	Mandated (Meets)	0.17

**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Veteran Services</b>	Grants	303	6 of 7	7,094		Mandated (Meets)	0.05
<b>Probate</b>	Guardianship Watts Review	302	9 of 11	7,704		Mandated (Meets)	0.10
<b>Dept on Aging</b>	Program Development	300	6 of 6	89,813	37,761	Mandated (Exceeds)	1.00
<b>Sheriff's Office</b>	Special Event Law Enforcement Service	300	12 of 23	55,562	12,471	Desirable	
<b>Forestry</b>	ATV Trails	299	4 of 14	33,993	11,700	Exclusive	0.26
<b>UW/Land Conservation</b>	County Cost Share Program	295	2 of 8	107,848	85,200	Exclusive	0.82
<b>UW Extension</b>	Nutrition Education	294		13,049		Core	0.20
<b>Buildings &amp; Grounds</b>	Record Keeping/Inventory	294	7 of 7	23,512		Core	0.40
<b>Highway</b>	State - Other Contracts	293	9 of 10	8,100	8,100	Desirable	
<b>Highway</b>	Pit & Quarry Operations	293	7 of 10	189,432	189,432	Core	0.80
<b>UW/Land Conservation</b>	Other Technical Programs	288	6 of 8	8,548	5,128	Core	0.13
<b>UW Extension</b>	Community, Natural Resource & Economic Dev	288		66,605	10,050	Core	1.30
<b>Labor Rel/Emp Services</b>	Recruitment	287	5 of 9	50,000		Core	0.50
<b>Circuit Court Branch II</b>	Misc Operation of Circuit Court	287	5 of 5	54,433	5,628		0.60
<b>Reg of Deeds</b>	Assist in preparing & recording Termination of Decedents Property Interest forms	287	5 of 7	6,233	6,600	Mandated (Meets)	0.10
<b>Circuit Court Branch II</b>	Law Clerk Services	285	4 of 5	16,211	11,496		0.33
<b>Sheriff's Office</b>	Bomb Disposal Unit (w/Marathon County)	285	15 of 23	10,923		Core	
<b>County Clerk</b>	Mail	283	5 of 8	16,686		Desirable	0.25
<b>Circuit Court Branch I</b>	Misc. Operations of Circuit Court	282	5 of 5	60,766	6,660	Core	0.60
<b>Sheriff's Office</b>	School Liaison program (RHS/James Williams)	279	14 of 23	130,171	117,290	Desirable	2.00
<b>Veteran Services</b>	State Eligibility	278	7 of 7	3,980		Mandated (Meets)	0.06
<b>Info Tech Services</b>	Purchasing, Accounting & Supplies	277	10 of 10	74,463		Desirable	0.58
<b>Land Information</b>	Land Records fee based projects	277	10 of 10	110,000	110,000	Mandated	N/A
<b>Land Information</b>	Tax Delinquent/Property Sales	277	8 of 10	24,422		Mandated (Meets)	0.30
<b>Labor Rel/Emp Services</b>	Benefits	276	4 of 9	62,000		Core	0.55
<b>Sheriff's Office</b>	NW Community Policing Deputy Sheriff	275	11 of 23	95,811	43,900	Desirable	1.00
<b>Emergency Management</b>	HazMat Service	273	5 of 7	36,758	10,000	Core	0.10
<b>UW Extension</b>	Family Living Education Teleconference Networks	273		79,244	20,300	Core	1.50
<b>Labor Rel/Emp Services</b>	Compensation	272	6 of 9	10,000		Core	0.10
<b>UW/Land Conservation</b>	Aquatic Invasive Species	272	3 of 8	117,266	60,978	Desirable	2.10
<b>Forestry</b>	Perch Lake Park	270	5 of 14	22,741	7,500	Desirable	0.25
<b>Corporation Counsel</b>	Labor Negotiations	269	14 of 14	8,846		Mandated (Meets)	0.10
<b>Solid Waste</b>	Composting	268	7 of 8	64,000	94,061	Exclusive	0.62
<b>Sheriff's Office</b>	Court security-courthouse patrol	268	19 of 23	107,686		Desirable	1.00
<b>Forestry</b>	Silent Sports	265	7 of 14	61,416	20,000	Desirable	0.70
<b>Circuit Court Branch I</b>	Law Clerk Services	264	4 of 5	19,009	11,100	Core	0.33
<b>Finance</b>	Negotiations	262	6 of 8	7,000		Core	0.05
<b>Forestry</b>	Snowmobile Capital Improvement Projects	258	10 of 14	82,819	69,525	Exclusive	0.17
<b>UW/Land Conservation</b>	Wildlife Damage Program	258	4 of 8	11,330	11,330	Core	0.09

**Programs Sorted by Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>UW/Land Conservation</b>	Financial Management	258	7 of 8	14,119	6,495	Exclusive	0.25
<b>Finance</b>	Central Purchasing	255	8 of 8	95,000	82,000	Desirable	0.25
<b>Labor Rel/Emp Services</b>	County Board/Dept Head Liaison	255	7 of 9	21,000		Desirable	0.20
<b>Land Information</b>	Public Assistance	254	5 of 10	50,485	7,000	Core	0.82
<b>Probate</b>	Work Delegated by Judge	252	11 of 11	7,704		Mandated (Meets)	0.10
<b>Land Information</b>	Survey Map Repository	251	9 of 10	7,375		Mandated (Exceeds)	0.11
<b>Labor Rel/Emp Services</b>	Legal Issues	245	8 of 9	20,000		Core	0.20
<b>Sheriff's Office</b>	Drug Abuse Resistance Education (DARE)	242	20 of 23	26,042	10,503	Desirable	
<b>UW/Land Conservation</b>	Terrestrial Invasive Species	241	5 of 8	15,432	7,716	Desirable	0.28
<b>Land Information</b>	USPLS Remonumentation	235	6 of 10	20,000	5,000	Mandated (Meets)	0.06
<b>Social Services</b>	Tri-County Domestic Abuse	235	34 of 34	15,000		Desirable	
<b>Reg of Deeds</b>	Email copies of Deeds to Real Property Listing	234	7 of 7	6,233		Desirable	0.10
<b>UW/Land Conservation</b>	Information & Education Activities	229	8 of 8	26,425	8,984	Desirable	0.33
<b>UW Extension</b>	4-H Youth Development	226		111,250	25,000	Exclusive	1.80
<b>Highway</b>	Other Local Government	225	10 of 10	540,583	540,583	Desirable	2.80
<b>UW Extension</b>	Department Customer Service	220		23,293		Core	0.40
<b>Sheriff's Office</b>	Inmate AODA	216	21 of 23	26,768		Desirable	
<b>Planning &amp; Zoning</b>	WI Fund Grant Program	216	7 of 8	14,503	10,625	Desirable	0.20
<b>Sheriff's Office</b>	Oneida County Public Safety Dive Team	212	16 of 23	54,026	4,807	Desirable	
<b>Forestry</b>	Campground	212	8 of 14	12,352	3,000	Desirable	0.08
<b>Sheriff's Office</b>	Grant to Minocqua - Police Dispatch	205	23 of 23	38,225		Desirable	
<b>Forestry</b>	Park Capital Improvement Projects	203	11 of 14	166,428	129,500	Desirable	0.29
<b>Forestry</b>	Townline Park	203	9 of 14	12,158	1,500	Desirable	0.11
<b>Forestry</b>	Land Program	201	14 of 14	5,933		Desirable	0.06
<b>Land Information</b>	Control Surveying	200	7 of 10	20,000	12,500	Desirable	0.06
<b>Forestry</b>	Wildlife Management	191	12 of 14	17,203	10,000	Desirable	0.09
<b>County Clerk</b>	Civil Service, Library Board, Large Assembly and Resolutions Agendas & Minutes	184	4 of 8	15,790		Core	0.01
<b>Solid Waste</b>	2nd Story Resale Shop	182	8 of 8	20,639	22,889	Desirable	
<b>Sheriff's Office</b>	Inmate GED program	180	22 of 23	16,960		Desirable	
<b>Labor Rel/Emp Services</b>	Staff Rep to Committees	148	9 of 9	13,000		Desirable	0.15
<b>County Clerk</b>	County Directory	124	7 of 8	6,879	192	Desirable	0.10
<b>Clerk of Court</b>	Passports	115	8 of 8	13,518	7,800	Desirable	0.20

## Section 5: Efficiency Opportunities

The efficiency team identified several immediate opportunities for greater efficiencies. These ideas focus on opportunities to make the most of shared services, staffing and equipment. Some of these ideas will require inter-departmental and committee discussion and co-ordination to evaluate the pros and cons of implementation.

### Efficiency Opportunities

Department	Program/Service	Comments
All	Vacancy Analysis	Consider all current and future vacancies as opportunities for potential savings by performing a more thorough vacancy review. The review needs to include if the tasks associated with the position can be absorbed by other positions within or outside the department, times of year when position is most needed, how the position supports other positions.
All	Part-Time Positions	Before full time positions are approved or replaced, evaluate part time positions to see if sharing opportunities exist.
All	Grant/Fee funded Programs	Many grant/fee funded programs allow the County to charge back for administrative costs. Charge back indirect costs where appropriate.
All	Collaboration Opportunities & Cross Training	Evaluate cross training opportunities, both within departments and between departments with similar activities for position sharing opportunities. Review small departments for opportunities to share staff to cover absences in the offices.
All	Staff Resource Pool	Develop a group of similarly skilled positions that could be used for multiple tasks in other departments as workloads vary or urgent situations arise.
All	Meeting Room Use by Outside Groups	Oneida County Departments have different policies and fees for outside groups to use meeting rooms. Standardize policies and fees.
All	Team Meetings	More team meetings with similar service departments. Departments that have complimentary programs, services, equipment and/or software applications etc. should meet regularly to determine if money can be saved through shared resources, bulk purchases, surplus or shared equipment
Branch I, Branch II, Probate, District Attorney, Clerk of Court	Communication Opportunity	Evaluate opportunities to bridge the County's Intranet and the Court's Intranet for more efficient communication and forms distribution.
Buildings & Grounds	Courthouse Security	Evaluate the pros and cons of adding swipe cards for employees to access Oneida County buildings. The swipe card data may also have uses by other departments
Courthouse, Sheriff's Office, Highway Department & Dept on Aging	Janitorial	Evaluate cleaning service opportunities with the Sheriff's Office, the Department on Aging, the Highway Department and the Courthouse.
Corporation Counsel & Family Court Commissioner	Physical Office Space	Evaluate the functionality of the physical office layout of Corporation Counsel and Family Court Commissioner.
County Clerk	County Directory	Improve the Internet version of the County Directory. Reduce and/or eliminate the professionally printed directories and encourage people to use the Internet.

## Efficiency Opportunities

Department	Program/Service	Comments
County Clerk	Marriage Licenses	Evaluate marriage license fees
Dept on Aging and Public Health	Collocation Opportunities	Examine opportunities to share equipment and positions both prior to and directly after, the collocation of these 2 departments.
Emergency Management	HazMat Service	Evaluate the response capabilities and costs of private contractors available in our area.
Emergency Management	Ambulance Service	Evaluate ambulance service opportunities between private contractors, the county, the city and townships.
Emergency Management & Sheriff's Office	Duties that could be shared	Emergency Management and the Sheriff's Office should identify any overlaps in duties to consolidate and/or share appropriate tasks.
Finance	Central Purchasing	Central purchasing bids for supplies should be more closely evaluated for better pricing and purchasing standardization.
Finance & ITS	Procurement	Standardize the way we purchase goods and services, including the way we process and authorize vouchers.
Forestry	Accounting	Evaluate Forestry accounting procedures & systems for efficiencies and accountant sharing opportunities.
Forestry & Highway	Forest Roads	Evaluate opportunities for sharing equipment and/or staff with the Highway Department and Forestry Department to maintain Forest Roads.
Forestry & Planning & Zoning	Mining	Review the assignment of the departmental responsibilities of this program.
Highway	Services/Equipment Rental	Evaluate the price structure for interdepartmental use. Departments may be more inclined to share heavy equipment/services if the prices were more affordable.
ITS	Credit Cards	Expedite the availability of credit cards & phone payments for Oneida County services.
UW / Land Conservation	Aquatic Invasive Species	Evaluate this program for integration opportunities with existing positions in UW/Land Conservation, Planning & Zoning, and/or Land Information.
LR/ES	Recruitment	Further expand electronic means of job recruitment versus relying on expensive display ads.
LR/ES	Recruitment	Review the recruitment process for efficiency opportunities. The efficiency team received comments that the recruitment process is lengthy and time consuming.
LR/ES & Sheriff's Office	Staff Rep to Committees	Eliminate management positions from typing agendas & minutes versus a clerical position performing these duties.
Planning & Zoning	Board of Adjustment	Analyze if Board of Adjustment costs are covered by current fees.
Planning & Zoning and Land Conservation	Shore land Mitigation Projects	Explore efficiency opportunities with Land & Water Conservation in regards to shore land mitigation projects.
Planning & Zoning	Building Remodeling Fees	Evaluate the feasibility of establishing a permitting fee for building remodeling.
Public Health	Volume Purchasing	Explore opportunities for volume ordering of TB and/or other vaccinations with other counties or agencies.
Sheriff's Office	Rhinelanders Dispatch	Evaluate the contributions and previous agreements for appropriate charge backs.
Sheriff's Office & Dept on Aging	Meal Service	Evaluate volume purchasing opportunities for meal services between departments and other agencies.

### Efficiency Opportunities

Department	Program/Service	Comments
Sheriff's Office, Dept on Aging, Public Health, UW	Nutrition Education	Formally evaluate opportunities for sharing nutritionists and related services
Sheriff's Office	Special Event Law Enforcement Service	Review extraordinary Event Fee Structures
Social Services & ITS	ITS Services	Formally evaluate cost sharing opportunities for computer licenses, hardware/software, maintenance, support and Internet connectivity.
Solid Waste	All Programs	Review best practices in similar counties for Solid Waste services.
Treasurer & Finance	Accounts Payable	Explore procurement standardization opportunities when evaluating the accounting system upgrade. This evaluation should consider electronic transfers and automated remittance.
UW	All Programs	Evaluate best practices for UW services in similar counties.



## EQUIPMENT MENU

Item	Department	Contact	Item	Department	Contact
<b>Heavy Equipment:</b>					
JD 4320 Tractor with Front end Loader	Forestry	369-6140			
Cat 416e Loader Backhoe	Forestry	369-6140			
Sterling Dump Truck	Forestry	369-6140			
One-man lift (electric)	BG	369-6126			
Rubber-tire fork lift	BG/Sheriff	369-6126			
Snow plow	BG	369-6126			
Overhead crane - Shop Tools - Front end loaders - small dozer - grader - Commercial Mowers - snowplow equip - pickups - dump trucks - broom trucks - wood chipper - compactors - rollers - crack filler - trailers for hauling - skid steer loader - concrete saws - chain saws - paver - steamer - sign trailer - excavator - fork lift - surge bin - grapple loader - tailgate conveyors.	Highway	369-6184			



**Addendum 1: Programs and Service Ranking Report sorted by Department and Efficiency Team Score**

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Buildings & Grounds	Grounds/Building Maintenance	417	2 of 7	704,577	9,564	Core	1.50
Buildings & Grounds	Equipment Maintenance	415	1 of 7	159,064	12,751	Core	2.00
Buildings & Grounds	Janitorial	369	3 of 7	236,347	19,127	Core	3.00
Buildings & Grounds	Inter Department Servicing	355	4 of 7	170,189	12,751	Core	1.20
Buildings & Grounds	Construction Projects	339	5 of 7	28,833		Core	0.40
Buildings & Grounds	Purchasing	309	6 of 7	46,862		Core	0.25
Buildings & Grounds	Record Keeping/Inventory	294	7 of 7	23,512		Core	0.40
Circuit Court Branch I	Medical Evaluations	541	1 of 5	23,360	15,540	Mandated (Meets)	0.10
Circuit Court Branch I	Guardian ad Litem	531	2 of 5	35,048	20,000	Mandated (Meets)	0.10
Circuit Court Branch I	Court Appointed Attorneys	450	3 of 5	32,548	15,000	Mandated (Meets)	0.10
Circuit Court Branch I	Misc. Operations of Circuit Court	282	5 of 5	60,766	6,660	Core	0.60
Circuit Court Branch I	Law Clerk Services	264	4 of 5	19,009	11,100	Core	0.33
Circuit Court Branch II	Medical Evaluations	539	1 of 5	21,042	14,300	Mandated (Meets)	0.05
Circuit Court Branch II	Guardian ad Litem	531	2 of 5	43,082	19,800	Mandated (Meets)	0.10
Circuit Court Branch II	Court Appointed Attorneys	450	3 of 5	32,082	20,000	Mandated (Meets)	0.15
Circuit Court Branch II	Misc Operation of Circuit Court	287	5 of 5	54,433	5,628		0.60
Circuit Court Branch II	Law Clerk Services	285	4 of 5	16,211	11,496		0.33
Clerk of Court	Case Management	500	1 of 8	114,903	95,370	Mandated (Meets)	1.70
Clerk of Court	In Court Processing	499	2 of 8	135,180	112,200	Mandated (Exceeds)	2.00
Clerk of Court	Public Assistance	414	6 of 8	26,565	22,050	Mandated (Meets)	0.80
Clerk of Court	Intergovernmental Reports	410	3 of 8	47,313	39,270	Mandated (Meets)	0.70
Clerk of Court	Accounting	405	4 of 8	33,795	28,050	Mandated (Meets)	0.50
Clerk of Court	Receipting	405	5 of 8	40,554	33,660	Mandated (Meets)	0.60
Clerk of Court	Jury	375	7 of 8	33,794	4,356	Mandated (Meets)	0.50
Clerk of Court	Passports	115	8 of 8	13,518	7,800	Desirable	0.20
Corporation Counsel	Children in Need of Protection (CHIPS)	533	1 of 14	61,098		Mandated (Meets)	0.65
Corporation Counsel	Termination of Parental Rights (TPR)	528	2 of 14	28,300	1,000	Mandated (Meets)	0.30
Corporation Counsel	Juveniles in Need of Protection (JIPS)	523	3 of 14	23,877		Mandated (Meets)	0.25
Corporation Counsel	Mental & Alcohol Commitments	458	4 of 14	45,993		Mandated (Meets)	0.50
Corporation Counsel	Paternities & Child Support	429	6 of 14	45,993		Mandated (Meets)	0.50
Corporation Counsel	Protective Placements	427	8 of 14	10,608		Core	0.10
Corporation Counsel	Guardianships	404	9 of 14	10,608		Core	0.10
Corporation Counsel	Contracts	379	12 of 14	37,147		Core	0.40
Corporation Counsel	Legal Rep to Board/Comm/Staff	368	5 of 14	44,231		Mandated (Meets)	0.50
Corporation Counsel	Legal Rep to Board/Comm/Staff in Civil Matters	363	7 of 14	8,846		Mandated (Meets)	0.10
Corporation Counsel	Claims against the County	346	13 of 14	17,692		Exclusive	0.20
Corporation Counsel	Open Records/Meetings Compliance	310	11 of 14	26,538		Mandated (Meets)	0.30
Corporation Counsel	Enforcement of General Code	306	10 of 14	54,837		Core	0.60

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Corporation Counsel</b>	Labor Negotiations	269	14 of 14	8,846		Mandated (Meets)	0.10
<b>County Board</b>	County Board	520	1 of 2	65,000		Mandated (Exceeds)	
<b>County Board</b>	Commissions & Committees	385	2 of 2	136,000		Mandated (Exceeds)	
<b>County Clerk</b>	County elections/Voter Registration	415	2 of 8	61,700		Mandated (Meets)	0.50
<b>County Clerk</b>	Assist County Board	391	1 of 8	51,620		Mandated (Meets)	0.75
<b>County Clerk</b>	Public Info/Misc Sales	390	3 of 8	24,734	6,558	Core	0.50
<b>County Clerk</b>	Codification of Ordinances	326	8 of 8	5,803		Core	0.05
<b>County Clerk</b>	Marriage Licenses	304	6 of 8	8,257	3,300	Mandated (Meets)	0.12
<b>County Clerk</b>	Mail	283	5 of 8	16,686		Desirable	0.25
<b>County Clerk</b>	Resolutions Agendas & Minutes	184	4 of 8	15,790		Core	0.01
<b>County Clerk</b>	County Directory	124	7 of 8	6,879	192	Desirable	0.10
<b>Dept on Aging</b>	Home-Delivered Nutrition	461	1 of 6	176,650	149,387	Mandated (Meets)	0.80
<b>Dept on Aging</b>	Congregate Nutrition	451	2 of 6	239,971	212,708	Mandated (Meets)	0.80
<b>Dept on Aging</b>	Transportation	443	4 of 6	175,702	120,291	Mandated (Meets)	2.00
<b>Dept on Aging</b>	Benefit Specialist	426	3 of 6	87,399	35,642	Mandated (Meets)	1.00
<b>Dept on Aging</b>	Information & Assistance	382	5 of 6	140,606	62,555	Mandated (Exceeds)	1.00
<b>Dept on Aging</b>	Program Development	300	6 of 6	89,813	37,761	Mandated (Exceeds)	1.00
<b>District Attorney</b>	District Attorneys and Support Staff	520	1 of 2	158,616		Mandated (Meets)	5.10
<b>District Attorney</b>	Victim Witness	350	2 of 2	15,000		Mandated (Meets)	0.40
<b>Emergency Management</b>	County Emergency Management Program	526	3 of 7	69,588	42,000	Mandated (Meets)	0.75
<b>Emergency Management</b>	Repeater System	475	2 of 7	15,310		Desirable	0.20
<b>Emergency Management</b>	County Ambulance Service	463	1 of 7	804,533		Desirable	0.25
<b>Emergency Management</b>	Municipal Emergency Management Program	460	4 of 7	23,196	35,000	Mandated (Meets)	0.25
<b>Emergency Management</b>	Emergency Planning Citizen Right to Know	352	6 of 7	26,794	8,156	Mandated (Meets)	0.35
<b>Emergency Management</b>	Homeland Security Grant Program	332	7 of 7	7,655		Exclusive	0.10
<b>Emergency Management</b>	HazMat Service	273	5 of 7	36,758	10,000	Core	0.10
<b>Family Court Commissione</b>	Family Court Commissioner Services	357	1 of 2	58,673		Mandated (Meets)	0.50
<b>Family Court Commissione</b>	Court Reporting	326	2 of 2	10,000		Mandated (Meets)	0.14
<b>Finance</b>	Payroll Processing	520	1 of 8	78,000		Mandated (Meets)	1.20
<b>Finance</b>	Budgeting	515	3 of 8	31,000		Mandated (Meets)	0.25
<b>Finance</b>	Accounts Payable	457	2 of 8	38,000		Core	0.70
<b>Finance</b>	Federal/State Reporting	451	5 of 8	22,000		Mandated (Meets)	0.20
<b>Finance</b>	Accounting Administration	448	4 of 8	32,000		Core	0.25
<b>Finance</b>	Cash Management/Investments	341	7 of 8	13,000		Core	0.10
<b>Finance</b>	Negotiations	262	6 of 8	7,000		Core	0.05
<b>Finance</b>	Central Purchasing	255	8 of 8	95,000	82,000	Desirable	0.25
<b>Forestry</b>	Forest Management	488	1 of 14	237,287	847,920	Core	2.40
<b>Forestry</b>	Forest Roads	363	6 of 14	54,468	12,358	Core	0.57
<b>Forestry</b>	Snowmobile Trails	353	2 of 14	255,238	226,551	Exclusive	0.33

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Forestry	Mining	345	13 of 14	15,005		Exclusive	0.13
Forestry	Almon Park	323	3 of 14	48,882	12,000	Exclusive	0.56
Forestry	ATV Trails	299	4 of 14	33,993	11,700	Exclusive	0.26
Forestry	Perch Lake Park	270	5 of 14	22,741	7,500	Desirable	0.25
Forestry	Silent Sports	265	7 of 14	61,416	20,000	Desirable	0.70
Forestry	Snowmobile Capital Improvement Projects	258	10 of 14	82,819	69,525	Exclusive	0.17
Forestry	Campground	212	8 of 14	12,352	3,000	Desirable	0.08
Forestry	Park Capital Improvement Projects	203	11 of 14	166,428	129,500	Desirable	0.29
Forestry	Townline Park	203	9 of 14	12,158	1,500	Desirable	0.11
Forestry	Land Program	201	14 of 14	5,933		Desirable	0.06
Forestry	Wildlife Management	191	12 of 14	17,203	10,000	Desirable	0.09
Highway	County General & Winter Maintenance	568	1 of 10	1,531,923	1,008,923	Core	9.70
Highway	County Construction	553	2 of 10	1,040,434	235,434	Core	3.50
Highway	State/Routine Maintenance Agreement	445	3 of 10	1,142,454	1,142,454	Core	8.50
Highway	County Construction State Transportation Aid	440	5 of 10	19,000	80%20% Fed Match	Desirable	0.10
Highway	Buildings & Grounds	404	4 of 10	224,737	224,737	Core	0.70
Highway	Shop & Machinery Operations	383	6 of 10	1,548,368	1,548,368	Core	3.80
Highway	Small Tools, Fuel & Material Handling	368	8 of 10	31,439	31,439	Core	0.20
Highway	State - Other Contracts	293	9 of 10	8,100	8,100	Desirable	
Highway	Pit & Quarry Operations	293	7 of 10	189,432	189,432	Core	0.80
Highway	Other Local Government	225	10 of 10	540,583	540,583	Desirable	2.80
Info Tech Services	Network Administration	532	1 of 10	51,372		Core	0.60
Info Tech Services	Help Desk	456	5 of 10	93,859		Core	1.55
Info Tech Services	PC Software Program & Website Maintenance	455	2 of 10	166,325		Core	0.80
Info Tech Services	Computer Security/Training/Documentation	430	6 of 10	44,118		Core	0.70
Info Tech Services	Computer Operations	417	4 of 10	38,501		Core	0.69
Info Tech Services	Equipment & Installation	399	7 of 10	243,840		Core	0.69
Info Tech Services	Mainframe Software Development & Maint	383	3 of 10	120,840		Core	1.07
Info Tech Services	Public Requests for Data	350	8 of 10		9,000	Desirable	0.10
Info Tech Services	User Training	312	9 of 10	16,070		Desirable	0.22
Info Tech Services	Purchasing, Accounting & Supplies	277	10 of 10	74,463		Desirable	0.58
Labor Rel/Emp Services	Labor Relations	436	2 of 9	64,000		Mandated (Exceeds)	0.60
Labor Rel/Emp Services	Risk Management	397	3 of 9	12,000		Core	0.10
Labor Rel/Emp Services	Employee Relations	383	1 of 9	35,000		Core	0.60
Labor Rel/Emp Services	Recruitment	287	5 of 9	50,000		Core	0.50
Labor Rel/Emp Services	Benefits	276	4 of 9	62,000		Core	0.55
Labor Rel/Emp Services	Compensation	272	6 of 9	10,000		Core	0.10
Labor Rel/Emp Services	County Board/Dept Head Liaison	255	7 of 9	21,000		Desirable	0.20
Labor Rel/Emp Services	Legal Issues	245	8 of 9	20,000		Core	0.20

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Labor Rel/Emp Services</b>	Staff Rep to Committees	148	9 of 9	13,000		Desirable	0.15
<b>Land Information</b>	Geographic Information Sys	476	2 of 10	116,407	12,800	Core	1.05
<b>Land Information</b>	County-wide Addressing	428	4 of 10	68,831		Core	1.09
<b>Land Information</b>	Real Property Listing	422	1 of 10	158,916		Core	2.59
<b>Land Information</b>	Parcel Mapping	399	3 of 10	71,582		Core	0.92
<b>Land Information</b>	Land Records fee based projects	277	10 of 10	110,000	110,000	Mandated	N/A
<b>Land Information</b>	Tax Delinquent/Property Sales	277	8 of 10	24,422		Mandated (Meets)	0.30
<b>Land Information</b>	Public Assistance	254	5 of 10	50,485	7,000	Core	0.82
<b>Land Information</b>	Survey Map Repository	251	9 of 10	7,375		Mandated (Exceeds)	0.11
<b>Land Information</b>	USPLS Remonumentation	235	6 of 10	20,000	5,000	Mandated (Meets)	0.06
<b>Land Information</b>	Control Surveying	200	7 of 10	20,000	12,500	Desirable	0.06
<b>Medical Examiner</b>	Pronouncement of Death, Death Investigations	467	1 of 1	142,792	95,750	Mandated (Meets)	
<b>Planning &amp; Zoning</b>	Private Onsite Wastewater Treatment System (POWTS) Ordinance Administration	507	1 of 8	200,142	119,154	Mandated (Exceeds)	2.80
<b>Planning &amp; Zoning</b>	Shoreland, Wetland, Floodplain Ordinances, Airport Height	418	2 of 8	320,999	145,633	Mandated (Meets)	4.27
<b>Planning &amp; Zoning</b>	Nonmetallic Mining Reclamation	376	5 of 8	21,271	12,100	Mandated (Meets)	0.30
<b>Planning &amp; Zoning</b>	Comprehensive Planning	352	6 of 8	126,409	80,000	Mandated (Meets)	0.65
<b>Planning &amp; Zoning</b>	Oneida Co. Zoning Ordinance	334	3 of 8	231,080	97,088	Desirable	3.23
<b>Planning &amp; Zoning</b>	Subdivision Ordinance	329	4 of 8	96,686	10,500	Mandated (Exceeds)	1.35
<b>Planning &amp; Zoning</b>	Board of Adjustment	312	8 of 8	35,774	2,000	Mandated	0.50
<b>Planning &amp; Zoning</b>	WI Fund Grant Program	216	7 of 8	14,503	10,625	Desirable	0.20
<b>Probate</b>	Court Hearings	421	1 of 11	22,969		Mandated (Meets)	0.30
<b>Probate</b>	Filing Documents w/Court	395	2 of 11	19,116	18,576	Mandated (Meets)	0.25
<b>Probate</b>	Customer Contact	389	4 of 11	15,264		Mandated (Meets)	0.20
<b>Probate</b>	Processing Juvenile Ordinance Paperwork	360	8 of 11	11,484		Mandated (Meets)	0.15
<b>Probate</b>	Governmental/Public Agency Contact	357	6 of 11	15,264		Mandated (Meets)	0.20
<b>Probate</b>	Attorney Contact	353	5 of 11	15,264		Mandated (Meets)	0.20
<b>Probate</b>	Informal Probate	352	7 of 11	19,116		Mandated (Meets)	0.25
<b>Probate</b>	Guardianship & Trust Accountings	314	10 of 11	11,484		Mandated (Meets)	0.15
<b>Probate</b>	Guardianship Watts Review	302	9 of 11	7,704		Mandated (Meets)	0.10
<b>Probate</b>	Work Delegated by Judge	252	11 of 11	7,704		Mandated (Meets)	0.10
<b>Public Health</b>	Women Infants and Children	463	5 of 14	118,642	123,000	Mandated (Meets)	1.80
<b>Public Health</b>	Sanitarian Program	461	6 of 14	201,854	191,854	Mandated (Meets)	2.60
<b>Public Health</b>	Prevention	454	3 of 14	26,776	8,118	Mandated (Meets)	0.35
<b>Public Health</b>	Communicable Disease Surveillance & Outbreak Ctrl	453	1 of 14	10,125		Mandated (Meets)	0.15
<b>Public Health</b>	Public Health Preparedness	443	11 of 14	104,678	59,235	Mandated (Meets)	1.08
<b>Public Health</b>	Family Planning	419	4 of 14	292,800	301,221	Mandated (Meets)	3.25

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
Public Health	Maternal Child Health	389	2 of 14	42,468	18,314	Mandated (Meets)	0.80
Public Health	WI Women Health Screening	386	9 of 114	21,037	18,449	Mandated (Meets)	0.25
Public Health	Immunization Grant & Vaccine Preventable Diseases	381	8 of 14	30,165	10,404	Mandated (Meets)	1.45
Public Health	Influenza	380	7 of 14	78,527	110,000	Core	0.88
Public Health	Lead	378	14 of 14	7,196	4,042	Mandated (Meets)	0.10
Public Health	Generalized Public Health Visits	347	12 of 14	7,200	3,500	Mandated (Meets)	0.10
Public Health	Prenatal Care Coordination	342	13 of 14	13,130	8,000	Core	0.15
Public Health	Tobacco Program	309	10 of 14	146,950	134,507	Mandated (Meets)	1.53
Reg of Deeds	Record Images and Index Documents	388	1 of 7	155,834	266,005	Mandated (Meets)	2.50
Reg of Deeds	Accept Electronic R.E. Transfer Returns	372	2 of 7	46,750	117,487	Mandated (Meets)	0.75
Reg of Deeds	Make Certified copies of Birth, Death and Marriage Records	347	3 of 7	56,233	57,501	Mandated (Meets)	0.90
Reg of Deeds	Make Certified copies of Military Discharges	316	4 of 7	6,233		Mandated (Meets)	0.10
Reg of Deeds	Make Copies of Documents for customers	314	6 of 7	31,166	31,347	Mandated (Meets)	0.50
Reg of Deeds	Assist in preparing & recording Termination of Decedents Property Interest forms	287	5 of 7	6,233	6,600	Mandated (Meets)	0.10
Reg of Deeds	Email copies of Deeds to Real Property Listing	234	7 of 7	6,233		Desirable	0.10
Sheriff's Office	E911 Center	614	1 of 23	928,075		Mandated (Meets)	12.00
Sheriff's Office	Patrol and Response to crime	578	3 of 23	2,157,092		Mandated (Meets)	21.00
Sheriff's Office	Criminal Investigations	538	4 of 23	628,738	4,492	Mandated (Meets)	5.00
Sheriff's Office	County Jail operation	490	2 of 23	2,652,257	1,405,531	Mandated (Meets)	26.00
Sheriff's Office	Countywide radio-data infrastructure	475	10 of 23	36,405	19,860	Desirable	
Sheriff's Office	Special Response Team (SRT)	420	5 of 34	112,322		Core	
Sheriff's Office	NORDEG Task Force (Seven County)	418	4 of 34	197,244	14,000	Core	2.00
Sheriff's Office	Prisoner Transports - Attend to Court	399	5 of 23	281,704		Mandated (Meets)	2.00
Sheriff's Office	Records Management	395	13 of 23	321,219	3,875	Mandated (Meets)	5.00
Sheriff's Office	Warrants-Civil Process-Sheriff Sales	371	6 of 34	252,691	107,312	Mandated (Meets)	2.50
Sheriff's Office	Animal Control	351	9 of 23	8,359		Mandated (Meets)	
Sheriff's Office	City of Rhinelander Dispatch (1-1-06)	328	17 of 23	219,999		Desirable	3.00
Sheriff's Office	Recreational Safety program	314	18 of 23	66,552	42,153	Desirable	
Sheriff's Office	Special Event Law Enforcement Service	300	12 of 23	55,562	12,471	Desirable	
Sheriff's Office	Bomb Disposal Unit (w/Marathon County)	285	15 of 23	10,923		Core	
Sheriff's Office	School Liaison program (RHS/James Williams)	279	14 of 23	130,171	117,290	Desirable	2.00
Sheriff's Office	NW Community Policing Deputy Sheriff	275	11 of 23	95,811	43,900	Desirable	1.00
Sheriff's Office	Court security-courthouse patrol	268	19 of 23	107,686		Desirable	1.00
Sheriff's Office	Drug Abuse Resistance Education (DARE)	242	20 of 23	26,042	10,503	Desirable	
Sheriff's Office	Inmate AODA	216	21 of 23	26,768		Desirable	
Sheriff's Office	Oneida County Public Safety Dive Team	212	16 of 23	54,026	4,807	Desirable	
Sheriff's Office	Grant to Minocqua - Police Dispatch	205	23 of 23	38,225		Desirable	

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Sheriff's Office</b>	Inmate GED program	180	22 of 23	16,960		Desirable	
<b>Social Services</b>	Child In Need or Protection & Services	489	5 of 34	283,830	122,331	Mandated (Meets)	3.98
<b>Social Services</b>	Child Abuse & Neglect	487	4 of 34	512,035	220,687	Mandated (Meets)	7.18
<b>Social Services</b>	Juveniles In need of Protection & Services	462	6 of 34	135,261	42,526	Mandated (Meets)	1.83
<b>Social Services</b>	Adult Protective Services	442	8 of 34	153,630	72,974	Mandated (Meets)	1.40
<b>Social Services</b>	Protective Placement & Guardianships	441	9 of 34	209,047	68,422	Mandated (Meets)	1.38
<b>Social Services</b>	Court Intake	437	7 of 34	198,869	76,577	Mandated (Meets)	2.75
<b>Social Services</b>	Juvenile Correction Institutions	434	15 of 34	177,217	175,697	Mandated (Meets)	0.03
<b>Social Services</b>	Foster Care	426	10 of 34	404,883	110,132	Mandated (Meets)	0.85
<b>Social Services</b>	Shelter Care	420	14 of 34	25,713	6,817	Mandated (Meets)	0.01
<b>Social Services</b>	Residential Care Centers (RCC)	416	12 of 34	783,045	201,180	Mandated (Meets)	0.16
<b>Social Services</b>	Day Care-Child Care Certification	411	18 of 34	42,432	42,432	Mandated (Meets)	0.42
<b>Social Services</b>	Elder Abuse Program	408	22 of 34	24,662	20,783	Mandated (Meets)	0.10
<b>Social Services</b>	Group Home	407	11 of 34	207,229	57,855	Mandated (Meets)	0.32
<b>Social Services</b>	Juvenile Probation & Supervision Services	407	23 of 34	105,696	33,231	Mandated (Meets)	1.43
<b>Social Services</b>	Information & Referral	400	1 of 34	2,853	1,230	Mandated (Meets)	0.04
<b>Social Services</b>	Kinship Care	397	13 of 34	73,160	73,160	Mandated (Meets)	0.11
<b>Social Services</b>	Child Support	395	28 of 34	443,326	443,326	Mandated (Meets)	6.50
<b>Social Services</b>	Medical Assistance-BadgerCare	394	17 of 34	330,648	315,048	Mandated (Meets)	6.16
<b>Social Services</b>	Food Share	385	16 of 34	227,271	216,871	Mandated (Meets)	4.10
<b>Social Services</b>	COP Waiver Program	374	21 of 34	378,603	378,603	Mandated (Meets)	2.54
<b>Social Services</b>	Juvenile Reintegration & Aftercare Services	373	24 of 34	34,739	10,922	Mandated (Meets)	0.47
<b>Social Services</b>	Community Options Program	358	19 of 34	397,107	397,107	Mandated (Meets)	0.84
<b>Social Services</b>	Community Integration Program	358	20 of 34	1,282,905	1,282,905	Mandated (Meets)	3.06
<b>Social Services</b>	Intensive Aftercare Adjudicated Delinquents & Intensive Intervention Early Offenders	356	25 of 34	11,709	11,202	Mandated (Meets)	0.01
<b>Social Services</b>	Energy Assistance Program	355	29 of 34	61,290	61,290	Mandated (Meets)	0.54
<b>Social Services</b>	Safe & Stable Families	354	27 of 34	46,350	46,350	Mandated (Meets)	0.05
<b>Social Services</b>	Intensive Early Intervention Program IVE-Grant	353	3 of 34	25,478	464	Exclusive	0.02
<b>Social Services</b>	Independent Living Program	337	32 of 34	14,832	14,832	Mandated (Meets)	0.01
<b>Social Services</b>	Children & Families Incentive Funding	333	2 of 34	88,579	30,000	Desirable	0.05
<b>Social Services</b>	Adult Family Homes	328	33 of 34	5,487	2,606	Mandated (Meets)	0.05
<b>Social Services</b>	Caretaker Supplement	323	30 of 34	11,968	11,968	Mandated (Meets)	0.02
<b>Social Services</b>	Supportive Home Care	322	26 of 34	81,000	56,000	Mandated (Meets)	0.95
<b>Social Services</b>	Burial	304	31 of 34	32,351	32,351	Mandated (Meets)	0.17
<b>Social Services</b>	Tri-County Domestic Abuse	235	34 of 34	15,000		Desirable	
<b>Solid Waste</b>	Long Term Care of Sanitary Landfill	520	6 of 8	59,400	50,848	Mandated (Meets)	0.10
<b>Solid Waste</b>	Hazardous Waste	508	3 of 8	59,000	73,200	Exclusive	0.39
<b>Solid Waste</b>	County Responsible Unit for Recycling	356	4 of 8	116,000	116,250	Mandated (Meets)	0.05

**Programs Sorted by Department, Efficiency Team Score**

<b>Department</b>	<b>Program</b>	<b>ET Score</b>	<b>Dept Rank</b>	<b>2010 Budgeted Expense</b>	<b>2010 Budgeted Revenue</b>	<b>Mandated Core/Exclusive/Desirable</b>	<b>Full Time Emps</b>
<b>Solid Waste</b>	Recycling	353	5 of 8	200,000	363,602	Mandated (Meets)	1.15
<b>Solid Waste</b>	Demolition Landfill	313	2 of 8	73,826	144,184	Core	0.18
<b>Solid Waste</b>	Transfer Station	310	1 of 8	492,500	586,476	Core	1.95
<b>Solid Waste</b>	Composting	268	7 of 8	64,000	94,061	Exclusive	0.62
<b>Solid Waste</b>	2nd Story Resale Shop	182	8 of 8	20,639	22,889	Desirable	
<b>Treasurer</b>	Tax Settlement	471	3 of 6	10,332		Mandated (Meets)	0.17
<b>Treasurer</b>	Receive all Money	464	1 of 6	8,182		Mandated (Meets)	0.13
<b>Treasurer</b>	Tax Collection	458	2 of 6	105,252		Mandated (Meets)	1.50
<b>Treasurer</b>	Cash Management	425	5 of 6	5,087		Mandated (Meets)	0.06
<b>Treasurer</b>	Accounts Payable	412	4 of 6	14,551		Mandated (Meets)	0.11
<b>Treasurer</b>	Public Information	399	6 of 6	17,269		Mandated (Meets)	0.27
<b>UW Extension</b>	Nutrition Education	294		13,049		Core	0.20
<b>UW Extension</b>	Community, Natural Resource & Economic Dev	288		66,605	10,050	Core	1.30
<b>UW Extension</b>	Family Living Education Teleconference Networks	273		79,244	20,300	Core	1.50
<b>UW Extension</b>	4-H Youth Development	226		111,250	25,000	Exclusive	1.80
<b>UW Extension</b>	Department Customer Service	220		23,293		Core	0.40
<b>UW/Land Conservation</b>	Land & Water Resource Management Plan	451	1 of 8	18,500	8,140	Exclusive	0.29
<b>UW/Land Conservation</b>	County Cost Share Program	295	2 of 8	107,848	85,200	Exclusive	0.82
<b>UW/Land Conservation</b>	Other Technical Programs	288	6 of 8	8,548	5,128	Core	0.13
<b>UW/Land Conservation</b>	Aquatic Invasive Species	272	3 of 8	117,266	60,978	Desirable	2.10
<b>UW/Land Conservation</b>	Wildlife Damage Program	258	4 of 8	11,330	11,330	Core	0.09
<b>UW/Land Conservation</b>	Financial Management	258	7 of 8	14,119	6,495	Exclusive	0.25
<b>UW/Land Conservation</b>	Terrestrial Invasive Species	241	5 of 8	15,432	7,716	Desirable	0.28
<b>UW/Land Conservation</b>	Information & Education Activities	229	8 of 8	26,425	8,984	Desirable	0.33
<b>Veteran Services</b>	Healthcare	422	2 of 7	14,617		Mandated (Meets)	0.22
<b>Veteran Services</b>	Customer Counseling	413	1 of 7	46,849		Mandated (Meets)	0.83
<b>Veteran Services</b>	Service Connected Disability Compensation	395	3 of 7	20,720		Mandated (Meets)	0.30
<b>Veteran Services</b>	Non-Service Connected Pension	338	4 of 7	13,778		Mandated (Meets)	0.20
<b>Veteran Services</b>	Death Benefits	304	5 of 7	8,035		Mandated (Meets)	0.12
<b>Veteran Services</b>	Grants	303	6 of 7	7,094		Mandated (Meets)	0.05
<b>Veteran Services</b>	State Eligibility	278	7 of 7	3,980		Mandated (Meets)	0.06