

Committee of the Whole

August 13, 2013
Handouts

1. Item VII-A-3-Court Automation Fee
2. Item VII-A4-6 Fee Review of County Clerk, Sheriff, and Recorder
3. Item VII-H 1-2 General Corporate Fund Projection Report and Change Reports

Katie M. Blakeman
Clerk of the Circuit Court



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CHAMPAIGN COUNTY
OFFICE OF THE CIRCUIT CLERK

**TO: Christopher Alix, Deputy Chair – Finance & MEMBERS OF THE
CHAMPAIGN COUNTY BOARD COMMITTEE of the WHOLE**

**FROM: The Honorable Thomas J. Difanis, Presiding Judge
Katie M. Blakeman, Circuit Clerk**

DATE: August 7, 2013

RE: Request for Review of Court Automation Fee

A. Introduction and History

The Court Automation Fund, established by 705 ILCS 105 *et seq.*, contains revenue derived from a \$10.00 fee assessed on virtually all court cases. This fee was established at \$3.00 by County Board Resolution #2338 on November 20, 1984. It was raised to \$5.00 by County Board Resolution #3476 on August 16, 1994. It was increased to its current level of \$10.00 by County Board Resolution #7131 on September 24, 2009. The purpose of the Fund is to defray the County's costs associated with the Court's automated record keeping systems. The statutory maximum for this fee is \$15.00. Revenue from this fee for Fiscal Year 2012 was \$249,049, while expenditures from the Fund were \$323,324.

B. Report

Expenditures from the Fund include: (1) the replacement of all computers and other technology devices necessary for the operation of the Circuit Court and Circuit Clerk offices (This replacement occurs every four years); the annual JANO Justice Systems maintenance costs; the maintenance of the Champaign County jury system; and the reserve for replacement of the AS-400 of the technology system (which requires replacement approximately once every 7 years). The fund also covers \$114,033 in personnel costs. All of these expenses are deemed essential to the operation of the courts, and would otherwise pose a burden on the General Corporate Fund.

The expenses required to maintain the Court's automation system have increased over the last decade. As the Illinois Supreme Court continues to encourage the development of e-business initiatives (*e.g.* electronic filing, electronic pleas of guilty in traffic cases, etc.) these expenses will continue to increase. It is our hope that Champaign County will be able to benefit from the efficiencies associated with these initiatives and provide better

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customer service for individuals involved in the justice system. Some potential improvements include providing public access terminals in the courthouse lobby and electronic notifications for court appearances. Without an increase in revenue to the Court Automation Fund, these initiatives will simply not be possible.

C. Recommended Action

Based on our review of the declining fund balance and the projections for increased expenditures, it is our recommendation that the County Board increase the Court Automation fee to \$15.00, effective October 1st, 2013. However, we ask that fee not be increased for traffic offenses that do not require a court appearance, as well as Small Claims civil cases. For those two case types, we recommend that the fee remain at \$10.00.

Attached to this document are two spreadsheets, and two graphs.

Attachment A depicts the Fund balance based on current expenditures and anticipated future expenses using our current technology costs while keeping the fee unchanged. Without an increase in the fee in FY2013, the replacement of the AS-400 (the Court's mainframe computer platform) will not be achievable in FY2016, and the projected fund deficit beginning FY2013 grows dramatically.

Attachment B depicts the Fund balance with the same expenditures and anticipated future expenses with an increase of the fee to \$15.00 effective October 1, 2013. This funding level provides adequate reserves to cover anticipated expenses through FY2016, and should be able to recover following large capital expenditures.

D. Comparison

A comprehensive survey of other jurisdictions has provided valuable comparisons for both proximity counties and counties of comparable size. It is clear from the comparisons that Champaign County's Court Automation fee is lower than those of both surrounding counties and of those of comparable population. It should also be noted that in the 2013 spring legislative session, a bill was introduced that would increase the statutory maximum of the Court Automation and Document Storage Fees to \$25. Though the bill was not called for a vote this session, it was supported by the Illinois Association of Court Clerks, and is expected to pass in 2014.

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CHAMPAIGN COUNTY
OFFICE OF THE CIRCUIT CLERK

Proximity Counties *Indicates plans to increase fee

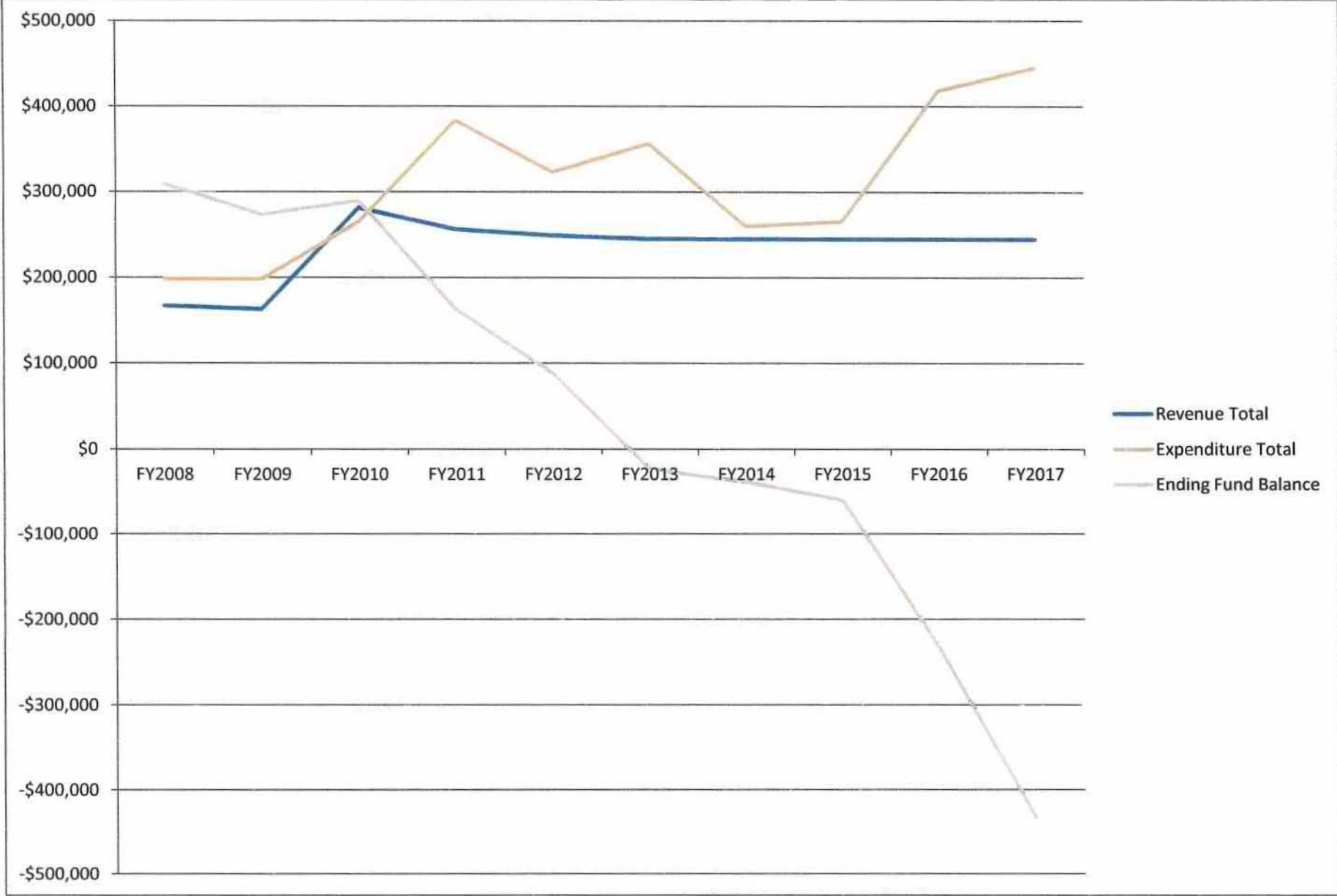
County	Population	Court Automation Fee
Champaign	201,081	\$10
Coles	53,873	\$8*
Dewitt	16,561	\$15
Douglas	19,980	\$15
Macon	110,768	\$15
Moultrie	14,846	\$15
Piatt	16,729	\$5
Vermillion	81,625	\$15

Comparable Counties

County	Population	Court Automation Fee
Kankakee	114,449	\$15
Kendall	114,736	\$15
LaSalle	113,924	\$15
McHenry	308,760	\$15
Peoria	186,494	\$15
Rock Island	147,546	\$15
Sangamon	197,465	\$15
St. Clair	270,056	\$15
Winnebago	295,266	\$15

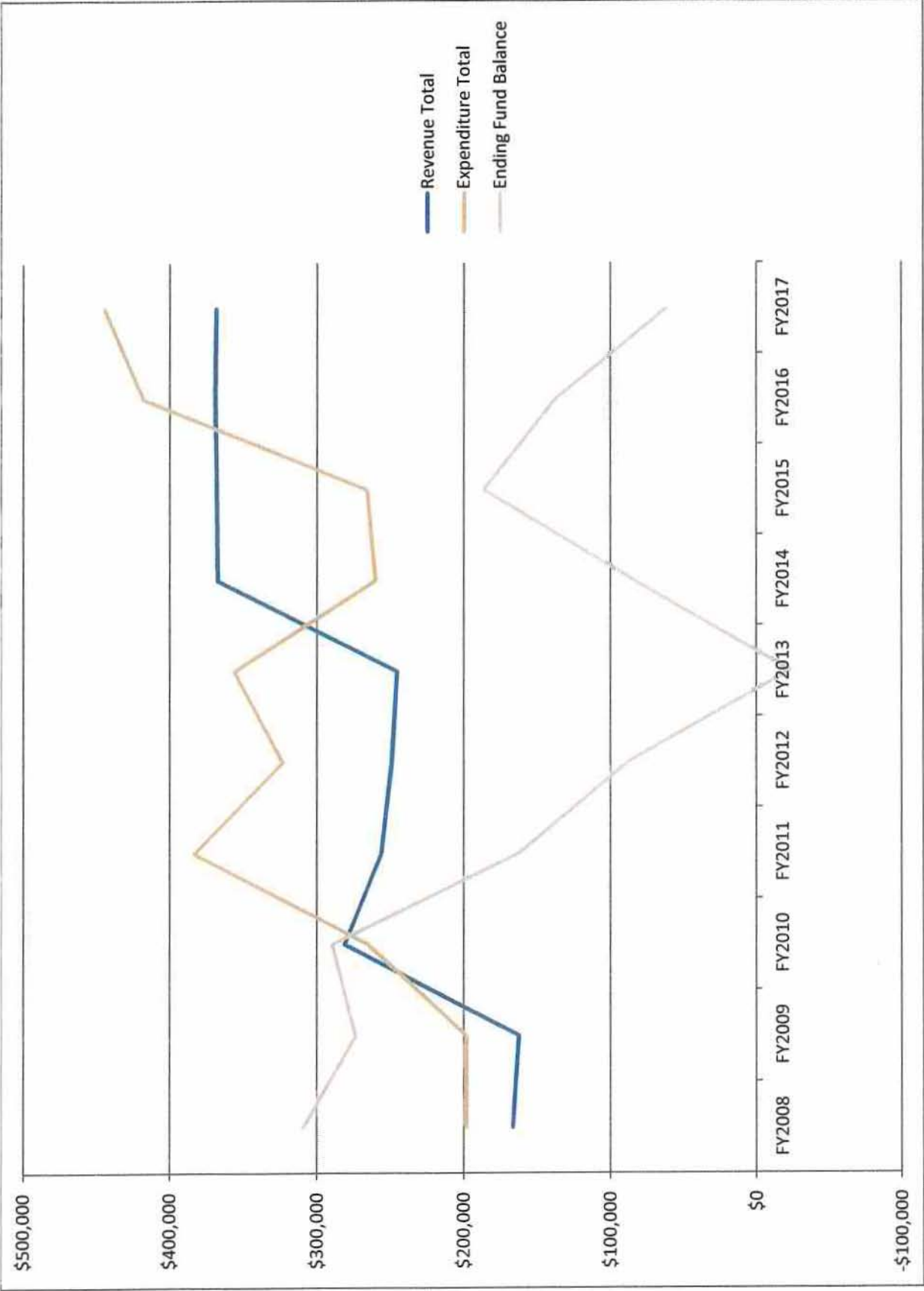
Appendix A -Court Automation – Current Revenue and Expenditures

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Beginning Fund Balance	\$341,167	\$309,514	\$273,836	\$289,822	\$162,438	\$88,143	-\$23,310	-\$38,652	-\$59,647	-\$232,944
Court Costs	\$156,903	\$161,197	\$279,742	\$253,324	\$243,731	\$245,000	\$245,000	\$245,000	\$245,000	\$245,000
Interest Earnings	\$9,642	\$1,254	\$1,322	\$245	\$93	\$80	\$1	\$1	\$1	\$1
Transfers In				\$2,599	\$5,225					
Revenue Total	\$166,545	\$162,451	\$281,064	\$256,168	\$249,049	\$245,080	\$245,001	\$245,001	\$245,001	\$245,001
JANO Software	\$83,005	\$83,005	\$90,825	\$101,479	\$96,404	\$97,555	\$99,506	\$101,496	\$103,526	\$105,597
JJS Software	\$4,498	\$4,498	\$4,498	\$4,498	\$4,633	\$4,498	\$4,633	\$4,772	\$4,915	\$5,063
Judicial Systems, Inc.	\$1,645	\$1,697	\$1,713	\$1,621	\$1,752	\$1,820	\$1,750	\$1,750	\$1,750	\$1,750
Courts Hardware					\$72,888					\$85,000
Circuit Clerk Hardware	\$79,793	\$23,129	\$24,697	\$27,902		\$97,608				\$82,500
AS400 Maintenance & Replacement	\$26,074	\$25,000	\$28,171	\$126,323	\$27,099	\$28,500	\$28,500	\$28,500	\$175,000	\$28,500
Miscellaneous	\$3,183	\$60,800	\$11,185	\$14,336	\$11,005	\$12,519	\$8,500	\$8,500	\$8,500	\$8,500
Personnel	\$0	\$0	\$103,988	\$107,393	\$109,562	\$114,033	\$117,454	\$120,978	\$124,607	\$128,345
Expenditure Total	\$198,198	\$198,129	\$265,078	\$383,552	\$323,344	\$356,533	\$260,343	\$265,996	\$418,298	\$445,254
Ending Fund Balance	\$309,514	\$273,836	\$289,822	\$162,438	\$88,143	-\$23,310	-\$38,652	-\$59,647	-\$232,944	-\$433,197



Appendix B - Court Automation – Including \$5 Increase

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Beginning Fund Balance	\$341,167	\$309,514	\$273,836	\$289,822	\$162,438	\$88,143	-\$22,940	\$84,317	\$186,665	\$137,733
Court Costs	\$156,903	\$161,197	\$279,742	\$253,324	\$243,731	\$245,000	\$367,500	\$367,500	\$367,500	\$367,500
Interest Earnings	\$9,642	\$1,254	\$1,322	\$245	\$93	\$450	\$100	\$843	\$1,867	\$1,377
Transfers In				\$2,599	\$5,225					
Revenue Total	\$166,545	\$162,451	\$281,064	\$256,168	\$249,049	\$245,450	\$367,600	\$368,343	\$369,367	\$368,877
JANO Software	\$83,005	\$83,005	\$90,825	\$101,479	\$96,404	\$97,555	\$99,506	\$101,496	\$103,526	\$105,597
JJS Software	\$4,498	\$4,498	\$4,498	\$4,498	\$4,633	\$4,498	\$4,633	\$4,772	\$4,915	\$5,063
Judicial Systems, Inc.	\$1,645	\$1,697	\$1,713	\$1,621	\$1,752	\$1,820	\$1,750	\$1,750	\$1,750	\$1,750
Courts Hardware					\$72,888					\$85,000
Circuit Clerk Hardware	\$79,793	\$23,129	\$24,697	\$27,902		\$97,608				\$82,500
AS400 Maintenance & Replacement	\$26,074	\$25,000	\$28,171	\$126,323	\$27,099	\$28,500	\$28,500	\$28,500	\$175,000	\$28,500
Miscellaneous	\$3,183	\$60,800	\$11,185	\$14,336	\$11,005	\$12,519	\$8,500	\$8,500	\$8,500	\$8,500
Personnel	\$0	\$0	\$103,988	\$107,393	\$109,562	\$114,033	\$117,454	\$120,978	\$124,607	\$128,345
Expenditure Total	\$198,198	\$198,129	\$265,078	\$383,552	\$323,344	\$356,533	\$260,343	\$265,996	\$418,298	\$445,254
Ending Fund Balance	\$309,514	\$273,836	\$289,822	\$162,438	\$88,143	-\$22,940	\$84,317	\$186,665	\$137,733	\$61,356



Government
Performance
Services

Expense and Cost Consulting

Cost of Services

Champaign County, Illinois

County Clerk Office

County Recorder Office

Sheriff's Office

Presented by



Bellwether, LLC

Management Services & Consulting

August 13, 2013

Cost of Services Study

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Report Summary

Champaign County Clerk, Recorder and Sheriff's Departments engaged **Bellwether, LLC.** (Bellwether) to provide a preliminary review of the actual costs of providing permitted fee services within the County Clerk, County Recorder and Sheriff's Departments. These departments currently charge fees to residents and non-residents of Champaign County as services are requested.

The principal goal of the preliminary study was to evaluate aggregate collected fees to estimate the alignment of current fees to actual costs. This evaluation used leading indicators to juxtapose fee alignment and therefore did not provide the full calculation necessary to meet State of Illinois statutes and OMB requirements regarding fees within these departments.

Determining the preliminary estimates were challenged by a lack of available reports demonstrating discreet transaction accounting within the County Clerk and Sheriff's Department. Proxy value were established using available monthly reports and estimating individual volumes from summary reports. The preliminary fee review suggested a potential annual fee gap existing in each department. Table 1 illustrates the reported gap by department.

Table 1: Preliminary Estimates

Clerk Preliminary Estimate	\$ 86,910
Sheriff Preliminary Estimate	\$ 170,240
Recorder Preliminary Estimate	\$ 228,646
	\$ 485,796

The Champaign County Board authorized a Full Fee Review in June 2013. Bellwether, working closely with each department, conducted a fully compliant review of these departments. Although still challenged by a lack of automated transparency into transaction level accounting, the study was able to develop a deeper understanding of the services provided by each of these departments. Table 2 illustrates the potential increase in fee based revenue for each department.

Table 2: Maximum Potential Fee Based Increase

Clerk Potential	\$ 178,078
Sheriff Potential	\$ 125,118
Recorder Potential	\$ 579,525
	\$ 882.721

These summary finding reflect conservative calculations of the labor, equipment, consumable and facilities costs of providing the services reviewed within this study and under the control of the Champaign County Board. Additional fees were reviewed and information provided to the elected official. The potential to capture this new revenue depends on a constant volume of transactions and establishing fees at the cost threshold.

Methods

The Cost of Services Study or Fee Review is a detailed analysis of the data related to the operations and expenses of the department. Central to the analysis is:

- Annual budgeted expenses
- Actual expenses
- Inclusion (or exclusion) of expense categories or lines within the department budget(s)
- Actual staff related expenses
- Current revenues derived from fees
- Current revenues derived from other sources
- Service requests - Volumes and trends
- Changes in State Law or Regulations
- Onsite observation of core processes related to each service
- Appropriate exclusions of data (related to services that are non-eligible for fees)

Bellwether engaged County staff only to the extent necessary to collect and clarify the data. All departments should be recognized for the thorough nature of their records keeping, willingness to participate in the review process and the direct support of the elected official. These reviews would not be possible without the added effort from all staff involved.

The provided data was assessed for reasonableness and completeness. The Bellwether analysis produced a detailed description of each service under review and detailed direct and indirect costs that can be attributed to each.

Both direct and indirect expenses may be included for the purposes of establishing the cost of services under Illinois law. Direct expenses are expenses, including labor, that are directly incurred for the purpose of delivering a particular service. These expenses include pre-printed forms, dedicated equipment or software, or dedicated office facilities. Indirect expenses are expenses that include shared management services or administrative costs, portions of shared facility costs and equipment.

Table 3: Example Labor Calculations

		IMRF	Medical	FICA combined	Unemp / WC		
SALARY COST		0.103	7,370	0.0765	0.0163		
	Base	IMRF	Medical	FICA combined	Unemp/WC	total labor	minute
Vitals Clerk	32,900.00	3,389	7,370	2,517	536	46,712	0.45
Tax Clerk	38,400.00	3,955	7,370	2,938	626	53,289	0.52
Lead Tax Clerk	47,280.00	4,870	7,370	3,617	771	63,907	0.62
IT resource	23,900.00	2,462	7,370	1,828	390	35,950	

While it is not possible to attribute every moment of every transaction to an individual, it is possible to understand the flow of the work and develop a weighted value of labor. Table 3 provides an example of the labor calculations for department staff.

Comp: is fixed salary or hourly rate times 1,950 (standard number of hours in a full-time work year)

Benefits: includes IMRF plus budgeted insurance costs

Tax & WC: includes SS/FICA, SS/Medicare, Unemployment and Workman’s Comp insurance

Note: The above list does not include employees dedicated to elections activities

Note: Adjusted cost per minute has been adjusted for paid time off and estimated training/administrative time required to perform the core functions of the office for which a fee is permitted.

Several processes have direct materials, equipment and other relatable costs. To the extent possible these costs are determined on a "per transaction" basis. Table 4 provides an example direct non-labor costs.

Table 4: Examples of Direct Non-Labor Costs

Expense Item	Cost	Allocation Method
Marriage Licenses (forms & Packets)	\$1.75 (each)	Cost per transaction
Copier (monthly Consumables)	\$42.00 (monthly Cost)	Cost per transaction
Thermal Receipt paper	\$2.30 (est. 180 per roll)	Cost per transaction
Marriage & Death Certificates	\$0.31 (each)	Cost per transaction

Indirect costs were allocated to specific activities within the office when possible; when not possible the costs were allocated to general administration. According to federal rules (US Office of Management & Budget Circular A-87), ideally expenses associated with central services provided to sub-units of local governments would be documented in a Central Services Cost Allocation Plan to ensure the consistent treatment of these expenses. No such plan was available at the time of this study. For the purposes of this study we applied guidance provided in Circular A-87 for reasonableness. County Overhead Expenses (indirect costs) were allocated to specific activities or services within the Clerk's office. Some County Overhead Expenses were allocated to Clerk general administration, and were re-allocated to specific activities and services accordingly. The indirect expenses included in the study included:

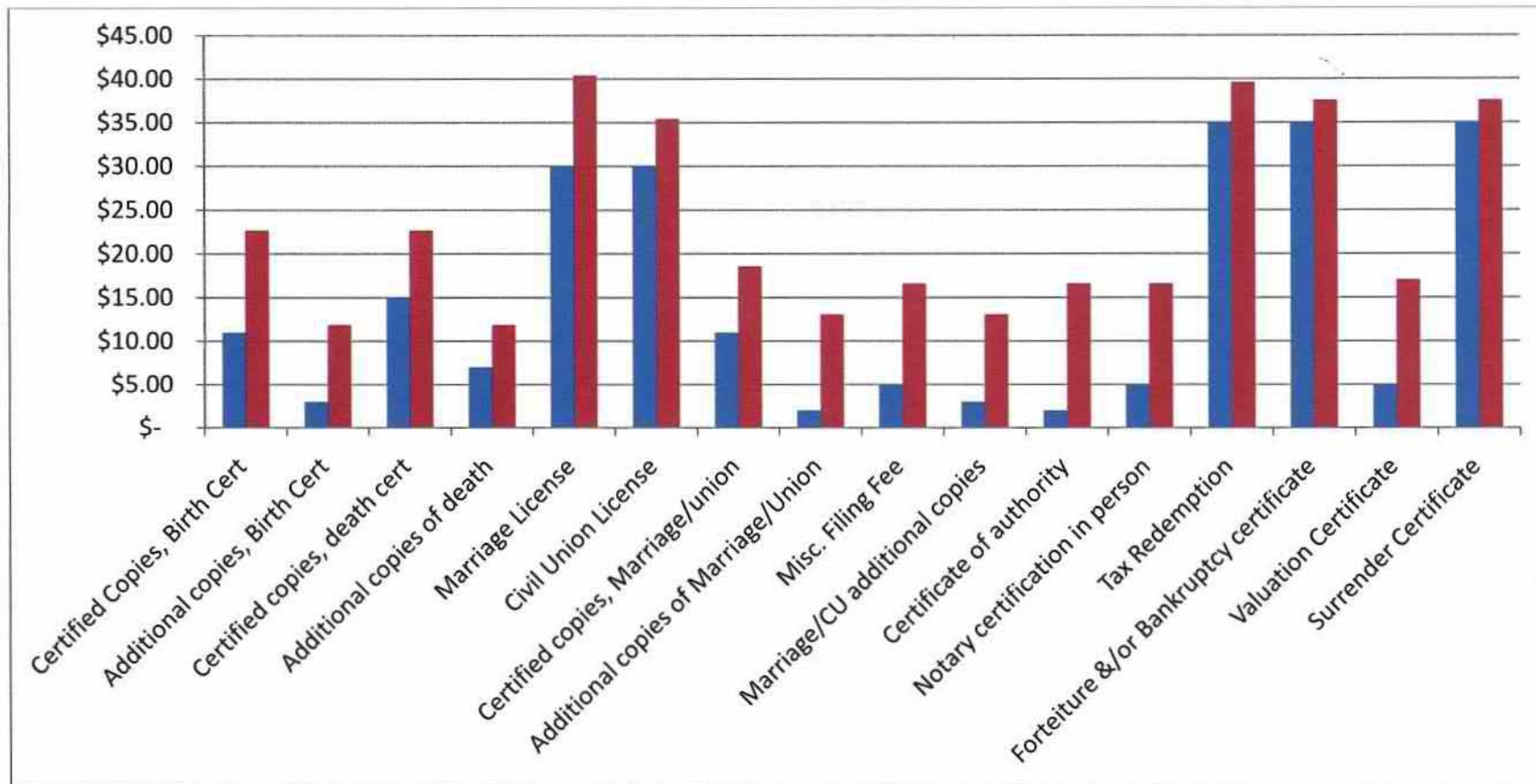
Table 5: Examples of Allocations

Expense Item	Allocation Process
General Management & Administrative Time	The cost of management time, training time, and other administrative time was allocated to the services under review based on the amount of time employees spend providing the services under review. Not all management and administrative time was allocated to the services under review as other work is conducted within the office that is not subject to service fees.
General Equipment, Telephone and Supplies	The cost of equipment and supplies that are used to provide multiple services within the office were allocated based on the volume of transactions in the office, and the estimated consumption of the resource per transaction.
General Facilities	The costs associated with office/building space and operations & maintenance that could not be allocated to specific services were distributed based on the amount of time that employees spend providing various services. Not all indirect facility costs were allocated to the services under review as other work is conducted within the office that is not subject to service fees.

Champaign County Clerk

The **County Clerk Office** is well organized with engaged and capable staff. The available technology limited our ability to drill down to a detail accounting within the Vital Records area, however detailed notes and comments provided by staff was more than sufficient to establish a conservative baseline.

Table 6 provides an overview of gap between current fees (blue) and actual costs (red) to provide services.



- Staff effort remains a major contributor to most vital records transactions.
- Marriage License and Civil Union fees may be increased to \$75 without further justification

Illinois law - 55 ILCS 5/4-4001 (from Ch. 34, par. 4-4001) (County Clerk Fees), prescribes:

"For issuing each civil union or marriage license, the certificate thereof, and for recording the same, including the recording of the parent's or guardian's consent where indicated, a fee to be determined by the county board of the county, not to exceed \$75, which shall be the same, whether for a civil union or marriage license. \$5 from all civil union and marriage license fees shall be remitted by the clerk to the State Treasurer for deposit into the Domestic Violence Fund."

- This report reflects the current technology costs for the County Clerk's Office and includes the allowed fee for technology.

Illinois law - 55 ILCS 5/4-4001 (from Ch. 34, par. 4-4001) (County Clerk Fees), prescribes:

"For each official copy of any process, file, record or other instrument of and pertaining to his office, 50¢ for each 100 words, and \$1 additional for certifying and sealing the same."

"The county board of any county of the first or second class may by ordinance authorize the county clerk to impose an additional \$2 charge for certified copies of vital records as defined in the Section 1 of the Vital Records Act, for the purpose of developing, maintaining, and improving technology in the office of the County Clerk."

- The volume of questions by phone, email and in person adds a significant effort for the Tax Area of the office. The total effort of all calls were allocated across all tax transactions.
- Election functions were not reviewed at the department head request.

Table 7 provides greater detail on the calculations used within this report.

Fee	Total Labor	Total Equip	Total Facilities	Actual Total Cost	2012 Fee	Gap	Potential Increase
CLERK							
Certified Copies, Birth Cert	\$ 10.99	\$ 7.92	\$ 2.55	\$ 21.46	\$ 11.00	\$ 10.46	\$ 46,069.98
Additional copies, Birth Cert	\$ 5.22	\$ 4.36	\$ 2.55	\$ 12.13	\$ 3.00	\$ 9.13	\$ 27,981.61
Certified copies, death cert	\$ 10.99	\$ 7.92	\$ 2.55	\$ 21.46	\$ 15.00	\$ 6.46	\$ 2,021.53
Additional copies of death	\$ 5.22	\$ 4.36	\$ 2.55	\$ 12.13	\$ 7.00	\$ 5.13	\$ 569.03
Marriage License	\$ 23.84	\$ 10.92	\$ 2.55	\$ 37.30	\$ 30.00	\$ 7.30	\$ 3,452.93
Civil Union License	\$ 23.84	\$ 10.92	\$ 2.55	\$ 37.30	\$ 30.00	\$ 7.30	\$ 233.60
Certified copies, Marriage/union	\$ 6.50	\$ 7.92	\$ 2.55	\$ 16.96	\$ 11.00	\$ 5.96	\$ 6,751.29
Additional copies of Marriage/Union	\$ 6.50	\$ 4.36	\$ 2.55	\$ 13.41	\$ 2.00	\$ 11.41	\$ 61,434.53
Misc. Filing Fee	\$ 6.50	\$ 7.92	\$ 2.55	\$ 16.96	\$ 5.00	\$ 11.96	\$ 1,124.62
Marriage/CU additional copies	\$ 6.50	\$ 4.36	\$ 2.55	\$ 13.41	\$ 3.00	\$ 10.41	\$ 7,610.13
Certificate of authority	\$ 6.50	\$ 7.92	\$ 2.55	\$ 16.96	\$ 2.00	\$ 14.96	\$ 8,005.76
Notary certification in person	\$ 6.50	\$ 7.92	\$ 2.55	\$ 16.96	\$ 5.00	\$ 11.96	\$ 3,349.93
Tax Redemption	\$ 31.46	\$ 7.92	\$ 2.55	\$ 41.92	\$ 35.00	\$ 6.92	\$ 8,728.62
Forfeiture &/or Bankruptcy certificate	\$ 29.15	\$ 7.92	\$ 2.55	\$ 39.61	\$ 35.00	\$ 4.61	\$ 682.76
Valuation Certificate	\$ 6.95	\$ 7.92	\$ 2.55	\$ 17.41	\$ 5.00	\$ 12.41	\$ 62.05
Surrender Certificate	\$ 29.15	\$ 7.92	\$ 2.55	\$ 39.61	\$ 35.00	\$ 4.61	\$ 18.45
							\$ 178,078.39

Bellwether does not propose specific recommendations for establishing or changing fees. Our observations suggest an increase in some fees may be warranted and acceptable under current state law. The decision to change or add fees is the sole responsibility of Champaign County government.

Cost of Services Study

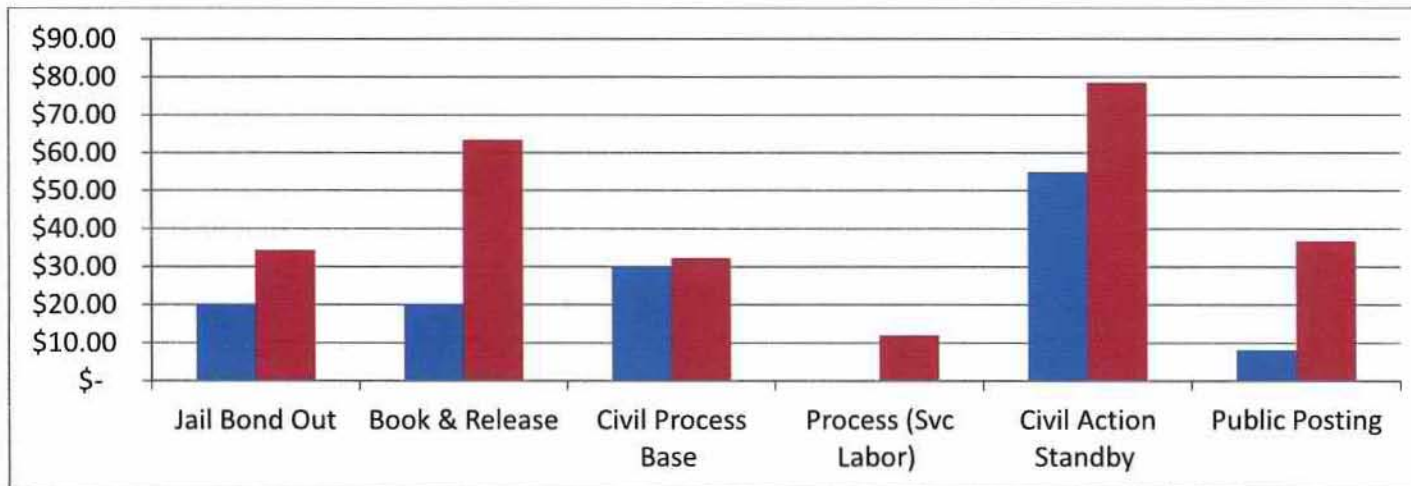
Champaign County Sheriff

The **Sheriff's Department** is well organized with engaged and capable staff. The review would not have been possible without the specific assistance provided by Teresa Schleinz and Lieutenant Nathaniel Cook. We used detailed notes and comments provided by staff to develop models of staff effort and time spent. Where no trending data was available the most conservative value was used in the cost calculation. (i.e. cycle times for staff effort)

Fee prices are defined by state laws and county ordinances. County governments may charter cost studies to review the appropriateness of these fees and make adjustments to meet actual expenses. The process and authority to adjust these fees are addressed in laws of the State of Illinois - (55 ILCS 5/4-5001) (from Ch. 34, par. 4-5001)(Sheriff Fees), prescribing:

"The foregoing fees allowed by this Section are the maximum fees that may be collected from any officer, agency, department or other instrumentality of the State. The county board may, however, by ordinance, increase the fees allowed by this Section and collect those increased fees from all persons and entities other than officers, agencies, departments and other instrumentalities of the State if the increase is justified by an acceptable cost study showing that the fees allowed by this Section are not sufficient to cover the costs of providing the service. A statement of the costs of providing each service, program and activity shall be prepared by the county board. All supporting documents shall be public records and subject to public examination and audit. All direct and indirect costs, as defined in the United States Office of Management and Budget Circular A-87, may be included in the determination of the costs of each service, program and activity.

Tables 8 & 9. Sheriff Fees Controlled by Board Action



Fee	Total Labor	Total Equip	Total Facilities	Actual Total Cost	2012 Fee	Gap	increase
Jail Bond Out	30.92	2.21	1.30	34.44	20.00	14.44	61,772.37
Book & Release	59.95	2.21	1.30	63.47	20.00	43.47	22,603.14
Civil Process Base	28.76	2.21	1.24	32.21	30.00	2.21	6,303.46
Process (Svc Labor)	12.03			12.03	-	12.03	34,321.59
Civil Action Standby	70.41	5.91	2.14	78.46	54.90	23.56	117.78
Public Posting	33.00	2.21	1.49	36.70	8.20	28.50	-
							125,118.34

- The Bonding Fee, Booking and Civil Process are the major contributors to the overall gap. The labor costs and use of technology were comparable to other Sheriff's Departments.
- Staff effort, specifically data entry and movement, remains a major contributor cost.
- Civil Process fees are described in great detail within the statute. Fees and mileage are allowed with actual definition of costs.
 - The base fee presents the Process ready to be served either at the Sheriff's Office or by delivery by a Deputy.
 - The Travel Labor is the actual labor by the Deputy driving to deliver the process. The times have been calculated to a number of cities, townships and villages within Champaign County. The \$12.03 in the chart above represents the average of all fees destination multiplied by the total volume of served processes.
 - The volume of 2012 was estimated at 2,853 using a weighed projection on available reports. This volume appears to be low based on comparable departments, however while the potential under-estimated volume may change the annualized value, it does not impact the cost per transaction which is the basis for the fee.
 - The reported revenue for Civil Processes was reported at \$290,010. The current recording method does not account for fee and mileage separately. For comparison purposes the 2012 fee only was derived from the estimated volume (2,853) multiplied by the current fee (\$30). These method of estimating may have an impact on the annualized value, however it will not change the cost per transaction.

The principal goal of the study was to calculate the full cost of providing the services, including all direct, indirect, and support costs associated with the Office's services. The nature of fees within the Sheriff's department is such that a significant amount of the potential revenue may remain uncollected. We advise a projection of the new potential based on the collection rate in prior years. Anecdotal information suggests a collection rate of 50% may be a norm for Corrections fees.

Cost of Services Study

Champaign County Sheriff Office

CIVIL PROCESS FEES

City	Base fee	Fee / mile	Labor / mile	Total
Allerton	32.01	29.00	21.17	82.18
Bondville	32.01	10.00	7.30	49.31
Broadlands	32.01	26.00	18.98	76.99
Champaign	32.01	4.00	2.92	38.93
Dewey	32.01	19.00	13.87	64.88
Fisher	32.01	22.00	16.06	70.07
Foosland	32.01	27.00	19.71	78.72
Gifford	32.01	22.00	16.06	70.07
Homer	32.01	19.00	13.87	64.88
Ivesdale	32.01	24.00	17.52	73.53
Longview	32.01	24.00	17.52	73.53
Ludlow	32.01	21.00	15.33	68.34
Mahomet	32.01	14.00	10.22	56.23
Ogden	32.01	14.00	10.22	56.23
Penfield	32.01	26.00	18.98	76.99
Pesotem	32.01	16.00	11.68	59.69
Philo	32.01	10.00	7.30	49.31
Rantoul	32.01	15.00	10.95	57.96
Royal	32.01	18.00	13.14	63.15
Sadorus	32.01	17.00	12.41	61.42
Savoy	32.01	7.00	5.11	44.12
Seymour	32.01	13.00	9.49	54.50
Sidney	32.01	14.00	10.22	56.23
St. Joseph	32.01	10.00	7.30	49.31
Thomasboro	32.01	10.00	7.30	49.31
Tolono	32.01	12.00	8.76	52.77
Urbana	32.01	2.00	1.46	35.47

Service: \$32.01 /includes Return

Delivery Labor: 0.73 per mile

Mileage: \$1.00 per mile

Bellwether does not propose specific recommendations for establishing or changing fees. Our observations suggest an increase in some fees may be warranted and acceptable under current state law. The decision to change or add fees is the sole responsibility of Champaign County government.

Cost of Services Study

The **Recorder's Office** effectively leverages defined process and technology to provide document accuracy .

Fee prices are defined by state laws and county ordinances. County governments may charter cost studies to review the appropriateness of these fees and make adjustments to meet actual expenses. The process and authority to adjust these fees are addressed in laws of the State of Illinois - 55 ILCS 5/3-5018 (from CH. 34, Par. 305018) (*County Recorder Fees*), prescribing:

'The county board may, however, by ordinance, increase the fees allowed by this Section and collect such increased fees from all persons and entities other than officers, agencies, departments and other instrumentalities of the State if the increase is justified by an acceptable cost study showing that the fees allowed by this Section are not sufficient to cover the cost of providing the service.....

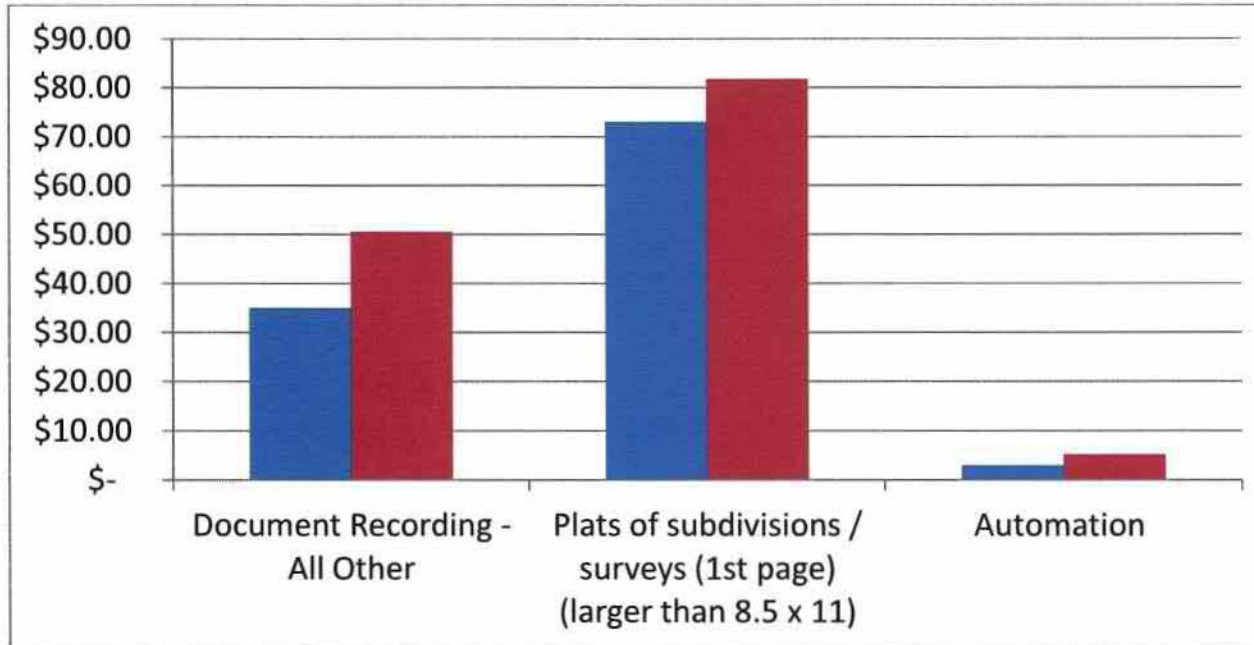
A statement of the costs of providing each service, program and activity shall be prepared by the county board. All supporting documents shall be public record and subject to public examination and audit. All direct and indirect costs, as defined in the United States Office of Management and Budget Circular A-87, may be included in the determination of the costs of each'

The prior fee study allocated all direct technology costs to the individual fee and relegated imaging and back scanning costs to the Automation Fund. While this approach is accurate, it does not recognize the need for cyclic equipment replacement and software upgrades.

This study places the cost of the Fidlar document management system and other required hardware and software under the Automation Fund. This model allows the Department Head to accumulate a reserve fund for replacements and upgrades outside of the General Fund budget process.

Should this approach not be accepted the Recording and Plat fees would be adjusted upward to include the Fidlar and other software expenses.

Table 10 provides an overview of the gap between current fees (blue) and actual costs (red) to provide services.



- The increase in labor and overhead expenses contribute to the greatest growth in expense.
- These fees include all required State distributions
- The Recorder's Office fees include funds collected for distribution within the county (i.e. GIS) and to the state (i.e. RHSP).

Cost of Services Study

Table 11 provides greater detail on the potential increases

Fee	2012 Fee	Total Labor	Common Equip & Consum	other	Total Facility	Actual Total Cost	Gap	increase
Recording								
Document Recording - All Other	35.00	19.42	9.62	23.00	1.53	53.58	15.58	508,326.40
Plats of subdivisions / surveys (1st page) (larger than 8.5 x 11)	73.00	40.03	9.62	13.00	22.05	84.70	8.70	382.89
Automation	3.00	1.83	\$ 3.33			5.17	2.17	70,815.88
								579,525.17

- Total Labor includes the direct labor plus a management overhead per minute.
- Common equipment is calculated as the total department expense on common equipment and consumables divided by the total number of transactions.
- Other: GIS fees, RHSP fees, Document Storage Fee
- Total Facility is a function of a share of common space per transaction plus any direct sqft required for normal operations.

The principal goal of the study was to calculate the full cost of providing the services, including all direct, indirect, and support costs associated with the Office’s services. In addition, there is was a desire to:

- Ensure that the fees are reasonable and fair
- Ensure that the fees are rational and defensible
- Design a fee structure that is capable of recovering the full cost of services, whether currently subsidized by fees or not, or subsidized by general fund property taxes or not
- Identify potential new fees for revenue recovery

Bellwether does not propose specific recommendations for establishing or changing fees. Our observations suggest an increase in some fees may be warranted and acceptable under current state law. The decision to change or add fees is the sole responsibility of Champaign County government.

Cost of Services Study

Additional Observations

Fee Reviews include an intricate review of employee activities; their use of equipment and technology and the organization and facility design. It does not provide sufficient information to be used for staffing, performance or process improvement decisions.

Determining indirect expenses for Champaign County

- The lack of a comprehensive **Cost Allocation Plan** creates a significant risk of under reporting the aggregate cost of County services when negotiating Inter-Governmental Agreements, determining the ROI of capital investments and when reporting administrative costs in grant documentation.
- **Recommendation:** Complete a comprehensive **Cost Allocation Plan**.

Technology and End User Computing

- In two departments the available End User Computing appeared to be functional, however the current state of software and hardware design does not appear to seamlessly meet the business need. In several instances detailed data reporting and discreet transaction management were not available. In one department the use of network printing appears to directly conflict with the high print requirements of the current software.
- A review of multiple years of Champaign County technology budgets and recent meeting minutes suggests a rising cost in IT infrastructure may be at a tipping point.
- **Recommendation:** Complete a three part **Business / Technology Needs Assessment**.
 - Define the end-user business requirements and current technology's capability.
 - Identify technology improvements / transformations necessary to meet the business need.
 - Work directly with county administration budgeting to develop a realistic multi-year plan prioritized to improve operations while reducing long term IT infrastructure costs.

Additional Fee Review

- A review of Champaign County Budgets suggest other departments are operating on a negative cash flow based on fee services. Bellwether suggests continued reviews in the following departments..
 - Planning / Community Development
 - Animal Control

Attachment A – Sample County Board Action on Clerk Fees

WHEREAS, 55 ILCS 5/4-4001 provides that the statutory County Clerk fees may be increased by the County Board if an increase is “justified by an acceptable cost study showing that the fees allowed by this Section (55 ILCS 5/4-4001) are not sufficient to cover the costs of providing the services”; and

WHEREAS, both 55 ILCS 5/4-4001 require a statement of the costs of providing each service, program and activity be prepared and be part of the public record; and

WHEREAS, a statement of cost (attached hereto and made a part hereof) and cost analysis by Bellwether, LLC. has been prepared; and

WHEREAS, 55 ILCS 4/4001 provides authority to the County Board to establish a County Clerk’s Automation Fund and collect a \$2.00 fee for each copy of a certified document produced by the County Clerk; and

WHEREAS, based on the Bellwether, LLC study and the recommendation of the County Clerk, and the County Board agrees that the County Code should be amended to change and establish the fees charged by the Champaign County Clerk.

NOW, THEREFORE, BE IT ORDAINED that the County Code is amended as follows:

Fee	Current Fee	Identified Cost	New Fee
Certified Copies, Birth Cert	11.00	21.46	
Additional copies, Birth Cert	3.00	12.13	
Certified copies, death cert	15.00	21.46	
Additional copies of death	7.00	12.13	
Marriage License	30.00	37.30	
Civil Union License	30.00	37.30	
Certified copies, Marriage/union	11.00	16.96	
Additional copies of Marriage/Union	2.00	13.41	
Misc. Filing Fee	5.00	16.96	
Marriage/CU additional copies	3.00	13.41	
Certificate of authority	2.00	16.96	
Notary certification in person	5.00	19.96	
Tax Redemption	35.00	41.92	
Forfeiture /or Bankruptcy certificate	35.00	39.61	
Valuation Certificate	5.00	17.41	
Surrender Certificate	35.00	39.61	

Attachment B – Sample County Board Action on Sheriff Fees

WHEREAS, 55 ILCS 5/4-5001 provides that the statutory County Sheriff fees may be increased by the County Board if an increase is “justified by an acceptable cost study showing that the fees allowed by this Section (55 ILCS 5/4-5001) are not sufficient to cover the costs of providing the services”; and

WHEREAS, both 55 ILCS 5/4-5001 require a statement of the costs of providing each service, program and activity be prepared and be part of the public record; and

WHEREAS, a statement of cost (attached hereto and made a part hereof) and cost analysis by Bellwether, LLC. has been prepared; and

WHEREAS, based on the Bellwether, LLC study and the recommendation of the County Sheriff, and the County Board agrees that the County Code should be amended to change and establish the fees charged by the Champaign County Clerk.

NOW, THEREFORE, BE IT ORDAINED that the County Code is amended as follows:

Fee	Current Fee	Identified Cost	New Fee
Jail Out Bond	20.00	34.35	
Civil Process Base	30.00	55.05	
Process (travel Labor)	n/a	0.73 per mile	

Attachment C – Sample County Board Action on Recorder Fees

WHEREAS, 55 ILCS 5/3-5018 provides that the statutory County Recorder fees may be increased by the County Board if an increase is “justified by an acceptable cost study showing that the fees allowed by this Section (55 ILCS 5/3-5018) are not sufficient to cover the costs of providing the services”; and

WHEREAS, both 55 ILCS 5/3-5018 require a statement of the costs of providing each service, program and activity be prepared and be part of the public record; and

WHEREAS, 55 ILCS 5/3-5018 provides authority to the County Board to establish a County Recorder's Automation Fund and collect a \$2.00 for document storage for each document recorded by the Recorder; and

WHEREAS, 55 ILCS 5/3-5018 provides authority to the County Board to establish a County GIS Fee and directs County Recorders to collect a Rental Housing Support Program Fee for each document recording reflecting financial value; and

WHEREAS, a statement of cost (attached hereto and made a part hereof) and cost analysis by Bellwether, LLC. has been prepared; and

WHEREAS, based on the Bellwether, LLC study and the recommendation of the County Sheriff, and the County Board agrees that the County Code should be amended to change and establish the fees charged by the Champaign County Clerk.

NOW, THEREFORE, BE IT ORDAINED that the County Code is amended as follows:

Fee	Current Fee	Identified Cost	New Fee
Document Recording - All Other	35.00	53.58	
Plats of subdivisions / surveys (1st page) (larger than 8.5 x 11)	73.00	84.70	
Automation	3.00	5.17	

FY2013 General Corporate Fund Revenue Projection Report

8/12/2013	FY2012 Actual 7/31/3012	FY2012 Actual 12/31/2012	FY2013 BUDGET 12/1/2012	FY2013 YTD 7/31/2013	Projected % to be Received	Projected \$\$ to be Received	\$ Difference to Original Budget
SIGNIFICANT REVENUES							
PROPERTY TAXES (CURRENT)	\$4,459,683	\$8,255,678	\$8,686,118	\$4,652,930	98%	\$8,522,918	-\$163,200
PROPERTY TAXES (BACK)	\$0	\$12,844	\$5,200	\$0	100%	\$5,200	\$0
MOBILE HOME TAXES	\$0	\$9,116	\$8,500	\$0	100%	\$8,500	\$0
PAYMENT IN LIEU OF TAXES	\$0	\$1,345	\$4,500	\$2,241	100%	\$4,500	\$0
COUNTY HOTEL/MOTEL TAX	\$12,591	\$26,177	\$21,000	\$18,056	158%	\$33,193	\$12,193
COUNTY AUTO RENTAL TAX	\$15,679	\$29,933	\$30,000	\$15,530	101%	\$30,390	\$390
PENALTIES ON TAXES	\$137,167	\$694,211	\$677,000	\$81,057	100%	\$677,000	\$0
BUSINESS LICENSES & PERMITS	\$37,184	\$37,364	\$40,500	\$32,594	95%	\$38,500	-\$2,000
NON-BUSINESS LIC. & PERMITS	\$840,591	\$1,410,816	\$1,195,425	\$837,534	118%	\$1,410,910	\$215,485
FEDERAL GRANTS	\$233,498	\$391,947	\$423,762	\$232,587	100%	\$423,762	\$0
STATE GRANTS	\$146,169	\$203,962	\$219,381	\$155,725	100%	\$219,381	\$0
STATE SHARED REVENUE							
CORP. PERS. PROP. REPL. TAX	\$538,922	\$688,933	\$782,641	\$846,174	122%	\$956,045	\$173,404
1% SALES TAX (UNINCORPOR.)	\$611,030	\$1,043,741	\$1,155,478	\$646,357	102%	\$1,174,819	\$19,341
1/4% SALES TAX (ALL COUNTY)	\$2,986,354	\$5,158,766	\$5,389,687	\$3,021,343	99%	\$5,311,697	-\$77,990
USE TAX	\$287,074	\$494,737	\$495,626	\$309,964	105%	\$520,139	\$24,513
INHERITANCE TAX	\$328,274	\$328,274	\$0	\$0	0%	\$0	\$0
STATE REIMBURSEMENT	\$666,826	\$674,978	\$1,320,153	\$1,301,848	100%	\$1,320,153	\$0
SALARY REIMBURSEMENT	\$275,017	\$422,714	\$307,471	\$184,578	100%	\$307,471	\$0
STATE REV./SALARY STIPENDS	\$21,228	\$48,500	\$48,500	\$22,208	100%	\$48,500	\$0
INCOME TAX	\$1,713,977	\$2,948,008	\$2,870,635	\$2,055,917	107%	\$3,077,548	\$206,913
CHARITABLE GAMES/LICENSE	\$0	\$0	\$0	\$24,570	100%	\$42,120	\$42,120
OFF-TRACK BETTING	\$47,200	\$47,200	\$55,000	\$28,805	68%	\$37,582	-\$17,418
POLICE TRAINING REIMBURSEMENT	\$20,365	\$20,365	\$25,472	\$0	100%	\$25,472	\$0
LOCAL GOVERNMENT REVENUE	\$356,722	\$569,615	\$535,580	\$338,863	108%	\$576,873	\$41,293
LOCAL GOVERNMENT REIMBURSE.	\$289,061	\$563,306	\$563,182	\$328,064	109%	\$611,858	\$48,676
GENERAL GOVERNMENT	\$2,371,556	\$4,113,942	\$4,196,398	\$2,355,430	96%	\$4,024,411	-\$171,987
FINES	\$565,040	\$1,014,698	\$1,017,000	\$559,808	94%	\$957,466	-\$59,534
FORFEITURES	\$6,613	\$28,878	\$30,000	\$3,414	68%	\$20,516	-\$9,484
INTEREST EARNINGS	\$8,013	\$14,553	\$14,400	\$2,627	49%	\$7,047	-\$7,353
RENTS & ROYALTIES	\$360,501	\$584,808	\$591,514	\$324,051	100%	\$591,514	\$0
GIFTS & DONATIONS	\$10,687	\$12,687	\$7,500	\$9,929	198%	\$14,858	\$7,358
OTHR FIN. SOURCES--FIX. ASSETS	\$12,708	\$27,104	\$4,000	\$18,945	474%	\$18,945	\$14,945
OTHR. MISC. REVENUE	\$59,246	\$91,262	\$79,105	\$149,543	207%	\$163,475	\$84,370
INTERFUND TRANSFERS	\$727,436	\$1,495,136	\$1,329,440	\$564,150	100%	\$1,329,440	\$0
INTERFUND REIMBURSEMENTS	\$77,867	\$402,997	\$413,903	\$73,350	100%	\$413,903	\$0
OTHER FINANCING SOURCES							
TOTALS	\$18,224,278	\$31,868,595	\$32,544,071	\$19,198,194	101%	\$32,926,108	\$382,037

FY2013 General Corporate Fund Expenditure Projection Report

SIGNIFICANT EXPENDITURE LINE ITEMS/CATEGORIES	FY2012 YTD 7/31/2012	FY2012 FINAL 12/31/2012	FY2013 BUDGET 12/1/2012	FY2013 YTD 6/30/2013	PROJECTED % TO BE SPENT	PROJECTED \$ TO BE SPENT	\$ Difference to Original BUDGET (+/-)
PERSONNEL							
Regular Salaries & Wages	\$8,118,315	\$12,804,410	\$13,167,839	\$8,173,007	97.80%	\$12,878,678	-\$289,161
SLEP Salaries	\$4,429,627	\$6,946,772	\$7,344,343	\$4,680,638	99.32%	\$7,294,369	-\$49,974
SLEP Overtime	\$199,908	\$371,447	\$456,685	\$225,077	77.66%	\$354,667	-\$102,018
Fringe Benefits	\$1,774,956	\$2,625,138	\$2,736,605	\$1,587,235	87.00%	\$2,380,853	-\$355,752
COMMODITIES							
Postage	\$229,766	\$237,503	\$243,848	\$140,530	73.98%	\$180,395	-\$63,453
Purchase Document Stamps	\$480,000	\$870,000	\$748,150	\$600,000	116.29%	\$870,000	\$121,850
Gasoline & Oil	\$118,381	\$236,781	\$251,039	\$124,183	90.75%	\$227,813	-\$23,226
All Other Commodities	\$351,581	\$608,126	\$693,864	\$346,093	96.70%	\$670,937	-\$22,927
SERVICES							
Gas Service	\$201,772	\$300,072	\$390,000	\$233,654	84.04%	\$327,775	-\$62,225
Electric Service	\$461,091	\$872,397	\$900,000	\$420,828	90.40%	\$813,641	-\$86,359
Medical/Professional Services	\$690,784	\$1,089,242	\$1,073,398	\$688,307	103.85%	\$1,114,748	\$41,350
All Other Services	\$2,222,963	\$3,575,200	\$3,862,063	\$2,145,148	95.00%	\$3,668,960	-\$193,103
CAPITAL							
Vehicles	\$42,306	\$228,237	\$157,275	\$79,140	100.00%	\$157,275	\$0
All Other Capital	\$0	\$88,686	\$100,351	\$40,491	100.00%	\$100,351	\$0
TRANSFERS							
To Capital Improvement Fund	\$0	\$86,319	\$123,278	\$0	100.00%	\$123,278	\$0
All Other Transfers	\$47,965	\$167,205	\$515,550	\$380,631	100.00%	\$515,550	\$0
DEBT REPAYMENT							
	\$531,541	\$549,556	\$545,536	\$527,331	100.00%	\$545,536	\$0
TOTAL	\$19,900,956	\$31,657,090	\$33,309,824	\$20,392,294	96.74%	\$32,224,825	-\$1,084,999

FY2013 General Corporate Fund Projection Summary Report

FUND BALANCE 11/30/12 <i>(unaudited)</i>	\$4,348,086	
BEGINNING FUND BALANCE % OF BUDGET -	13.05%	
	<i>Budgeted</i>	<i>Projected</i>
ADD FY2013 REVENUE	\$32,544,071	\$32,926,108
LESS FY2013 EXPENDITURE	\$33,309,824	\$32,224,825
Revenue to Expenditure Difference	-\$765,753	\$701,283
FUND BALANCE PROJECTION - 11/30/13	\$3,582,333	\$5,049,369
% OF 2013 Expenditure Budget	10.75%	15.16%

GENERAL CORPORATE FUND - FY2013 BUDGET CHANGE REPORT

General Corporate Fund Original Budget As Of:	12/1/2012
Expenditure	\$32,643,640
Revenue	\$32,517,745
Revenue/Expenditure Difference	(\$125,895)

General Corporate Fund Budget As Of:		8/12/2013		
Expenditure	\$33,309,824	% Inc/Dec	2.04%	Revenue/Exp. (\$765,753)
Revenue	\$32,544,071	% Inc/Dec	0.08%	

EXPENDITURE CHANGES

Department	Description	Expenditure Change	Revenue Change	Difference
Sheriff	Re-Encumber Purchase of Vehicles from FY2012	\$85,585	\$0	(\$85,585)
County Board	Re-Encumber Funds Pledged for Clinton Landfill Legal Challenge	\$13,642	\$0	(\$13,642)
Public Properties	Re-Encumber Funds for Downtown Correctional Center Repair/Maintenance	\$5,960	\$0	(\$5,960)
County Board	Appropriate Funds for Participation in Mahomet Aquifer Sole Source Coalition	\$14,000	\$0	(\$14,000)
EMA	Grant Award for Training Exercises	\$3,730	\$3,730	\$0
IT	Re-Encumber Funds for Lyle Shields Meeting Room Remodel	\$3,116	\$0	(\$3,116)
General County	Grant to Nursing Home to Forgive Outstanding Loan	\$333,142	\$0	-\$333,142
Correctional Center	Signing Bonus for Corrections Contract	\$141,000	\$0	-\$141,000
Coroner	Public Health Grant	\$625	\$625	\$0
Physical Plant	Elevator Upgrades	\$9,110	\$0	-\$9,110
IT	Internet Bandwidth Upgrade	\$13,936	\$0	-\$13,936
IT	E-Mail Server Upgrades	\$20,367	\$0	-\$20,367
Coroner	Cooler	\$21,971	\$21,971	\$0
TOTAL		\$666,184	\$26,326	(\$639,858)

Changes Attributable to Recurring Costs	\$42,338	\$21,971	(\$20,367)
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Changes Attributable to 1-Time Expenses	\$623,846	\$4,355	(\$619,491)
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