

**Parks, Environment,
Education,
&
Land Use**

TABLE OF CONTENTS

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

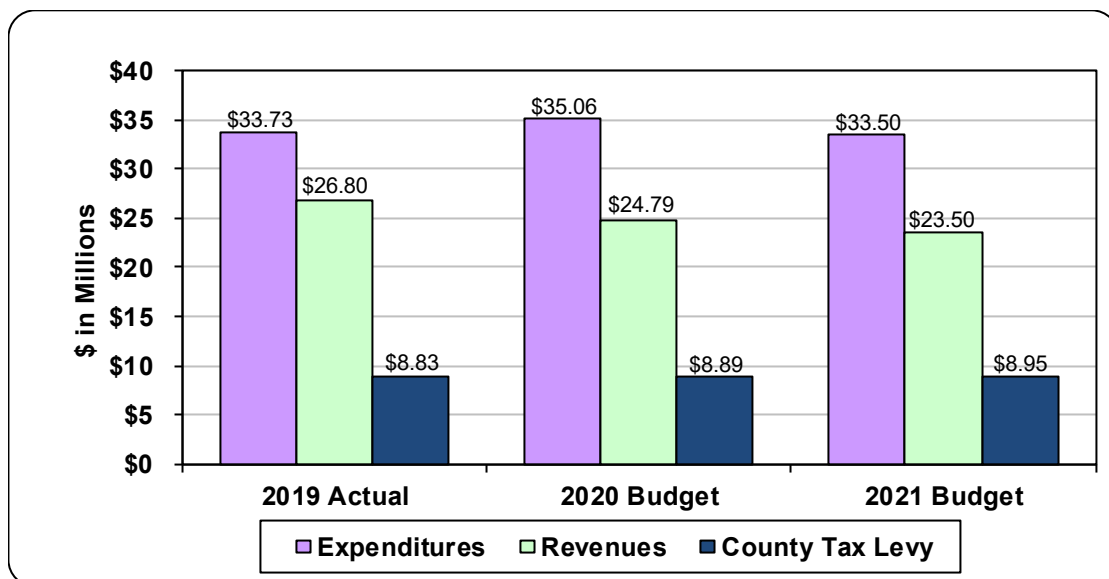
Parks, Environment, Education and Land Use Functional Area Summary	220
Register of Deeds	
Fund: General	227
University of Wisconsin Extension	
Fund: General	235
Bridges Library System ALL FUNDS.....	243
Fund: Bridges Library System - County	247
Fund: Bridges Library System - State Aids, Federal & Misc.....	250
Fund: CAFÉ Shared Automation	254
Parks and Land Use ALL FUNDS.....	255
Fund: General	258
Parks Programs.....	262
Three Year Maintenance and Projects Plan	265
Grounds Maintenance	267
Retzer Nature Center	268
Exposition Center	269
Planning & Zoning	270
Environmental Health	272
Licensing.....	274
Septic/Well/Lab Programs.....	276
Humane Animal	278
Hazardous Material	279
Land & Water Conservation	280
Hazardous Waste and County Facilities Recycling	282
Land Information Systems	284
Administrative Services	286
Fund: Community Development.....	287
Fund: Workforce Innovation and Opportunity Act.....	293
Fund: Walter J. Tarmann - Park & Open Space Land Acquisition	296
Fund: Golf Courses	298
Fund: Ice Arenas	305
Fund: Materials Recycling	310

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Land Records and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic, and youth development. The **Bridges Library System**, provides assistance in the collection and distribution of funds levied by a special Waukesha County Library Tax that is assessed to non-library communities for their use of Waukesha County member libraries, is partially supported through state and federal grants, and coordinates activities for 16 Waukesha County member libraries and 8 Jefferson County libraries since 2016. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects, and enhances the County's natural resources including land and water conservation programs (and manages the contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste and household hazardous materials programs) and environmental health of its citizens through education, public cooperation, regulation and inspections; and administers the County land use planning and zoning functions. The Community Development Fund includes Community Development Block Grant (CDBG) and HOME programs which promote the development of viable urban communities through the expansion of housing, creation of jobs, and community services for low and moderate-income households. The Workforce Fund works in collaboration with area stakeholders in Waukesha, Ozaukee, and Washington counties to address workforce issues through long-term planning and timely responses to the changing economy.

Not included in this functional area are Parks, Environment, Education and Land Use - related capital projects (see Capital Projects Section) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area and End User Technology Fund in the General Administration Functional Area).



The 2021 expenditure budget for this functional area totals approximately \$33,498,100, after excluding proprietary fund capitalized fixed asset item purchases, a decrease of nearly \$1.6 million or 4.5% from the 2020 budget. Revenues in the 2021 budget total about \$23,502,000, after including \$830,600 of various fund balance appropriations, which is a decrease of \$1,286,900 or 5.2% from the 2020 base budget of \$24,788,600. The tax levy necessary to fund this functional area totals \$8,954,800, an increase of \$68,000 or 0.8% from the 2020 budget. This functional area uses about 8% the total county tax levy.

**** PARKS, ENVIRONMENT, EDUCATION AND LAND USE ****

Functional Area Summary by Agency

	2019	2020	2020	2021	Change from 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$26,801,749	\$24,788,617	\$27,924,883	\$23,501,763	(\$1,286,854)	-5.2%
County Tax Levy	\$8,829,546	\$8,886,771	\$8,886,771	\$8,954,800	\$68,029	0.8%
Expenditure	\$33,730,385	\$35,063,785	\$36,769,640	\$33,498,114	(\$1,565,671)	-4.5%
Rev. Over (Under) Exp. (d)	\$2,402,198	\$16,300	\$1,309,483	\$17,998	\$1,698	10.4%
Oper Income/(Loss) (b)	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues (a)	\$3,753,175	\$3,490,000	\$3,777,500	\$3,625,350	\$135,350	3.9%
County Tax Levy (c)	(\$2,064,751)	(\$2,124,751)	(\$2,124,751)	(\$2,254,751)	(\$130,000)	N/A
Expenditure	\$1,281,434	\$1,365,249	\$1,337,199	\$1,370,599	\$5,350	0.4%
Rev. Over (Under) Exp. (c)	\$406,990	\$0	\$315,550	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$129,155	\$107,276	\$77,332	\$78,720	(\$28,556)	-26.6%
County Tax Levy	\$346,763	\$348,763	\$348,763	\$350,763	\$2,000	0.6%
Expenditure	\$392,694	\$456,039	\$416,332	\$429,483	(\$26,556)	-5.8%
Rev. Over (Under) Exp.	\$83,224	\$0	\$9,763	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$3,567,524	\$2,503,655	\$2,495,849	\$2,405,282	(\$98,373)	-3.9%
County Tax Levy	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditure	\$6,280,118	\$6,026,104	\$5,933,384	\$6,047,062	\$20,958	0.3%
Rev. Over (Under) Exp. (d)	\$810,930	\$16,300	\$101,214	\$17,998	\$1,698	10.4%

PARKS AND LAND USE

Revenues (a)	\$19,351,895	\$18,687,686	\$21,574,202	\$17,392,411	(\$1,295,275)	-6.9%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditure	\$25,776,139	\$27,216,393	\$29,082,725	\$25,650,970	(\$1,565,423)	-5.8%
Rev. Over (Under) Exp.	\$1,101,054	\$0	\$882,956	\$0	\$0	N/A
Oper Income/(Loss) (b)	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Register of Deeds	General	\$31,999	\$0	\$0	\$0
UW-Extension	General	\$2,500	\$2,500	\$2,500	\$2,500
Bridges Library	County	\$611,251	\$0	\$0	\$0
Bridges Library	State Aid	\$152,385	\$206,769	\$206,769	\$132,040
Bridges Library	CAFÉ	\$17,000	\$60,013	\$51,188	\$16,069
Parks and Land Use	General	\$416,155	\$155,000	\$300,971	\$150,000
Parks and Land Use	Tarmann	\$400,000	\$400,000	\$400,000	\$400,000
Parks and Land Use	Golf Courses	\$27,476	\$200,000	\$210,951	\$0
Parks and Land Use	Ice Arenas	\$0	\$0	\$12,818	\$0
Parks and Land Use	Recycling/MRF	\$998,790	\$85,000	\$75,672	\$130,000
Total Fund Balance Appropriation:		\$2,657,556	\$1,109,282	\$1,260,869	\$830,609

- (b) Operating income amounts generated from Enterprise Fund operations are retained earnings within Enterprise Fund Balance and do not result in a reduction of Tax Levy funding for other operations.
- (c) Revenues in excess of expenditures is used to reduce tax levy funding for other general government operations.
- (d) Revenues in excess of expenditures consist mainly of member library payments for CAFÉ system and software/equipment replacement fund.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Register of Deeds (ROD)** budget includes a total tax levy decrease of \$130,000 resulting in an increased total tax levy credit of \$2.25 million, mainly due to charges for services being budgeted to increase nearly \$135,400 to \$3.63 million. This includes an increase of \$90,000 in real estate transfer fee revenues, reflecting recent trends in residential and commercial real estate activity and an increase of \$45,400 for copy and duplication fees based on growing usage of online access for records. Total FTE decreases 0.25 to 15.92 FTE due to the abolishing of a remaining 0.25 FTE of a Support Staff Supervisor position.
- **Parks and Land Use General Fund** non-levy revenues in the Parks department increase \$135,000 or 2.2%. This largely reflects strong growth in various parks fees (including entrance, annual stickers, reservations, camping, boat launch, and concession revenues, etc.) of \$175,300 to \$1.5 million. The budget also includes increases of \$26,000 in restaurant and retail food licenses, \$10,100 in zoning permits and \$5,000 in septic system permits due to increases in the fee rates and previous year activity.
- The **Parks and Land Use General Fund 3-Year Maintenance and Projects Plan** decreases \$77,000 to \$348,500 largely due to a decrease in building repair and maintenance that were covered with donation revenues in the 2020 budget. The 2021 budget includes several large projects, including: \$50,000 for a new park entrance camera system to assist the department with park fee compliance, \$25,500 for building and appliance repair at Fox Brook Park's office and beach house, \$27,000 for air conditioner and furnace replacement at various park locations, \$25,000 for replacement of a diving dock platform at Fox Brook Park, \$25,000 for the Muskego Park Beach House roof replacement, \$23,600 for various kitchen appliances at the Exposition Center, \$20,000 for maintenance on the dog swim area at Menomonee Park's beach, \$20,000 for the boardwalk improvements at Retzer Nature Center, \$15,000 for renovation of the Nagawicka Lake access launch, \$13,500 for swim pond repair at Mukwonago Park's beach, and several smaller projects.
- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs. Program expenditures and revenues from the Department of Housing and Urban Development (HUD) are budgeted to increase from 2020 budgeted levels for the Community Development Block Grant (CDBG) program by about \$59,000 to \$1,464,000 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to increase by \$153,000 to \$1,448,000. Overall, Community Development program expenditures increase by \$107,800, which also includes a \$235,000 decrease in revolving loan-funded projects, partially offset by increases in program income funded projects of \$120,000.
- **Parks and Land Use – Workforce Fund** began in the 4th quarter of 2018, when the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2021 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,457,600, a decrease of about \$127,100 from the 2020 budget, mostly due to a trend of annual reductions in funding allocated based on prior years local labor statistics. Funding will be used to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment. The 2021 budget transfers 0.18 FTE of the Workforce Development Board Director to the Parks General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2020 budgeted level of \$400,000. Expenditures include \$337,500 for land purchases, \$50,000 for grants to conservancy organizations to assist with land purchases, and \$12,500 for consulting services such as surveying, appraising, and other costs related to land acquisition.
- **Parks and Land Use – Golf Course Fund** budget reflects the 2020 sale of Wanaki Golf Course to a private golf course operator per enrolled ordinance 175-15. Therefore, the Golf Course Fund 2021 budget excludes Wanaki Golf Course and shows a total decrease of \$1.4 million in revenues and fund balance and \$1.3 million in expenditures. Total FTE decreases 12.67 FTE to 15.08 FTE and includes the abolishment of a 1.00 FTE parks maintenance worker, 0.92 FTE golf course club supervisor – 18 Hole (0.08 FTE in the Parks and Land Use General Fund), a reduction in temporary extra help of 10.47 FTE, and a reduction in overtime by 0.28 FTE.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use – Ice Arena Fund** revenues decrease \$12,200 or 1.1%, mainly reflecting a decrease in public skating fee revenue and concessions, partially offset by slight increase in hockey league and contracted ice sales. Cash flow is projected to be about \$9,500 in 2021. Fixed asset improvement projects for 2021 increase \$10,000 and include compressor upgrades and improvements of \$50,000 at Eble and Naga-Waukee Ice Arenas.
- The **Parks and Land Use – Material Recovery Facility (MRF) Fund** expenditures are budgeted to decrease \$451,000 to \$3.74 million primarily due to the elimination of the direct haul compensation and recycling container credit provided to participating municipalities of \$580,000. This is mainly due to reductions in material sales revenues, reflecting lower demand and prices in the markets for recycled materials. Community dividend and incentive payments were originally halted in 2019 through enrolled ordinance 174-26 to help sustain fund balance, but due to the continued depressed commodity markets, these revenues have yet to return to a sustainable level that would allow for the direct haul and recycling container credit payments to continue. Revenues (including fund balance) are budgeted to decrease slightly by \$10,100 or 0.4% to \$2.87 million, largely due to a \$50,000 decrease in state recycling grant revenue (due to the city of Muskego leaving the county's recycling program) offset by an increase of \$45,000 in the usage of Material Recovery Facility Fund balance to \$130,000 related to ongoing equipment replacement purchases.
- The **Bridges Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$121,000 or 3.4% to \$3,659,800 in 2021. The increase in library tax levy, is primarily due to an increase of \$121,000 related to the calculation established in County Code 11-4, which compensates Waukesha County member libraries based on usage by non-library communities. The special library tax levy is distinct from, and has no impact on the County General Tax Levy.
- **Bridges Library System State Aids Fund** planned use of fund balance decreases by \$74,700 to \$132,000 to fund five projects in 2021. These funded projects include \$75,800 for the gradual transition of costs related to Hoopla subscription services (e.g. on-demand audiobooks, ebooks, comics, movies, TV shows, etc), \$22,900 for the LibraryAware pilot project to assist in library promotion, \$18,000 to fund the Advantage program to reduce holds on digital items, \$11,100 for a finish incorporating radio frequency identification (RFID) tags into library system resources to increase operational efficiencies and better inventory control, and \$5,000 for social media archiving.
- **University of Wisconsin – Extension** tax levy increases \$2,000. Operating expenditures are budgeted to decrease \$28,000 mostly due to decrease in contracted services related to decrease in grant funding. Other revenue is budgeted to decrease \$24,300 due to the removal of the Greater Milwaukee Foundation grant.

**BUDGETED POSITIONS 2019-2021
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2019 Year End	2020 Adopted Budget	2020 Modified Budget	2021 Budget	20-21 Change
REGISTER OF DEEDS	General	16.60	16.15	16.15	15.90	(0.25)
UW-EXTENSION*	General	2.70	2.85	2.85	2.70	(0.15)
BRIDGES LIBRARY SYSTEM	State Aids Fund	5.88	6.95	6.95	6.95	0.00
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Library System	6.63	7.70	7.70	7.70	0.00
PARKS & LAND USE	General	82.66	82.96	82.96	83.66	0.70
	Community Development	2.85	3.69	3.69	3.69	0.00
	Workforce Fund	1.00	0.93	0.93	0.75	(0.18)
	Golf Courses	7.05	6.82	6.82	4.90	(1.92)
	Ice Arenas	4.91	4.91	4.91	4.16	(0.75)
	Materials Recycling Fund	4.53	4.53	4.53	4.43	(0.10)
	Subtotal Parks & Land Use	103.00	103.84	103.84	101.59	(2.25)
TOTAL REGULAR POSITIONS		128.93	130.54	130.54	127.89	(2.65)
TOTAL EXTRA HELP		68.11	68.34	68.34	57.40	(10.94)
TOTAL OVERTIME		2.11	2.22	2.22	1.95	(0.27)
TOTAL BUDGETED POSITIONS		199.15	201.10	201.10	187.24	(13.86)

* UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.

2021 BUDGET ACTIONS:

Register of Deeds

Abolish: 0.25 FTE Support Staff Supervisor

UW-Extension

Decrease: 0.15 FTE Administrative Specialist

Bridges Library System

Reclassify 0.70 FTE Administrative Specialist to Departmental Executive Assistant

Parks - General

Abolish: 0.08 FTE Golf Course Clubhouse Supervisor 18 Hole
 Reclassify: 1.00 FTE Administrative Assistant to Administration Specialist
 Reclassify: 1.00 FTE Senior Land Use Specialist to Senior Planner
 Unfund: 1.00 FTE Administrative Specialist
 Refund: 0.50 FTE Environmental Health Specialist
 Transfer: 0.18 FTE Workforce Development Board Director from Workforce Fund
 Transfer: 0.10 FTE Senior Administrative Specialist from Material Recycling Fund
 Reduce: 0.45 FTE Extra Help
 Increase: 0.01 FTE Overtime

Parks - Workforce Fund

Transfer: 0.18 FTE Workforce Development Board Director to Parks-General

Parks - Golf

Abolish: 0.92 FTE Clubhouse Supervisor - 18 Hole
 Abolish: 1.00 FTE Park Maintenance Worker
 Reduce: 0.28 FTE Overtime
 Reduce: 10.47 FTE Extra Help

Parks - Ice

Unfund: 0.75 FTE Administrative Assistant
 Reduce: 0.02 FTE Extra Help

Parks - Material Recycling Fund

Transfer: 0.10 FTE Senior Administrative Specialist to Parks-General Fund

2020 CURRENT YEAR ACTIONS

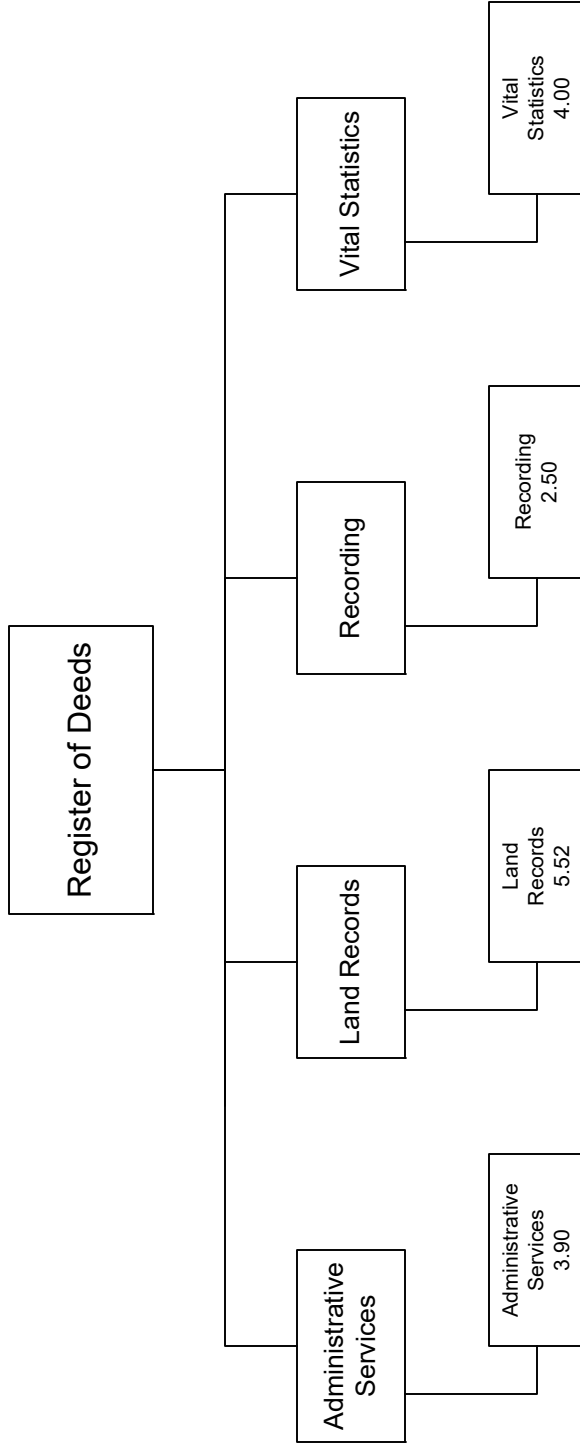
Refund: 1.00 Park Maintenance Worker

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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



15.92 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County a depository for safekeeping and public inspection of recorded legal documents pertaining to Land Records and Vital Records.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,721,167	\$3,490,000	\$3,777,500	\$3,625,350	\$135,350	3.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$9	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$31,999	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	(\$2,064,751)	(\$2,124,751)	(\$2,124,751)	(\$2,254,751)	(\$130,000)	N/A
Total Revenue Sources	\$1,688,424	\$1,365,249	\$1,652,749	\$1,370,599	\$5,350	0.4%
Expenditures						
Personnel Costs	\$1,056,053	\$1,136,699	\$1,101,598	\$1,118,582	(\$18,117)	-1.6%
Operating Expenses	\$75,930	\$74,161	\$82,037	\$94,868	\$20,707	27.9%
Interdept. Charges	\$149,451	\$154,389	\$153,564	\$157,149	\$2,760	1.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,281,434	\$1,365,249	\$1,337,199	\$1,370,599	\$5,350	0.4%
Rev. Over (Under) Exp.	\$406,990	\$0	\$315,550	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.60	16.15	16.15	15.90	(0.25)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.06	0.02	0.02	0.02	0.00
Total FTEs	16.66	16.17	16.17	15.92	(0.25)

(a) The tax levy credit amount is from revenues in excess of expenditures, which is used to reduce tax levy funding for other general government operations.

(b) Appropriated Fund Balance	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Offset one-time redaction revenue used in 2014.	\$25,000	\$0	\$0	\$0
Purchase Orders and Carryovers from the prior year	\$6,999	\$0	\$0	\$0
Total	\$31,999	\$0	\$0	\$0

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Property Transaction Processing

Promote Land Records and other local business by minimizing risk and turn-around time involved in property transactions processed by the Register of Deeds (ROD). (Land Records and Recording)

The Land Records Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department’s benchmark for making documents available to the public is 6 business days, and the benchmark for distributing documents is 30 calendar days.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
# of incidents when a document is marked permanent after the benchmark of 6 business days	1	2	0	0

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

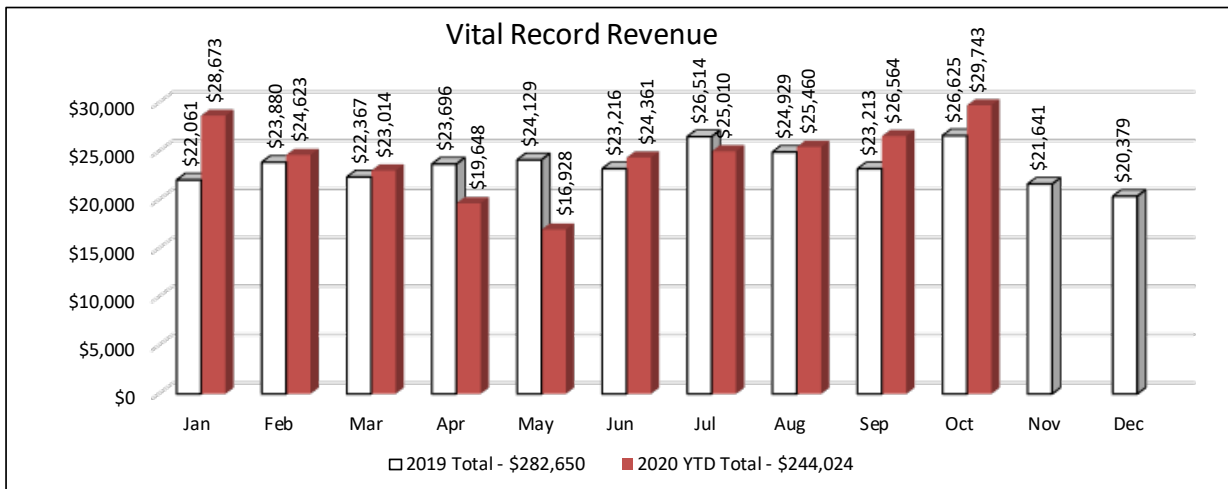
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Total transactions via Internet	3,580	3,500	4,700	4,000
Walk-in document requests	3,024	3,000	1,100	2,500
Phone-in document requests	4,290	3,800	3,817	3,500
Mail-In document requests	446	300	431	350

Objective 3: Vital Records Requests

Provide constituents with an irrefutable, reasonably accessible record of births, marriages and deaths within Waukesha County. The majority of interaction with constituents taking place in the Register of Deeds Office occurs at the Vital Records counter. (Vital Records)

As of January 2017, Wisconsin residents can purchase copies of many vital records from any Register of Deeds office in the state. Because individual customers and regular funeral home clients can now go to any county’s ROD office for many of their vital records, the Waukesha County ROD will monitor annual vital records earnings as a measure of our customer service to customers who now have other options.



Program Description

Administrative Services is responsible for coordinating and providing efficient administrative support to the department, including management of the office, working on business continuity, strategic planning, accounting, and annual budget preparation. Fees are collected for the transfer of real estate based on the value of the property, with certain statutory exceptions. The County's portion of the fee (20%) is allocated to this program and the balance is sent to the State on a monthly basis.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.10	3.40	3.40	3.90	0.50
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,152,082	\$2,000,000	\$2,000,000	\$2,090,000	\$90,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$9	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,468,690)	(\$1,601,398)	(\$1,601,398)	(\$1,633,501)	(\$32,103)
Total Revenues	\$683,401	\$398,602	\$398,602	\$456,499	\$57,897
Personnel Costs	\$317,675	\$364,908	\$391,035	\$415,891	\$50,983
Operating Expenses	\$14,799	\$15,937	\$22,167	\$22,520	\$6,583
Interdept. Charges	\$18,480	\$17,757	\$17,752	\$18,088	\$331
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$350,954	\$398,602	\$430,954	\$456,499	\$57,897
Rev. Over (Under) Exp.	\$332,447	\$0	(\$32,352)	\$0	\$0

(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county General Fund operations.

Program Highlights

Charges for services increase \$90,000 to \$2,090,000. This is composed of an increase in real estate transfer fees of \$90,000, reflecting a continuing trend in increasing residential and commercial real estate activity.

Personnel costs increase by \$51,000, reflecting a transfer in of 0.50 FTE from the Recording program area and costs to continue for 3.40 FTEs. Operating expenses are budgeted to increase by \$6,600, composed primarily of an increase in book binding and repair of \$5,500. Interdepartmental charges are budgeted to increase by about \$300 mainly due to an increase in computer maintenance, offset by decreases in records storage.

Program Description

Land Records is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Land Records is also responsible for preparing and delivering, upon receipt of the proper fee, certified copies of any record, file, map, or plat in the office. Land Records also staffs the Land Records customer service desk and phone lines to assist the public with inquiries about any Land Records filings maintained in our office.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	6.05	5.77	5.77	5.52	(0.25)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,171,802	\$1,130,000	\$1,377,500	\$1,150,350	\$20,350
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$31,999	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$759,194)	(\$674,990)	(\$674,990)	(\$710,090)	(\$35,100)
Total Revenues	\$444,607	\$455,010	\$702,510	\$440,260	(\$14,750)
Personnel Costs	\$332,701	\$322,978	\$289,602	\$303,401	(\$19,577)
Operating Expenses	\$54,509	\$47,874	\$48,870	\$51,870	\$3,996
Interdept. Charges	\$81,325	\$84,158	\$83,133	\$84,989	\$831
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$468,535	\$455,010	\$421,605	\$440,260	(\$14,750)

Rev. Over (Under) Exp.	(\$23,928)	\$0	\$280,905	\$0	\$0
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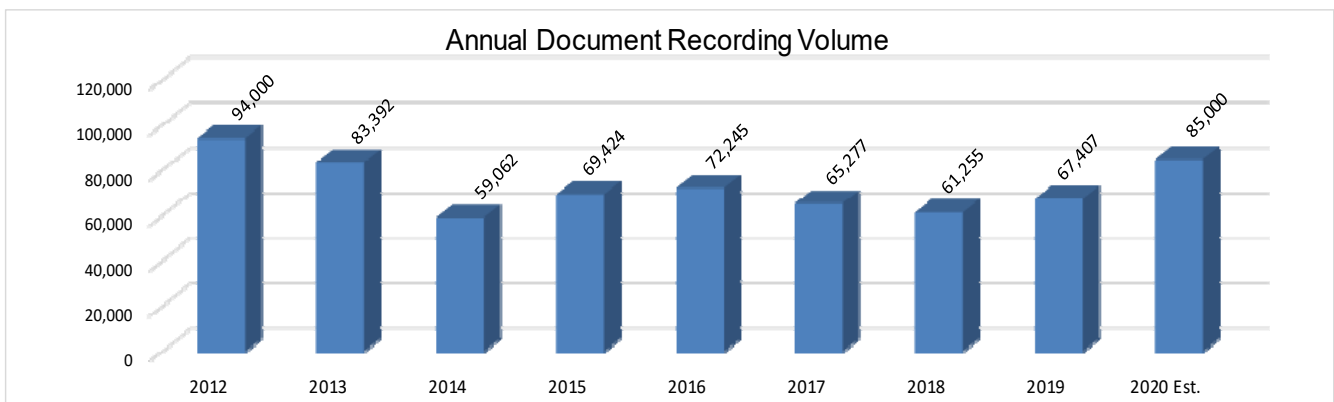
(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.

Program Highlights

Charges for services increase by \$20,400 mainly reflecting an increase in online copy sales and subscriptions.

Personnel costs are budgeted to decrease by approximately \$19,600, largely reflecting the abolishing of the remaining 0.25 FTE support staff supervisor, offset by costs to continue for the remaining 5.50 FTE staff. Operating expenses are budgeted to increase by \$4,000, due primarily to an increase of \$2,400 to microfilming costs, associated with an increase in document recording volume over prior years. Interdepartmental charges are budgeted to increase by \$800, primarily due to increases in record storage charges and computer maintenance costs.

State and County Recording Fees	2020	2021
State of Wisconsin	\$7	\$7
County Land Info. Syst. Office	\$8	\$8
ROD Retains	\$15	\$15
Redaction Fee	\$0	\$0
Total Fees	\$30	\$30



Note: While most documents carry a \$30 recording fee, there is some variation; Condo and subdivision plats, for example are \$50, so recording revenue cannot easily be calculated from the number of documents recorded.

Program Description

Recording examines all legal documents to assure conformity to state statutes and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Recording collects and deposits the fees for recording and copies of recorded documents, uniform commercial code Land Records-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates, and real estate transfers. In addition, recording staff prepares the recorded documents for imaging, scanning, and microfilming and returns those documents to the customer.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.51	4.00	4.00	2.50	(1.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$114,633	\$80,000	\$120,000	\$105,000	\$25,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$230,076	\$223,839	\$223,839	\$113,111	(\$110,728)
Total Revenues	\$344,709	\$303,839	\$343,839	\$218,111	(\$85,728)
Personnel Costs	\$237,245	\$265,597	\$249,714	\$167,627	(\$97,970)
Operating Expenses	\$1,938	\$350	\$1,000	\$11,478	\$11,128
Interdept. Charges	\$36,858	\$37,892	\$37,922	\$39,006	\$1,114
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$276,041	\$303,839	\$288,636	\$218,111	(\$85,728)
Rev. Over (Under) Exp.	\$68,668	\$0	\$55,203	\$0	\$0

Program Highlights

Charges for services revenues are budgeted to increase by \$25,000 based on current and prior year performance, for direct recognition of non-certified image sales for high volume customers previously recognized in the Department of Administration Records Management division (DOA-RM).

Personnel costs are budgeted to decrease by nearly \$98,000 mainly due to a transfer of 1.00 FTE senior administrative specialist that is split between 0.50 FTE in Land Records and 0.50 FTE in Administrative Services, as well as the transfer of 0.50 FTE administrative assistant to Land Records. Operating expenses increase by \$11,100, primarily due to funds set aside to create a software interface with the state Department of Revenue. Interdepartmental charges increase by \$1,100 primarily due to an increase in computer maintenance charges.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	218	195	210	200	5

Program Description

Vital Records is responsible for the accurate recording and filing of marriage and death certificates; and issuing certified copies of Birth, Marriage, Death, and Divorce certificates. This program also examines all original marriage and death certificates before processing them to the state. The vital records program provides both phone and walk-in reception services for the entire office.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.00	3.00	3.00	4.00	1.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$282,650	\$280,000	\$280,000	\$280,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$66,943)	(\$72,202)	(\$72,202)	(\$24,271)	\$47,931
Total Revenues	\$215,707	\$207,798	\$207,798	\$255,729	\$47,931
Personnel Costs	\$168,432	\$183,216	\$171,247	\$231,663	\$48,447
Operating Expenses	\$4,684	\$10,000	\$10,000	\$9,000	(\$1,000)
Interdept. Charges	\$12,788	\$14,582	\$14,757	\$15,066	\$484
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$185,904	\$207,798	\$196,004	\$255,729	\$47,931
Rev. Over (Under) Exp.	\$29,803	\$0	\$11,794	\$0	\$0

(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.

Program Highlights

Charges for service revenues remain at 2020 levels, based on historical and current record volume.

Personnel costs increase by \$48,400 primarily due to the transfer of 1.00 FTE administrative specialist from Land Records and partially due to changes in staff health insurance selections, and reflecting costs to continue for 3.00 FTEs. Operating expenses decrease by \$1,000, due primarily to a decrease in office equipment repair expenses. Interdepartmental charges increase by \$500 due to an increase in computer maintenance costs.

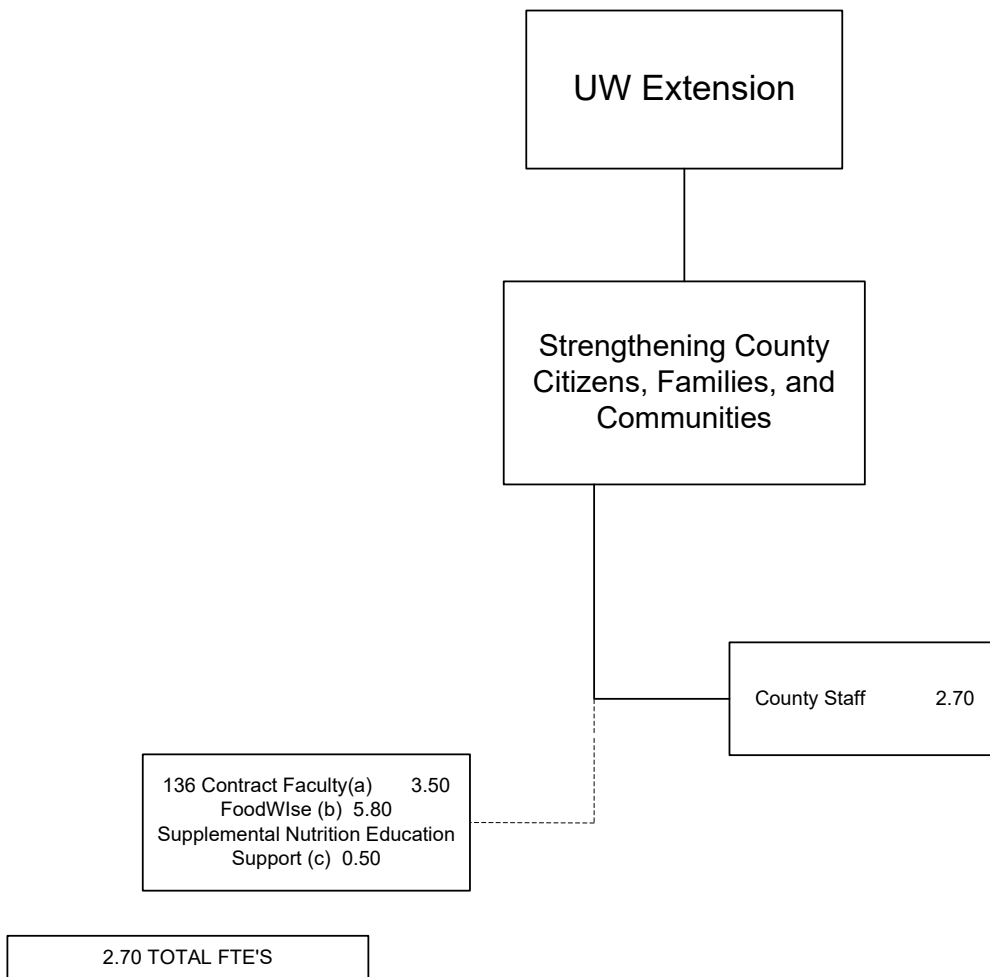
Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of Certified Copies Issued:					
Birth	12,362	13,000	11,000	11,000	(2,000)
Death	52,182	55,000	58,688	58,500	3,500
Marriage	10,083	10,000	8,500	8,500	(1,500)
Divorce	96	80	103	100	20

Note: Vital records fees are set by State statute (S. 69.22) at \$20 for the first copy and \$3 for additional copies, with fees for the first copy split with the state receiving \$13 and the county retaining \$7, except for birth certificates in which the county retains \$5. Fees from additional copies stay with the county.

University of Wisconsin Extension

UW EXTENSION OFFICE

FUNCTION / PROGRAM CHART



- (a.) State 136 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.
- (b.) The FoodWise Program (formerly WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget.
- (c.) The Supplemental Nutrition Education Support program is funded by privately funded source. No tax levy is included.

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

We teach, learn, and serve connecting residents of Waukesha County with the University of Wisconsin, and engaging with them in transforming lives and communities in both urban, suburban, and rural areas.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$359	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$64,903	\$57,860	\$42,735	\$53,620	(\$4,240)	-7.3%
Interdepartmental	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$59,252	\$44,416	\$29,238	\$20,100	(\$24,316)	-54.7%
Apr. Fund Balance (a)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
County Tax Levy (Credit)	\$346,763	\$348,763	\$348,763	\$350,763	\$2,000	0.6%
Total Revenue Sources	\$475,918	\$456,039	\$426,095	\$429,483	(\$26,556)	-5.8%
Expenditures						
Personnel Costs	\$146,069	\$173,120	\$186,906	\$180,259	\$7,139	4.1%
Operating Expenses	\$196,910	\$223,736	\$175,030	\$195,753	(\$27,983)	-12.5%
Interdept. Charges	\$49,715	\$59,183	\$54,396	\$53,471	(\$5,712)	-9.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a)	\$392,694	\$456,039	\$416,332	\$429,483	(\$26,556)	-5.8%
Rev. Over (Under) Exp.	\$83,224	\$0	\$9,763	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.70	2.85	2.85	2.70	(0.15)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	2.70	2.85	2.85	2.70	(0.15)

(a) Fund balance appropriation	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Juvenile Center Community Garden program	\$2,500	\$2,500	\$2,500	\$2,500
Total fund balance appropriation:	\$2,500	\$2,500	\$2,500	\$2,500

Additional Human Res.	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Position Change
State 136 Contract (b)	3.50	3.50	3.50	3.50	0.00
FoodWise (formally WNEP) (c)	7.10	5.80	5.80	5.80	0.00
Supplemental Nutrition Education Support (d)	0.00	0.00	0.50	0.50	0.50
Other State Funded areas (e)	2.00	2.50	2.50	2.50	0.00
Total (Non-County)	12.60	11.80	12.30	12.30	0.50

(b) State UW-Extension 136 Contract educators are funded with 40% local revenues, including tax levy, grants, and other program service revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.

(c) The FoodWise program (formerly WNEP) is federally funded and administered by the state's UW-Extension. Its operating expenses, personnel costs, and grant funding are not included in the county budget. This program provides services to the Waukesha County residents and is run through the county UW-Extension Office.

(d) Created a Nutrition Education Supplemental half-time state position that is privately funded by other sources and not from county tax levy money.

(e) Starting In 2019, the UW-Extension Area Extension Director (Department Head) was funded 100% with state funding, and is no longer on the 136 contract. The Community Educator is paid 100% through grants, tax levy from Jefferson County and other revenue sources through state funding (formerly known as "State 144 Contract").

Strengthening County Citizens, Families & Communities**Program Description**

Extension educational programs apply the research and resources from UW-Madison University System to strengthen Waukesha County citizens, youth, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers, and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW-Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development.

Program Highlights

Charges for services revenue decreased about \$4,200 from the 2020 budget. This is mainly due to one of the in-person Health & Wellbeing programs that was previously budgeted in 2020 is no longer being offered.

Interdepartmental revenues remain the same as 2020 due to an HHS partnership that is serving at-risk youth participating in the Juvenile Community Garden program.

Other revenues decreased about \$24,300 mostly due to the Greater Milwaukee Foundation grant ending and also a decrease in funding from the state for 0.15 FTE administrative specialist.

Personnel costs increased \$7,100 mainly due to employee benefit selection changes. This is partially offset by 0.15 FTE decrease in an administrative specialist position due to not receiving funding from the state in 2021 (which had partially supported this position in 2020).

Operating expenses decreased about \$28,000 in 2021 mainly due to a decrease in contracted services related to a decrease in grant funding. The state continues to assume approximately 60% of 136 contract costs (3.50 FTE) with the county assuming approximately 40% with a combination of grant funding, charges for services, tax levy and other program revenue. In addition, UW-Madison Division of Extension will continue to assume responsibility for 100% of the Area Extension Director position (Department Head).

Interdepartmental charges decreased about \$5,700 mostly due to a decrease in postage and in indirect cost recovery from grants.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Garden and Landscape Diagnostics and Education

Provide unbiased, science-based advice to Waukesha residents with garden and landscape questions.

Identify and diagnose plant and insect problems, provide situationally specific management and control options, identify appropriate plant recommendations for Waukesha County residents, educate individuals about invasive plant and insect species control and eradication and connect residents with local resources.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Individual Contacts through Horticulture Helpline	337	400	215	340
Number of Individuals Receiving in Person Diagnostic Services by Visiting UW-Extension Office*	48	50	25	35
Number of Horticulture Helpline Hours volunteered by Master Gardeners in Waukesha County	156	200	75	160

* In Person Diagnosis is tracking downward due to our attempt to diagnose problems through electronic means thus making services more efficient for residents.

Objective 2: Green Industry Education

Conduct green industry professional training sessions.

Increase workforce knowledge level of green industry employees in emerging pest issues and pesticide selection through educational workshop training sessions.

Performance Measure:	2019 Actual*	2020 Target	2020 Estimate	2021 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	81%	95%	85%	85%
Number of Employees in the Green Industry Trained	364	600	535	550
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	80%	85%	85%	85%

*Low numbers in 2019 are due to poor weather conditions.

Objective 3: Enhancing Organizational Effectiveness

Facilitate processes to enhance the effectiveness of organizations

Increase effectiveness of organizations by facilitating processes, conducting needs assessments, collecting and analyzing data for performance measurement, identifying funding opportunities, and engaging staff in Real Colors® personality exercises.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Organizations Engaged	3	6	1	3
Revenue Generated	\$40,000	\$55,000	\$52,500	\$55,000
Percent of Participants who Report an Increase in Knowledge	85%	87%	85%	85%

Conduct workshops for municipal plan commissioners, elected officials and staff to increase knowledge and skills for effective implementation of comprehensive plans and in concert with applicable zoning codes and land division ordinances.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Participants	N/A	50	50	50
Percent of Participants who Report an Increase in Knowledge	N/A	90%	80%	80%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	N/A	90%	90%	90%

Health and Safety Pillar: Ensure the well-being of residents

Objective 4: Nutrition Education

Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Waukesha County Nutrition Coalition (WCNC) members).

FoodWise (formally WNEP) partners with community and government agencies to reach the low-income population in Waukesha County. The following indicators are focused on: a: percentage of participants who report intent to increase fruit and vegetable consumption (pre/post evaluation); b: Percent increase in responding low income participants who show improvement in one or more nutrition practices following a series of 8 lessons using Eating Smart and Being Active curriculum (ESBA) (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist).

Performance Measures:

a. Impact data will include outreach to an increasing number of agency partners and low-income resident contacts.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of Community Partner Agencies	65	60	55	65
Number of Program Contacts	17,600	15,500	10,000	15,500
Number of Eating Smart Being Active Participants (ESBA)	140	100	40	40
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	926	800	300	850

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY19 – program will be 40% EFNEP funded and 60% SNAP funded
- FY20 – program will be 40% EFNEP funded and 60% SNAP funded
- FY21 – program will be 40% EFNEP funded and 60% SNAP funded

b. Collect evaluation data from participants of Supplemental Nutrition Assistance Program (SNAP-Ed) and ESBA curriculum. This data will measure nutritional behavior change through use of research and evidence based FoodWise state program evaluations comparing pre- and post-tests.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	88%	89%	83%	85%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	81%	90%	89%	90%
Percent of Participants Who Report Improvement in Food Budgeting Practices	77%	77%	70%	72%

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY19 – program will be 40% EFNEP funded and 60% SNAP funded
- FY20 – program will be 40% EFNEP funded and 60% SNAP funded
- FY21-program will be 40% EFNEP funded and 60% SNAP funded

Objective 5: Strength Training for Aging Residents

Develop the community-based StrongBodies (based on the Strong Women™ program developed by Tufts University) strength training program in throughout Waukesha County as a means to support residents as they age to remain strong, healthy and independent.

Performance measures include the number of ten week StrongBodies sessions* offered throughout the county, number of volunteers trained, number of registered participants, and percentage of participants that show an increase in strength after completing the program (using Senior Fitness Testing results).

General Fund**UW-Extension****Objectives**

	2019 Actual	2020 Target	2020 Estimate*	2021 Target
Performance Measure:				
Number of StrongBodies Locations	6	9	5	10
Number of StrongBodies Participants	172	240	150	250
Number of Volunteers Trained	2	6	2	6
Percent Reporting Increased Strength	95%	90%	90%	90%

*Due to the COVID-19 pandemic, in person classes were suspended. Virtual sessions were offered and may extend into the fall. Expansion of the program was affected by inability to onboard new volunteer leader trainings due to the liability reasons as volunteers have to be taught in person.

Quality Pillar: High standards of service excellence**Objective 6: 4-H Youth Leadership Training**

Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to photography, delivered through the adult volunteers of the 4-H Youth Development Program in collaboration with the Youth & Family Educator.

Emphasis on Youth Development programming along with life, leadership, and career skills development to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase in volunteer training, marketing, and Pre-College Youth Education Program.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Performance Measure:				
Number of 4-H Leader Trainings	25	25	39	25
Number of Certified Adult Leaders	157	240	155	200
Establish new community partnerships to diversify and secure funding to enhance the positive youth development program	45	60	46	25
Number of Youth in 4-H	512	515	517	525

Objective 7: Master Gardener Recruitment and Retention

Recruit and retain Master Gardener volunteers to support educational programs and outreach.

Maintain the level of Master Gardener volunteer support measured by number of annual volunteers, hours donated by certified volunteers, and number of volunteers trained.

	2019 Actual	2020 Target	2020 Estimate*	2021 Target
Performance Measure:				
Certified Volunteers	266	265	265	270
Volunteers Trained	112	175	238	250
Volunteer Hours	10,057	15,200	3,500	10,500

*Due to the COVID-19 pandemic, volunteer hours are down in 2020.

General Fund

UW-Extension

Grant Funding

Grant Title	Funding Source	Funding Administration	2019 Actual Award	2020 Budgeted Award	2020 Estimated Award	2021 Budget
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$30,000	\$20,272	\$0	\$0
StrongBodies	Community Memorial Hospital	County	\$5,445	\$5,500	\$5,500	\$10,000
Sub Total County UW Ext. Administered Grants			\$35,445	\$25,772	\$5,500	\$10,000
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP	\$575,341	\$392,907	\$392,907	\$426,511
ProHealth Tower Hill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$0	\$35,000	\$35,000	\$0
Whitewater Rural Business Development Grant (c)	USDA	USDA	\$11,625	\$46,500	\$34,875	\$0
New Berlin Data Analysis Project (d)	New Berlin	New Berlin	\$0	\$0	\$10,000	\$0
CAPER (Consolidated Annual Performance Evaluation Report) (CDBG) (e)	CDBG	CDBG	\$0	\$0	\$5,000	\$0
Tower Hill Neighborhood Assoc. (CDBG) (f)	CDBG	CDBG	\$0	\$15,267	\$15,267	\$0
Haertel Field Revitalization Planning Grant (CDBG) (g)	CDBG	CDBG	\$0	\$0	\$0	\$20,000
Total UW Extension Grants			\$622,411	\$515,446	\$498,549	\$456,511

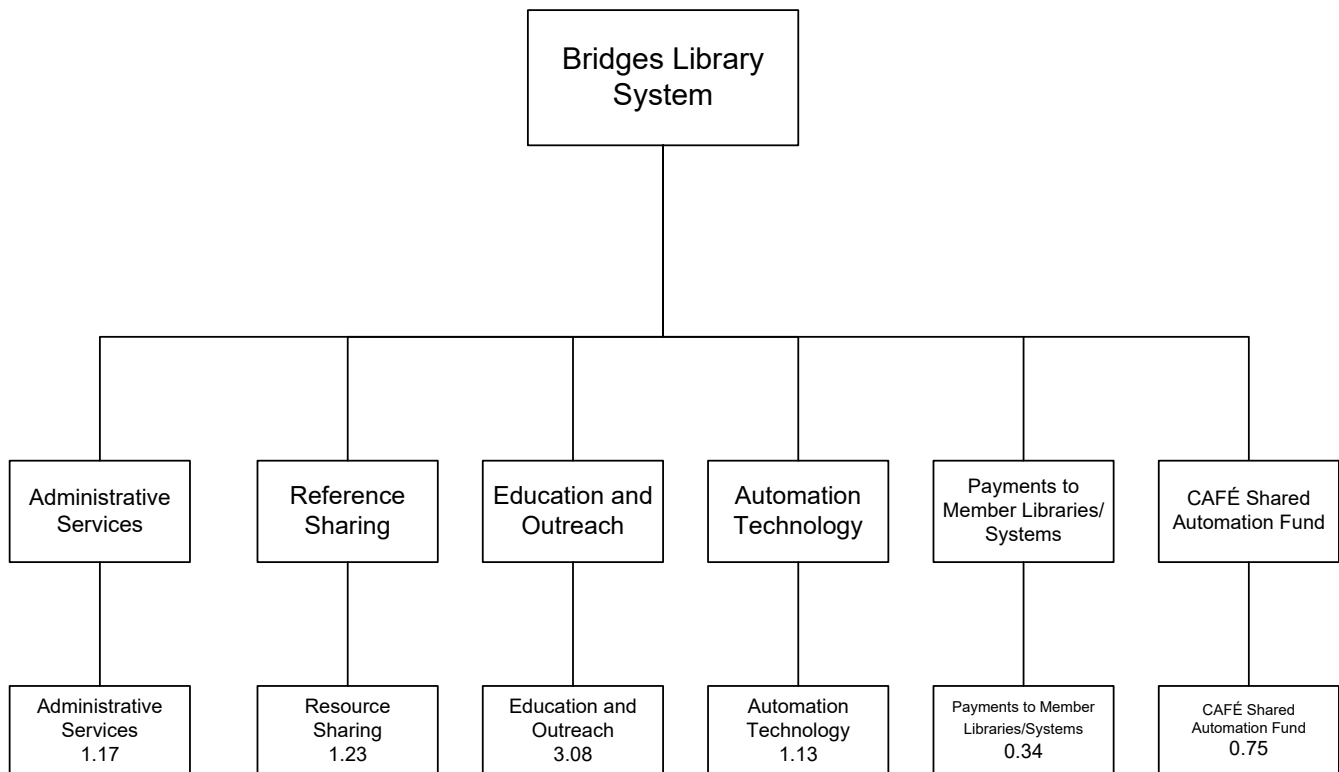
These state administered grants/funds do not run through the county’s budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 2019 budget, this consists of \$575,341 of WNEP (including SNAP-Ed funding of \$333,525 and EFNEP funding of \$241,816). For the 2020 budget, this consists of \$392,907 of FoodWise funding (including SNAP-Ed funding of \$249,026 and EFNEP funding of \$143,881). For the 2021 budget, this consists of \$426,511 of Food Wise funding (including SNAP-Ed funding of \$270,061 and EFNEP funding of \$156,450).
- (b) This includes a donation from ProHealth Care specifically for the Tower Hill Education Outreach Project.
- (c) Whitewater Rural Business Development Grant project addresses job retention and expansion of small emerging businesses with under 50 employees and \$1 million or less in annual revenue. This grant was for \$93,000 and split between another county.
- (d) New Berlin Project includes the Community Educator working with city and community leaders to increase citizen participation in comprehensive planning.
- (e) The CDBG data analysis provided trends for the Waukesha County Community Development Block Grant program to help inform priority projects and decision-making. In addition, the report served for reporting performance outcomes through the Consolidated Annual Performance and Evaluation Report (CAPER) as required by the U.S. Department of Housing and Urban Development (HUD) to share local measures.
- (f) A CDBG grant for the strategic plan for the Tower Hill Neighborhood Association in a neighborhood revitalization strategy area.
- (g) A CDBG grant for the Revitalization Planning of the Haertel Field Neighborhood.

Bridges Library System

BRIDGES LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.70 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The mission of the Bridges Library System is to strengthen member libraries by fostering collaboration and innovation. The library system officially became a two-county library system on January 1, 2016 when Jefferson County joined Waukesha County to create the Bridges Library System. Library Systems in Wisconsin play an important role in improving public libraries. An effective library system results in better access to information and resources, higher quality library services, and cost savings through economies of scale and collaborations—all to the benefit of the Waukesha and Jefferson County citizens. This budget incorporates important strategic priorities into the library system’s service program and does so without sacrificing core services.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
County Library Fund						
Revenue (a)	\$611,251	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$2,510,294	\$2,002,808	\$2,008,827	\$1,922,777	(\$80,031)	-4.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue (a)	\$445,979	\$500,847	\$487,022	\$482,505	(\$18,342)	-3.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$418,297	\$484,547	\$481,164	\$464,507	(\$20,040)	-4.1%
Rev. Over (Under) Exp.	\$27,682	\$16,300	\$5,858	\$17,998	\$1,698	10.4%
Total All Funds						
Revenue (a)	\$3,567,524	\$2,503,655	\$2,495,849	\$2,405,282	(\$98,373)	-3.9%
County Tax Levy (TNR)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures	\$6,280,118	\$6,026,104	\$5,933,384	\$6,047,062	\$20,958	0.3%
Rev. Over (Under) Exp.	\$810,930	\$16,300	\$101,214	\$17,998	\$1,698	10.4%
Position Summary (FTE)						
Regular Positions	6.63	7.70	7.70	7.70	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.63	7.70	7.70	7.70	0.00	

(a) Fund balance uses include:

Fund	Usage	2019 Actual	2020 Budget	2020 est.	2021 Budget
County	Fund Balance Transfer to Bridges Library System (Ord. 174-51)	\$611,251	\$0	\$0	\$0
State Aid	Wisconsin Digital Library - Advantage Program	\$30,000	\$22,500	\$22,500	\$18,000
State Aid	Pilot Hoopla Project	\$0	\$50,000	\$50,000	\$75,000
State Aid	Library Technology Projects	\$0	\$86,589	\$86,589	\$11,140
State Aid	LibraryAware Marketing Resource	\$0	\$0	\$0	\$22,900
State Aid	Social Media Archiving	\$0	\$0	\$0	\$5,000
State Aid	Accessibility Scans gauge ADA compliance	\$1,700	\$0	\$0	\$0
State Aid	Digitization of Historical Newspapers	\$50,000	\$40,000	\$40,000	\$0
State Aid	Data Analytics Project	\$50,000	\$0	\$0	\$0
State Aid	Network Equipment	\$20,685	\$0	\$0	\$0
State Aid	Library System App Upgrade	\$0	\$7,680	\$7,680	\$0
CAFÉ	Various CAFÉ Technology Upgrades and Projects	\$17,000	\$60,013	\$51,188	\$16,069
Total		\$780,636	\$266,782	\$257,957	\$148,109

Major Departmental Strategic Plan Objectives

Finance PillarObjective 1: Examine Library System Operations for Additional Efficiencies

Ensure that library system system-wide subscription programs are both robust in quality and sustainable by increasing the libraries' shares and decreasing the library system's share incrementally until appropriate balance is reached.

Performance Measure: Increase the libraries' share of e-Content costs in 2021.

Objective 2: Incentivize Operational Efficiencies at the Local Library Level

Continue the work with libraries on RFID (radio frequency identification) projects started in 2020 with a goal to convert as many libraries as possible to RFID technology by offering financial assistance with purchasing tags for libraries' book collections. RFID tagging helps libraries manage their inventory, increases workflow efficiencies, and improves patron satisfaction.

Performance Measure: Help convert at least two of the non-RFID libraries to RFID technology in 2021.

Objective 3: Reduce Libraries Cost by Exploring New Cooperative Purchasing Opportunities

Purchasing bulk quantities of supplies commonly used by all libraries offers tremendous savings and opportunities for innovation for participants.

Performance Measure: Add RFID tags and supplies for all libraries utilizing this technology to the list of cooperative purchasing opportunities in 2021.

Quality PillarObjective 4: Strengthen the Public Image of Our Libraries and Our Library System by Producing New Marketing Content Designed for Targeted Purposes and by Teaching Libraries Effective Content Creation

Develop tools that can be tailored by local libraries to create awareness of program and services.

Performance Measure: Pilot the use of LibraryAware in 2020, offering templates for posters, bibliographies, signs, bookmarks, and more; and the tools to create and send custom newsletters, highlighting library offerings for all citizens.

Objective 5: Offer support and leadership that will ensure libraries operate in a stable technological environment positioning the library system to offer an innovative approach to future technology developments.

Performance Measure: Expand the use of virtual meeting and webinar technology to expand the reach and accessibility of library programming and services.

Fund Purpose

This fund is for the special levy that charges residents that live in non-library (True Non-Resident – TNR) communities for borrowing privileges at any of the 16 public libraries in the County as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

In 2008, Wisconsin State Statute 43.12 was modified to require all counties to pay for library use in adjacent counties. This legislation has been very beneficial to Waukesha County libraries, specifically those in close proximity to a county border. Those libraries serve large numbers of residents from adjacent counties and now receive reimbursement from neighboring counties for providing services to their citizens. All libraries are reimbursed for TNR usage by citizens in neighboring counties. Some Waukesha County residents use libraries in adjacent counties as well. The reimbursement payments to adjacent county libraries is funded from the special library tax.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$611,251	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,523,524	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Total Revenue Sources	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,134,775	\$3,538,749	\$3,538,749	\$3,659,778	\$121,029	3.4%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

a) See table on the following page that explains how the county library tax is calculated.

No positions are budgeted in this fund. The Bridges Library System Director carries out administration of this County Fund budget and all staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 County libraries by residents of the 19 communities without libraries represents the largest portion of the County library fund budget. For purposes of the 2021 budget, the TNR residents borrowed 18.38% of the materials at libraries, and the ordinance calls for them to be taxed for 18.38% of the library operating costs as calculated by the ordinance. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). That portion of the Library Tax increased \$10,193 or 56.9% to \$28,115 and is based on actual circulation-based reimbursement requests made by adjacent county libraries (or library systems on behalf of the libraries). All reimbursement requests have been verified by the Bridges Library System Director.

How the 2020 County Special Library Tax Formula is Calculated:

The county ordinance (11-4) specifies that the library system should annually calculate an allowable expenditure factor based on member library operating expenditures. The allowable expenditure factor is multiplied by the percent of use (at 18.38% for the 2021 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2020 LIBRARY TAX LEVY FOR 2021 BUDGET PURPOSES					
Category		2019 for 2020 Budget Purposes	2020 for 2021 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$19,017,650	\$19,478,585	\$460,935	2.4%
Revenues (2 years prior)	-	\$19,558,579	\$19,900,181	\$341,602	1.7%
Overage or (lapse) - 2 years prior		-\$540,929	-\$421,596	\$119,333	-22.1%
Projected budget - year prior	+	\$19,697,359	\$20,179,984	\$482,625	2.5%
Calculated allowable expenditures		\$19,156,430	\$19,758,388	\$601,958	3.1%
Countywide TNR percent 2 years prior	x	18.379%	18.380%	N/A	0.0%
County levy (TNR % times allowable expenditures)		\$3,520,827	\$3,631,663	\$110,836	3.1%
Intercountry Funding	+	\$17,922	\$28,115	\$10,193	56.9%
Total		\$3,538,749	\$3,659,778	\$121,029	3.4%

In August 2008, the County Board adopted the current Library Tax Levy Distribution formula, which took effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee. The Committee evaluated funding formula options with the major policy goals of fairness, stability and clarity. This formula was modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below). In 2014, a one-time modification was made to the formula to account for the change in the status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community. The 2016-2017 Act 150 Library Planning Committee recommended a minor modification in the manner in which interlibrary loans are counted to better track how items are shared among libraries. There were no changes recommended in the portion of the formula that calculates the county library tax levy amount. The table below shows that usage of physical items increased by 0.9% in TNR areas and increased by 0.9% in Waukesha County overall resulting in a no significant change in the TNR proportionate use from 18.379% to 18.38%. Libraries' digital usage has continued to grow with a one-year increase of 14.1% in TNR areas and 12.8% in all of Waukesha County. Digital circulations are approaching 500,000 items and represent a significant shift in library services. Libraries are challenged to offer both traditional and digital formats with very tight local budget constraints. It should be noted that the higher percent of TNR usage for digital items is now documented and stable. Digital circulations are not currently factored into the county's reimbursement formula. This will undoubtedly become a part of future formula discussion during county library planning. An increase in library expenditures and increased circulation of physical items resulted in the 3.4% increase in in-county funding.

Activity*	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2020 - 2021 % Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	845,212	815,994	811,587	819,075	0.9%
Total In-County Circulation	4,475,561	4,398,215	4,415,755	4,456,251	0.9%
Percent Non Library Community Borrowing of Total County Borrowing	18.885%	18.553%	18.379%	18.380%	0.0%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	71,876	78,318	96,777	110,399	14.1%
Total In-County Digital Circulation	321,937	349,775	430,247	485,270	12.8%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.326%	22.391%	22.493%	22.750%	1.1%

*2 yrs prior actual statistics used for budget development (e.g. 2019 actual statistics used for 2021 budget).

Adjacent County Funding	2019	2020	2021	2020-2021 \$ Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$13,650	\$17,922	\$28,115	\$10,193
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$422,684	\$515,660	\$509,650	(\$6,010)
Net Waukesha County Position	\$409,034	\$497,738	\$481,535	(\$16,203)

(a) Except for Racine and Walworth Counties, payments made to Waukesha County libraries by adjacent counties (e.g. Dodge, Jefferson, Ozaukee, and Washington) do not run through county financial statements. Payments are made directly to the Waukesha County libraries.

Library Distribution Formula:

- A) Libraries first receive the minimum dollar amount required by Wisconsin State Statute 43.12 (which is 70% of the library's operating expenditures), known as the Act 150 minimum.
- B) After distributing the Act 150 minimums, remaining levy is distributed to libraries based on their effort in circulating materials to outside communities. Circulation effort is defined as the sum of a member library's circulation to residents of non-library (True Non-Resident - TNR) communities, plus its net crossover circulation. Net crossover circulation for each library community is determined by subtracting the amount of materials their residents borrow from other library communities from the amount of library materials that residents of other county library communities borrow from them. Crossover circulation includes both materials borrowed in-person or by interlibrary loan (when library patrons request materials be delivered to the library in their community, typically through the online CAFÉ Shared Automation system). Circulation effort from overall net lenders (i.e., libraries with positive circulation effort) is added together, and net lenders receive the remaining tax levy based on their proportion of total positive circulation effort.
- C) To provide stability in funding, this formula limits decreases for each library to 5% or \$5,000, whichever is less. However, this cap may not prevent libraries from receiving their state-required Act 150 minimum distribution, as mentioned above.
- D) After applying these limits (in C), any remaining Library Tax Levy will be distributed on the same basis as in (B). When this occurs, some libraries will receive an allocation increase greater than 5% or \$5,000 from the prior year, as is the case for some Libraries every year. However, if applying these caps uses more Library Tax Levy than available, proportionate reductions in libraries' increases will be made to remain within the available Library Tax Levy amount.

2020-2021 Library Tax Levy Distribution

Library	2020 Distribution	2021 Distribution	20 vs. 21 \$ Change	20 vs. 21 % Change
Big Bend	\$21,913	\$23,245	\$1,332	6.08%
Brookfield	\$273,017	\$273,707	\$690	0.25%
Butler	\$6,069	\$7,838	\$1,769	29.15%
Delafield	\$333,124	\$353,235	\$20,111	6.04%
Eagle	\$26,689	\$25,355	-\$1,334	-5.00%
Elm Grove	\$33,443	\$38,689	\$5,246	15.69%
Hartland	\$236,980	\$251,580	\$14,600	6.16%
Menomonee Falls	\$31,578	\$29,999	-\$1,579	-5.00%
Mukwonago	\$409,900	\$432,780	\$22,880	5.58%
Muskego	\$53,968	\$61,129	\$7,161	13.27%
New Berlin	\$24,023	\$23,929	-\$94	-0.39%
North Lake	\$81,890	\$77,795	-\$4,095	-5.00%
Oconomowoc	\$279,011	\$290,081	\$11,070	3.97%
Pewaukee	\$108,895	\$104,557	-\$4,338	-3.98%
Sussex	\$463,088	\$487,149	\$24,061	5.20%
Waukesha	\$1,137,239	\$1,150,595	\$13,356	1.17%
Subtotal Pmt to Waukesha Co. Libraries	\$3,520,827	\$3,631,663	\$110,836	3.15%
Intercounty Payments	\$17,922	\$28,115	\$10,193	56.87%
Total Library Tax Levy Distribution	\$3,538,749	\$3,659,778	\$121,029	3.4%

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library system services and support to its member libraries, which increased from 16 libraries to 24 libraries with the addition of Jefferson County in 2016. State aids provide the vast majority of revenues and are distributed to the library system through a State statutory formula which increased in 2016 due to the addition of Jefferson County. The Wisconsin Division for Libraries and Technology (DLT) must approve the budget and program of service based on whether the DLT determines that the library system has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Bridges Library System Board approves the budget based on the amount of revenue that the DLT estimates for the following year. The library system receives additional revenue for providing services to other library systems as well as for providing services and programs to member libraries. No increase in state aid is projected for 2021.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$1,914,290	\$1,338,488	\$1,356,058	\$1,327,788	(\$10,700)	-0.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$425,716	\$443,305	\$438,000	\$448,949	\$5,644	1.3%
Interdepartmental	\$0	\$3,000	\$3,000	\$3,000	\$0	0.0%
Other Revenue	\$17,903	\$11,246	\$5,000	\$11,000	(\$246)	-2.2%
Appr. Fund Balance (a)	\$152,385	\$206,769	\$206,769	\$132,040	(\$74,729)	-36.1%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,510,294	\$2,002,808	\$2,008,827	\$1,922,777	(\$80,031)	-4.0%
Expenditures						
Personnel Costs	\$567,122	\$684,138	\$659,339	\$692,089	\$7,951	1.2%
Operating Expenses	\$1,030,305	\$1,184,486	\$1,119,998	\$1,093,551	(\$90,935)	-7.7%
Interdept. Charges	\$129,619	\$134,184	\$134,134	\$137,137	\$2,953	2.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.88	6.95	6.95	6.95	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.88	6.95	6.95	6.95	0.00

(a) Library State Aid Fund balance Uses:

	2019 Actual	2020 Budget	2020 est.	2021 Budget
Wisconsin Digital Library - Advantage Program	\$30,000	\$22,500	\$22,500	\$18,000
Pilot Hoopla Project	\$0	\$50,000	\$50,000	\$75,000
Library Technology Projects	\$0	\$86,589	\$86,589	\$11,140
LibraryAware Marketing Resource	\$0	\$0	\$0	\$22,900
Social Media Archiving	\$0	\$0	\$0	\$5,000
Accessibility Scans gauge ADA compliance	\$1,700	\$0	\$0	\$0
Digitization of Historical Newspapers	\$50,000	\$40,000	\$40,000	\$0
Data Analytics Project	\$50,000	\$0	\$0	\$0
Network Equipment	\$20,685	\$0	\$0	\$0
Library System App Upgrade	\$0	\$7,680	\$7,680	\$0
Total	\$152,385	\$206,769	\$206,769	\$132,040

Program Highlights

General government revenues decrease by \$10,700 or 0.8% from 2020 budgeted levels due to a decrease in anticipated federally funded LSTA grants to be received from the Department of Public Instruction for a collaborative technology projects in 2021. Bridges Library System estimates receiving nearly \$1,298,000 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties, the same amount received in 2020.

Charges for services revenues increase by \$5,600 or 1.3%, largely based on the libraries paying increased electronic content charges related to the Advantage Program of \$67,500 to \$72,000 and increases in cooperative purchases from \$3,500 to \$13,500, which includes RFID tags in 2021. There is also a 1.8% increase in funding from Lakeshores Library System as a result of increased cost per circulation. The funding level increases by \$3,500 to \$199,000. These funds are pass-through amounts that are received from Lakeshores Library System and paid out to member libraries that provide the circulation to residents from Walworth and Racine Counties who live in areas without libraries. These increases are partially offset by decreases in database charges to member libraries of nearly \$8,500 due to the elimination of the database credit program.

Interdepartmental revenue remains the same as the 2020 budget. The \$3,000 budgeted is excess revenue from prior year e-commerce fees brought into the budget to offset the bank fees associated with processing credit card transactions.

State Library Aids Fund Balance appropriations decrease by \$74,700 to \$132,000. Project expenditures are related to strategic priorities identified in the 2018 strategic planning process. A collaborative library system RFID (radio frequency identification) project continues. Reserve funds of \$11,140 are budgeted to support the project to incentivize libraries to implement RFID technology which increases operational efficiencies and allows for better inventory control. The budget includes a \$75,000 pilot project to fund a grant program for member libraries to support a portion of the on-demand Hoopla digital resources (e.g. movies, TV shows, audiobooks, ebooks, comics, etc.) and \$18,000 to continue investing in extra digital content in the Wisconsin Digital Library's Advantage Program for the purpose of reducing wait times. Note, the library system will continue the process of gradually shifting the responsibility for purchasing content to the libraries over the next several budgets. Funds will be provided for two new projects. LibraryAware will offer marketing tools to the System and all 24 libraries for \$22,900 and social media archiving will be added for the System for \$5,000.

Personnel costs increase by nearly \$8,000 or 1.2%. The minimized decrease is a result of the transition to a new system director in 2020. The budget allows for the possible reclassification of the administrative specialist position to the departmental secretary classification based on the recently completed Korn Ferry-Hay classification review, as well as the cost to continue of the remaining 6.25 FTE positions.

Operating expenses decrease by \$90,900, mainly reflecting the decrease in RFID conversion projects slated for completion in 2021. It is anticipated that by the end of 2020, 15 of the 24 system libraries will be utilizing RFID technology.

Program Descriptions

Payments to Member Libraries/Systems

The Bridges Library System has a contract with the Lakeshores Library System for reimbursement for TNR usage in Waukesha County as well as in Racine and Walworth Counties. The Lakeshores Library System funds from Racine and Walworth Counties pass through the Bridges Library System budget and are distributed to libraries that provide the service to residents from the TNR areas of Lakeshores Library System. The Bridges Library System's resource library contracted professional reference services are also funded in this program.

Administrative Services

The Administrative Services program is responsible for coordinating and providing efficient administrative and clerical support of all Bridges Library System operations.

Resource Sharing

The Resource Sharing program of the Bridges Library System aids member library collection development and provides system-wide services that improve collection access and assists in member library operations. Specific program activities include the coordination of interlibrary loan services, delivery of materials within the library system and to the statewide delivery network, as well as e-content licensing in the Wisconsin Digital Library.

Automation Technology

The Bridges Library System works with the member libraries to maintain and develop technology systems that enable effective delivery of library services.

Education and Outreach

The Education and Outreach program includes developing and providing continuing education opportunities for library staff and board members. The Bridges Library System manages a continuing education partnership program for the Southeast Wisconsin (SEWI) library system area. Library Systems in the region provide revenue to the Bridges Library System to enhance the quality of the programs. The Bridges Library System also develops education/outreach programs for libraries to better serve youth and special needs library users as well as providing learning opportunities for all ages and the communications program necessary to inform others about the services and programs.

BRIDGES LIBRARY SYSTEM - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Payments to Member Library Systems						
Staffing (FTE)	0.33	0.34	0.34	0.34	0.00	
Revenues	\$267,998	\$280,064	\$273,702	\$275,025	(\$5,039)	-1.8%
Appr. Fund Balance	\$0	\$0	\$0	\$75,000	\$75,000	N/A
Expenditures	\$267,518	\$280,064	\$339,782	\$350,025	\$69,961	25.0%
Rev. Over (Under) Exp.	\$480	\$0	(\$66,080)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.12	1.19	1.19	1.17	-0.01	
Revenues	\$916,311	\$322,077	\$317,912	\$305,257	(\$16,820)	-5.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$303,591	\$322,077	\$347,204	\$304,256	(\$17,821)	-5.5%
Rev. Over (Under) Exp.	\$612,720	\$0	(\$29,292)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.38	1.38	1.38	1.23	-0.14	
Revenues	\$550,648	\$530,507	\$531,852	\$524,907	(\$5,600)	-1.1%
Appr. Fund Balance	\$130,000	\$112,500	\$112,500	\$18,000	(\$94,500)	-84.0%
Expenditures	\$578,369	\$643,007	\$594,075	\$540,408	(\$102,599)	-16.0%
Rev. Over (Under) Exp.	\$102,279	\$0	\$50,277	\$0	-	N/A
Automation Technology						
Staffing (FTE)	0.13	1.13	1.13	1.13	0.00	
Revenues	\$151,367	\$169,557	\$188,063	\$209,002	\$39,445	23.3%
Appr. Fund Balance	\$20,685	\$86,589	\$86,589	\$11,140	(\$75,449)	-87.1%
Expenditures	\$152,591	\$256,146	\$241,215	\$216,542	(\$39,604)	-15.5%
Rev. Over (Under) Exp.	\$19,461	\$0	\$33,437	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.92	2.92	2.92	3.08	0.16	
Revenues	\$471,585	\$493,834	\$490,529	\$476,546	(\$17,288)	-3.5%
Appr. Fund Balance	\$1,700	\$7,680	\$7,680	\$27,900	\$20,220	263.3%
Expenditures	\$424,977	\$501,514	\$391,195	\$511,546	\$10,032	2.0%
Rev. Over (Under) Exp.	\$48,308	\$0	\$107,014	\$0	-	N/A
Total Bridges Library System-State Aids, Federal & Misc. Fund						
Revenues	\$2,357,909	\$1,796,039	\$1,802,058	\$1,790,737	(\$5,302)	-0.3%
Appr. Fund Balance	\$152,385	\$206,769	\$206,769	\$132,040	(\$74,729)	-36.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,727,046	\$2,002,808	\$1,913,471	\$1,922,777	(\$80,031)	-4.0%
Rev. Over (Under) Exp.	\$783,248	\$0	\$95,356	\$0	\$0	N/A
Position Summary (FTE) - Bridges Library System-State Aids, Federal & Misc. Fund						
Regular Positions	5.88	6.95	6.95	6.95	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	5.88	6.95	6.95	6.95	0.00	

Fund Purpose

CAFÉ (Catalog Access for Everyone) is a shared integrated library system (ILS) that provides ready access to 2.3 million items, enables resource sharing, provides automated library services, promotes communication and cooperation among member libraries, implements new information technologies and saves for future hardware and software replacements. The sharing of costs and collections results in significant savings for member libraries as well as greatly expanded access to resources, resulting in efficient and effective use of taxpayer dollars. CAFÉ is funded by its member libraries through membership fees. Fees are assessed annually based on each library's share of the budget using a formula that charges libraries based on the number of licenses it requires. In 2016, the 8 Jefferson County libraries joined the 16 Waukesha County libraries in CAFÉ.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$419,270	\$430,834	\$430,834	\$456,436	\$25,602	5.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$9,709	\$10,000	\$5,000	\$10,000	\$0	0.0%
Appr. Fund Balance	\$17,000	\$60,013	\$51,188	\$16,069	(\$43,944)	-73.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$445,979	\$500,847	\$487,022	\$482,505	(\$18,342)	-3.7%
Expenditures						
Personnel Costs	\$89,152	\$94,286	\$93,753	\$96,694	\$2,408	2.6%
Operating Expenses	\$329,145	\$390,261	\$387,411	\$367,813	(\$22,448)	-5.8%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$418,297	\$484,547	\$481,164	\$464,507	(\$20,040)	-4.1%
Rev. Over (Under) Exp. (a)	\$27,682	\$16,300	\$5,858	\$17,998	\$1,698	10.4%

Position Summary (FTE)

Regular Positions	0.75	0.75	0.75	0.75	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.75	0.75	0.75	0.75	0.00

(a) When total revenues (excl. fund balance) are in excess of expenditures, they'll be retained and assigned in this component unit fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.

Program Highlights

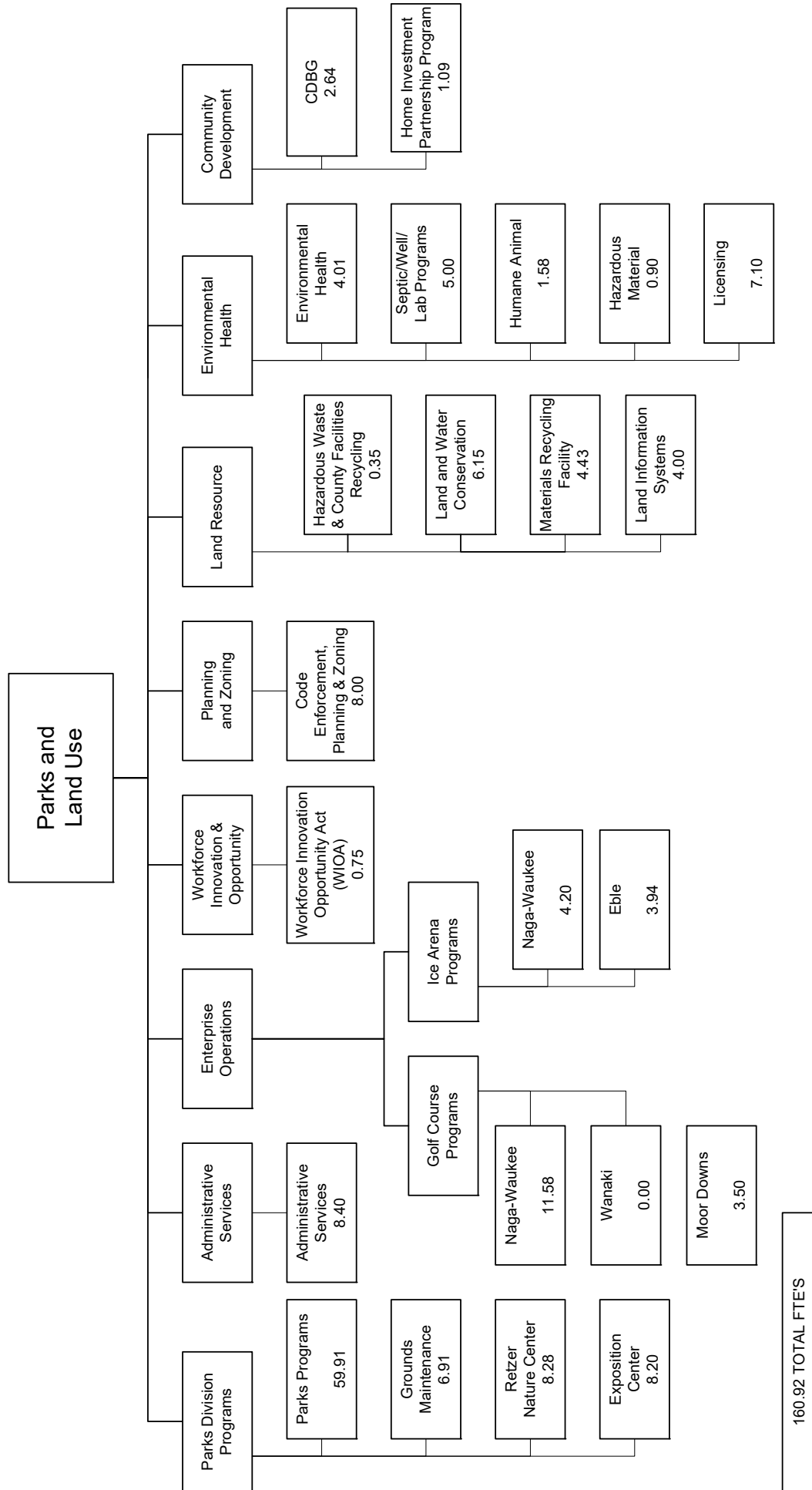
Charges for service revenues from member libraries increased \$25,600 or 5.9%, as a result of cost to continue increases and ongoing costs associated with the addition of an application programming interface (API) license needed for CAFÉ's software to interact with third party vendors and an interlibrary loan software subscription designed to connect CAFÉ to the state's WISCAT catalog, improving efficiencies in interlibrary loan operations. Both of these services were added in 2020. It also reflect new charges associated with the implementation of a mobile library app. Other revenues remain at 2020 budgeted amounts. CAFÉ fund balance revenues of \$16,100 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also will pay a portion of these costs. Costs for the mobile app service will be gradually transitioned to member libraries over the next several budgets.

Personnel costs increase \$2,400 or 2.6% reflecting the cost to continue for the 0.75 FTE library automation coordinator. The remaining 0.25 FTE of this position is located in the State Aids Fund. Operating expenses are budgeted to decrease by approximately \$22,400 primarily due to the decrease in expenditures for the projects funded by the CAFÉ fund balance.

Parks & Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



160.92 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
2. See Stats/Trends Section for position detail.

Statement of Purpose

The Waukesha County Department of Parks & Land Use, working through a combination of recreation, education, public cooperation, and regulation, is dedicated to fostering the protection, wise use, enhancement, and enjoyment of the County's cultural and natural resources, and to the health of its citizens.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate (a)	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,462,673	\$6,038,928	\$6,153,058	\$6,173,923	\$134,995	2.2%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	\$0	N/A
Community Development						
Revenues (b)	\$3,472,325	\$3,308,840	\$6,155,223	\$3,416,598	\$107,758	3.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,629,259	\$3,308,840	\$5,821,637	\$3,416,598	\$107,758	3.3%
Rev. Over (Under) Exp.	(\$156,934)	\$0	\$333,586	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	(\$0)
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,385,012	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	(\$0)
Rev. Over (Under) Exp.	(\$3)	\$0	\$0	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$402,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$49,250	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$352,750	\$0	\$400,000	\$0	-	N/A
Golf Courses						
Revenues	\$2,912,748	\$3,354,100	\$3,317,951	\$1,965,500	(\$1,388,600)	-41.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,064,633	\$3,315,529	\$3,162,544	\$2,039,583	(\$1,275,946)	-38.5%
Operating Inc./Loss	(\$151,885)	\$38,571	\$155,407	(\$74,083)	(\$112,654)	-292.1%
Ice Arenas						
Revenues (b)	\$1,057,284	\$1,117,730	\$1,078,588	\$1,105,500	(\$12,230)	-1.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,155,634	\$1,253,539	\$1,185,123	\$1,224,419	(\$29,120)	-2.3%
Operating Inc./Loss	(\$98,350)	(\$135,809)	(\$106,535)	(\$118,919)	\$16,890	N/A
Materials Recycling Fund						
Revenues (b)	\$3,659,856	\$2,883,390	\$2,873,162	\$2,873,288	(\$10,102)	-0.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,910,909	\$4,190,849	\$4,189,503	\$3,739,835	(\$451,014)	-10.8%
Operating Inc./Loss	(\$251,053)	(\$1,307,459)	(\$1,316,341)	(\$866,547)	\$440,912	N/A
Total All Funds						
Revenues (b)	\$19,351,895	\$18,687,686	\$21,574,202	\$17,392,411	(\$1,295,275)	-6.9%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures (a)(c)	\$25,776,139	\$27,216,393	\$29,082,725	\$25,650,970	(\$1,565,423)	-5.8%
Rev. Over (Under) Exp.	\$1,101,054	\$0	\$882,956	\$0	-	N/A
Operating Inc./Loss	(\$501,288)	(\$1,404,697)	(\$1,267,469)	(\$1,059,549)	\$345,148	N/A
Position Summary All Funds (FTE)						
Regular Positions	103.00	103.84	103.84	101.59	(2.25)	
Extra Help	68.11	68.34	68.34	57.40	(10.94)	
Overtime	2.05	2.21	2.21	1.93	(0.28)	
Total	173.16	174.39	174.39	160.92	(13.47)	

- (a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2020 revenue budget includes fund balance appropriations totals of \$640,000: including \$155,000 for general fund operations; \$85,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. The 2021 revenue budget includes fund balance appropriations totals of \$640,000: including \$150,000 for general fund operations; \$130,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance.
- (c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to generally accepted financial accounting standards.

General Fund

Parks & Land Use

Summary

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: fostering economic development, sound land use, enhancement and enjoyment of natural resources; fostering health of citizens through acquisition, development, operation, and maintenance of park facilities; administration of the Shore land and Flood land Protections Ordinance, the Storm Water Management Program and Zoning Code; administration of the Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2019 Actual	2020		2021 Budget	Change From 2020 Adopted Budget	
		Adopted Budget	2020 Estimate(b)		\$	%
Revenues						
General Government	\$555,743	\$525,700	\$612,963	\$522,000	(\$3,700)	-0.7%
Fine/Licenses	\$1,293,772	\$1,259,000	\$1,250,840	\$1,299,100	\$40,100	3.2%
Charges for Services	\$3,293,986	\$3,097,675	\$3,004,691	\$3,272,288	\$174,613	5.6%
Interdepartmental	\$181,870	\$157,080	\$157,820	\$172,080	\$15,000	9.5%
Other Revenue	\$721,147	\$844,473	\$825,773	\$758,455	(\$86,018)	-10.2%
Appr. Fund Balance (a)	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)	-3.2%
County Tax Levy (Credit)	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Total Revenue Sources	\$13,486,683	\$13,162,938	\$13,277,068	\$13,372,933	\$209,995	1.6%
Expenditures						
Personnel Costs	\$8,571,837	\$8,728,188	\$8,645,265	\$8,964,465	\$236,277	2.7%
Operating Expenses	\$2,295,609	\$2,518,086	\$2,484,616	\$2,567,332	\$49,246	2.0%
Interdept. Charges	\$1,536,168	\$1,606,814	\$1,597,967	\$1,644,470	\$37,656	2.3%
Fixed Assets (b)	\$177,828	\$309,850	\$399,850	\$196,666	(\$113,184)	-36.5%
Total Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.66	82.96	82.96	83.66	0.70
Extra Help	44.58	44.13	44.13	43.68	(0.45)
Overtime	1.32	1.44	1.44	1.45	0.01
Total FTEs	128.56	128.53	128.53	128.79	0.25

(a) General fund balance is appropriated for:

	2019 Actual	2020 Budget	2020 Est.	2021 Budget	Change
3-Year Maintenance and Projects Plan	\$80,000	\$80,000	\$80,000	\$80,000	\$0
Brownfield Recycling Initiative	\$25,000	\$25,000	\$25,000	\$25,000	\$0
Expo Center Chair and Table Replacements	\$10,000	\$10,000	\$10,000	\$10,000	\$0
Land Information System	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)
Planetarium Maintenance	\$5,000	\$20,000	\$20,000	\$20,000	\$0
Purchase Order/Carryovers	\$273,709	\$0	\$145,971	\$0	\$0
Total Fund Balance Appropriation	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)

(b) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Total Parks and Land Use General: Positions					
Total Positions by Program	2019	2020		2021	Change From 2019 Adopted Budget
	Actual	Adopted Budget	2020 Estimate	Budget	
Parks Programs	58.69	59.19	59.19	59.91	0.72
Regular Positions	27.71	27.94	27.94	28.86	0.92
Extra Help/Overtime	30.98	31.25	31.25	31.05	-0.20
General County Grounds Maintenance	7.18	7.01	7.01	6.91	-0.10
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.68	4.51	4.51	4.41	-0.10
Retzer Nature Center	9.17	8.36	8.36	8.28	-0.08
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.67	3.86	3.86	3.78	-0.08
Exposition Center	8.39	8.25	8.25	8.20	-0.05
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.19	4.05	4.05	4.00	-0.05
Planning & Zoning	9.00	9.00	9.00	8.00	-1.00
Regular Positions	9.00	9.00	9.00	8.00	-1.00
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	4.01	4.01	4.01	4.01	0.00
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.01	0.01	0.01	0.01	0.00
Licensing	7.10	7.10	7.10	7.10	0.00
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	-	-	-	-	0.00
Septic/Well/Lab Programs	4.50	4.50	4.50	5.00	0.50
Regular Positions	4.50	4.50	4.50	5.00	0.50
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.58	1.60	1.60	1.58	-0.02
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.60	0.60	0.58	-0.02
Hazardous Material	0.90	0.90	0.90	0.90	0.00
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land & Water Conservation	5.77	6.15	6.15	6.15	0.00
Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	0.77	1.15	1.15	1.15	0.00
Hazardous Waste & County Facilities Recycling	0.25	0.25	0.25	0.35	0.10
Regular Positions	0.25	0.25	0.25	0.35	0.10
Extra Help/Overtime	-	-	-	-	0.00
Land Information Systems	4.00	4.00	4.00	4.00	0.00
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Services	8.02	8.21	8.21	8.40	0.19
Regular Positions	8.00	8.07	8.07	8.25	0.18
Extra Help/Overtime	0.02	0.14	0.14	0.15	0.01
Total Parks and Land Use General: Positions	128.56	128.53	128.53	128.79	0.25
Regular Positions	82.66	82.96	82.96	83.66	0.70
Extra Help	44.58	44.13	44.13	43.68	-0.45
Overtime	1.32	1.44	1.44	1.45	0.01

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2020				Change From 2020	
	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Adopted Budget	%
Total Parks General Fund						
Revenues	\$6,046,518	\$5,883,928	\$5,852,087	\$6,023,923	\$139,995	2.4%
Appr. Fund Balance	\$416,155	\$155,000	\$300,971	\$150,000	(\$5,000)	-3.2%
County Tax Levy	\$7,024,010	\$7,124,010	\$7,124,010	\$7,199,010	\$75,000	1.1%
Expenditures	\$12,581,442	\$13,162,938	\$13,127,698	\$13,372,933	\$209,995	1.6%
Rev. Over (Under) Exp.	\$905,241	\$0	\$149,370	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.66	82.96	82.96	83.66	0.70	
Extra Help	44.58	44.13	44.13	43.68	(0.45)	
Overtime	1.32	1.44	1.44	1.45	0.01	
Total	128.56	128.53	128.53	128.79	0.26	
Parks Programs						
Staffing (FTE)	58.69	59.19	59.19	59.91	0.72	1.2%
Revenues	\$1,889,616	\$1,729,200	\$1,930,419	\$1,883,638	\$154,438	8.9%
Appr. Fund Balance	\$178,145	\$100,000	\$226,794	\$100,000	\$0	0.0%
County Tax Levy	\$3,303,672	\$3,493,850	\$3,493,850	\$3,473,322	(\$20,528)	-0.6%
Expenditures	\$4,920,740	\$5,323,050	\$5,426,530	\$5,456,960	\$133,910	2.5%
Rev. Over (Under) Exp.	\$450,693	\$0	\$224,533	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.18	7.01	7.01	6.91	-0.10	-1.4%
Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$309	\$0	\$100	\$0	\$0	N/A
County Tax Levy	\$621,305	\$635,287	\$635,287	\$649,843	\$14,556	2.3%
Expenditures	\$593,867	\$635,287	\$550,612	\$649,843	\$14,556	2.3%
Rev. Over (Under) Exp.	\$27,747	\$0	\$84,775	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	9.17	8.36	8.36	8.28	-0.07	-0.8%
Revenues	\$177,201	\$131,500	\$71,777	\$139,000	\$7,500	5.7%
Appr. Fund Balance	\$13,523	\$0	\$291	\$0	\$0	N/A
County Tax Levy	\$543,503	\$541,352	\$541,352	\$537,918	(\$3,434)	-0.6%
Expenditures	\$646,665	\$672,852	\$644,724	\$676,918	\$4,066	0.6%
Rev. Over (Under) Exp.	\$87,562	\$0	(\$31,304)	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.39	8.25	8.25	8.20	-0.05	-0.6%
Revenues	\$499,032	\$569,500	\$342,993	\$549,500	(\$20,000)	-3.5%
Appr. Fund Balance	\$10,000	\$10,000	\$10,199	\$10,000	\$0	0.0%
County Tax Levy	\$145,051	\$177,685	\$177,685	\$210,958	\$33,273	18.7%
Expenditures	\$699,968	\$757,185	\$746,683	\$770,458	\$13,273	1.8%
Rev. Over (Under) Exp.	(\$45,885)	\$0	(\$215,806)	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	9.00	9.00	8.00	-1.00	-11.1%
Revenues	\$153,424	\$140,475	\$133,550	\$150,900	\$10,425	7.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$755,139	\$769,070	\$769,070	\$768,453	(\$617)	-0.1%
Expenditures	\$893,874	\$909,545	\$933,236	\$919,353	\$9,808	1.1%
Rev. Over (Under) Exp.	\$14,689	\$0	(\$30,616)	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$122,178	\$128,700	\$134,141	\$127,005	(\$1,695)	-1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$364,830	\$345,809	\$345,809	\$366,864	\$21,055	6.1%
Expenditures	\$492,497	\$474,509	\$464,478	\$493,869	\$19,360	4.1%
Rev. Over (Under) Exp.	(\$5,489)	\$0	\$15,472	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2020				Change From 2020	
	2019 Actual	Adopted Budget	2020 Estimate	2021 Budget	Adopted Budget \$	%
Licensing						
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00	0.0%
Revenues	\$865,853	\$813,000	\$814,007	\$841,000	\$28,000	3.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$156,959)	(\$184,645)	(\$184,645)	(\$197,065)	(\$12,420)	N/A
Expenditures	\$634,028	\$628,355	\$616,038	\$643,935	\$15,580	2.5%
Rev. Over (Under) Exp.	\$74,866	\$0	\$13,324	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	4.50	4.50	4.50	5.00	0.50	11.1%
Revenues	\$399,028	\$391,000	\$366,000	\$396,000	\$5,000	1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$70,376	\$45,547	\$45,547	\$64,163	\$18,616	40.9%
Expenditures	\$389,712	\$436,547	\$412,236	\$460,163	\$23,616	5.4%
Rev. Over (Under) Exp.	\$79,692	\$0	(\$689)	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.60	1.60	1.58	-0.02	-1.3%
Revenues	\$49,737	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$98,524	\$100,775	\$100,775	\$105,849	\$5,074	5.0%
Expenditures	\$137,758	\$150,775	\$145,727	\$155,849	\$5,074	3.4%
Rev. Over (Under) Exp.	\$10,503	\$0	\$5,048	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$0	\$0	\$2,403	\$0	\$0	N/A
Appr. Fund Balance	\$25,000	\$25,000	\$28,150	\$25,000	\$0	0.0%
County Tax Levy	\$147,265	\$153,036	\$153,036	\$152,467	(\$569)	-0.4%
Expenditures	\$143,686	\$178,036	\$171,384	\$177,467	(\$569)	-0.3%
Rev. Over (Under) Exp.	\$28,579	\$0	\$12,205	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.77	6.15	6.15	6.15	0.00	-0.1%
Revenues	\$589,931	\$576,273	\$520,260	\$560,000	(\$16,273)	-2.8%
Appr. Fund Balance	\$150,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$298,610	\$272,841	\$272,841	\$259,915	(\$12,926)	-4.7%
Expenditures	\$909,016	\$849,114	\$826,830	\$819,915	(\$29,199)	-3.4%
Rev. Over (Under) Exp.	\$129,525	\$0	(\$33,729)	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.35	0.10	40.0%
Revenues	\$403,303	\$444,000	\$390,286	\$444,000	\$0	0.0%
Appr. Fund Balance	\$7,624	\$0	\$1,222	\$0	\$0	N/A
County Tax Levy/(Credit)	\$48,442	(\$26,931)	(\$26,931)	(\$19,528)	\$7,403	N/A
Expenditures	\$371,707	\$417,069	\$419,992	\$424,472	\$7,403	1.8%
Rev. Over (Under) Exp.	\$87,662	\$0	(\$55,415)	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$801,519	\$816,500	\$997,291	\$789,100	(\$27,400)	-3.4%
Appr. Fund Balance	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)	-25.0%
County Tax Levy/(Credit)	\$0	\$10,119	\$10,119	\$3,011	(\$7,108)	-70.2%
Expenditures	\$775,448	\$846,619	\$899,859	\$807,111	(\$39,508)	-4.7%
Rev. Over (Under) Exp.	\$48,517	\$0	\$127,551	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.02	8.21	8.21	8.40	0.19	2.3%
Revenues	\$95,696	\$93,780	\$98,960	\$93,780	\$0	0.0%
Appr. Fund Balance	\$9,108	\$0	\$14,215	\$0	\$0	N/A
County Tax Levy	\$784,252	\$790,215	\$790,215	\$822,840	\$32,625	4.1%
Expenditures	\$972,476	\$883,995	\$869,369	\$916,620	\$32,625	3.7%
Rev. Over (Under) Exp.	(\$83,420)	\$0	\$34,021	\$0	-	N/A

Parks Programs

Program Description

The Parks program is responsible for the development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include existing park enhancements, daily operation of facilities and working in cooperation with businesses, agencies, and organizations to advance and develop opportunities within the parks.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective #1: Customer Convenience

Increase customer convenience in registering for tee times, facility rentals and program registrations, and increase the availability of web-based reservation options.

Performance measure: 80% of survey customers report a good to very good rating in the convenience and efficiency of online reservation systems.

Financial Pillar: Protect taxpayer investments

Objective #1: Volunteer Management

Identify and promote volunteer projects and opportunities for events and land management purposes to increase volunteer hours.

Performance measure: Increase volunteer hours annually by 5%.

Objective #2: Credit Card Usage

Improve the county’s remote connectivity to provide customers the ability to make purchases using credit cards.

Performance measure: Increase the ratio of credit card to cash collection to 70%/30% by December of 2020.

Quality Pillar: High standards of service excellence

Objective #1: Park Rental Facilities Satisfaction

Achieve a good or very good satisfaction rating for clean and safe park rental facilities and grounds by 80% of customers.

Performance measure: 80% of surveyed customers report a good or very good rating for the appearance and cleanliness of park system rental facilities and grounds.

Parks Programs (continued)

	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Staffing (FTE)	58.69	59.19	59.19	59.91	0.72
General Government	\$74,023	\$36,000	\$68,870	\$95,000	\$59,000
Fine/Licenses	\$7,620	\$10,000	\$6,840	\$7,000	(\$3,000)
Charges for Services	\$1,630,382	\$1,438,500	\$1,620,007	\$1,604,938	\$166,438
Interdepartmental	\$66,680	\$46,000	\$46,000	\$46,000	\$0
Other Revenue	\$110,911	\$198,700	\$188,702	\$130,700	(\$68,000)
Appr. Fund Balance (a)	\$178,145	\$100,000	\$226,794	\$100,000	\$0
County Tax Levy (Credit)	\$3,303,672	\$3,493,850	\$3,493,850	\$3,473,322	(\$20,528)
Total Revenues	\$5,371,433	\$5,323,050	\$5,651,063	\$5,456,960	\$133,910
Personnel Costs	\$3,172,441	\$3,331,444	\$3,363,785	\$3,464,915	\$133,471
Operating Expenses	\$751,629	\$807,224	\$789,869	\$861,307	\$54,083
Interdept. Charges	\$818,842	\$874,532	\$873,026	\$893,572	\$19,040
Fixed Assets (a)	\$177,828	\$309,850	\$399,850	\$237,166	(\$72,684)
Total Expenditures	\$4,920,740	\$5,323,050	\$5,426,530	\$5,456,960	\$133,910
Rev. Over (Under) Exp.	\$450,693	\$0	\$224,533	\$0	\$0

(a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2021 general government revenues includes grant funding of \$36,000 for snowmobile trail maintenance, \$6,000 for outdoor recreation activities (e.g. muskie stocking) and \$38,000 to fund a new, temporary natural land management Intern position. The budget also includes \$15,000 in federal grant funding for additional land management projects.

Fines and licenses revenues, related to parking violations on County grounds, have been decreased \$3,000 from the 2020 budget to reflect three year average revenue.

Charges for services revenues increased by about \$166,400 to \$1,604,900, mostly related to the following: an increase in annual stickers sales of \$101,400 and \$45,600 increase in park entrance fees based upon prior year trends, enhanced revenue collection, and a proposed entrance fee increase of \$1. In addition, campground fees increase \$18,000 to \$143,000 and reservation fees are increased \$7,600 to \$140,100 related to site upgrades at several facilities and increased activity. Concession revenues decrease by \$15,200 reflecting the change in consumer activity. Charges for services also includes \$102,300 for land rentals, a decrease of \$8,800 to better reflect market rates.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$46,000, no change from the 2020 budget, which reduced these charges reflecting the county's intent to discontinue operations at Wanaki golf course.

Other revenues decrease \$68,000 to \$130,700 largely due to reductions in one-time donations for specific park projects in the 2020 budget. Other revenues in 2021 mainly include \$90,000 of landfill fee revenues, used to fund three-year maintenance plan items; \$20,000 in donations to fund Natural Land Management and select 3-year maintenance plan projects.

General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$80,000. The remaining fund balance of \$20,000 is budgeted for 2020 Planetarium/Retzer maintenance projects.

Personnel costs are increased by approximately \$133,500 or 4%. Increases include the cost to continue of existing staff, the refunding of 1.00 FTE park maintenance worker (done in 2020 with available funding), an increase in extra help funding, and a 0.05 FTE increase in overtime costs. These increases are partially offset with the abolishment of 0.08 FTE clubhouse supervisor – 18 hole related to the sale of Wanaki golf course and savings from staff turnover and a reduction of 0.25 FTE temporary extra help, related to a gradual shift towards lead-level seasonal hours.

Operating expenses increase \$54,100 to nearly \$861,000. Increases include: \$15,000 for additional credit card processing charges due to higher activity levels at park facilities, \$7,900 in additional cleaning supplies, \$6,650 in increased pest control, \$14,000 in higher software maintenance and park connectivity costs based on prior year trends, and \$12,000 increase for landscaping materials and hardware supplies partly related to staff efforts to maintain the park land management plan. The budget also includes an increase of \$3,300 in utilities, and a \$2,700 increase in planned 3-year maintenance plan projects.

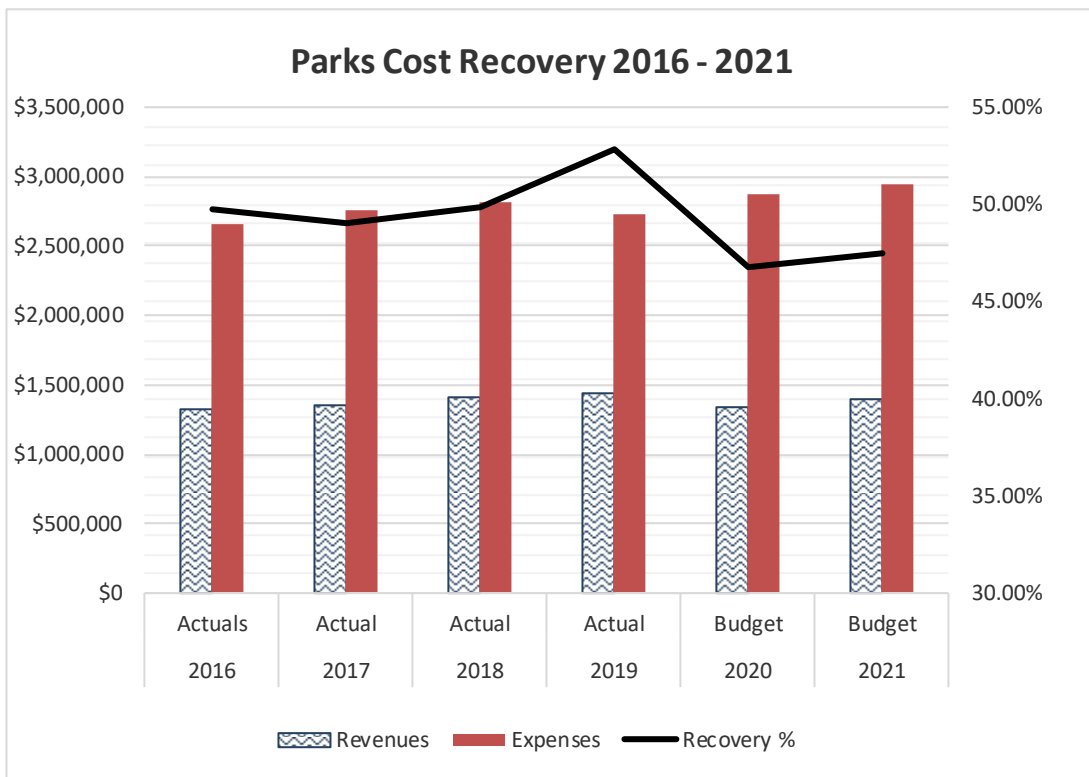
Interdepartmental charges increase about \$19,000 mainly due to a \$18,800 increase in vehicle maintenance and replacement charges and a \$8,800 increase in insurance costs which are partially offset by \$7,300 reduction in communication charges.

Fixed assets decrease just under \$79,700 due to shifts in the 3-year maintenance plan funding.

Parks Programs (continued)

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Daily Entrance Stickers	90,148	84,000	87,500	73,000
Annual Stickers	18,955	17,750	24,790	21,200
Family Camping	4,300	3,500	3,815	4,655
Group Camping	938	2,000	818	1,000
Reserved Picnics/Pavilion/Lodge Rental	945	1,150	760	850
Annual Boat Launch Stickers	618	700	1100	600
Daily Boat Launch	14,250	14,000	12,200	14,000

The preceding analysis excludes all capital and 3-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The chart indicates that expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 4-year average, at approximately 50.3% of expenditures. The 2021 budget includes a cost recovery rate of 47.5%.



3-Year Maintenance and Major Projects Plan

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Parks & Land Use Department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance and improvement projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a 3-year plan is developed to identify future projects and provide for a consistent annual budget.

Location	Project	2021 Plan	2022 Plan	2023 Plan
All Facilities	Mechanical Maintenance	\$2,000	\$10,000	\$5,878
All Facilities	Striping and Culvert maintenance	\$20,000	\$20,000	\$20,000
All Facilities	Site Maintenance	\$20,000	\$20,000	\$20,000
All Facilities	Entrance Camera System	\$50,000	\$0	\$0
Expo Center	Facility repair and replacement	\$33,100	\$8,600	\$19,387
Expo Center	Plumbing/HVAC repairs and replacements	\$0	\$0	\$0
Expo Center	Lighting improvements	\$0	\$0	\$0
Expo Center	Door Replacements	\$6,000	\$11,350	\$44,500
Grounds Maintenance	Lighting improvements	\$0	\$0	\$5,000
Grounds Maintenance	Plumbing/HVAC repairs and replacements	\$0	\$0	\$0
Grounds Maintenance	Door Replacements	\$3,000	\$0	\$0
Grounds Maintenance	Grounds improvements	\$0	\$0	\$0
Retzer	Planetarium Maintenance	\$0	\$0	\$48,506
Retzer	Boardwalk upgrades (a)	\$20,000	\$5,000	\$5,000
Retzer	Facility repair and replacement	\$16,600	\$2,090	\$0
Retzer	Plumbing/HVAC repairs and replacements	\$0	\$105,828	\$0
Fox Brook	Dog Swim Area Maintenance	\$0	\$25,000	\$0
Fox Brook	Roof replacement	\$17,500	\$0	\$0
Fox Brook	Facility repair and replacement	\$8,000	\$6,000	\$4,300
Fox Brook	Plumbing/HVAC repairs and replacements	\$12,000	\$6,133	\$21,700
Fox Brook	Diving Dock Replacement	\$25,000	\$0	\$0
Fox River	Plumbing/HVAC repairs and replacements	\$1,134	\$0	\$3,547
Fox River	Canoe launch overlook	\$0	\$0	\$0
Fox River	Facility repair and replacement	\$0	\$0	\$0
Menomonee	Campground Renovation	\$0	\$30,500	\$8,000
Menomonee	Facility repair and replacement	\$0	\$25,000	\$1,013
Menomonee	Plumbing/HVAC repairs and replacements	\$15,000	\$8,875	\$1,530
Menomonee	Dog Swim Area Maintenance	\$20,000	\$0	\$0
Minooka	By pass Lane	\$0	\$0	\$0
Minooka	Facility repair and replacement	\$0	\$0	\$5,000
Mukwonago	Plumbing/HVAC repairs and replacements	\$0	\$0	\$3,547
Mukwonago	Facility repair and replacement	\$14,500	\$9,750	\$30,700

(a) Planetarium/Retzer maintenance of \$20,000 is fund balance designated for this purpose.

3-Year Maintenance and Major Projects Plan (continued)

Location	Project	2021 Plan	2022 Plan	2023 Plan
Muskego	Facility repair and replacement	\$25,000	\$0	\$0
Muskego	Lighting improvements	\$0	\$0	\$0
Muskego	Trail Boardwalk and signage improvements	\$9,166	\$0	\$0
Muskego	Plumbing/HVAC repairs and replacements	\$4,300	\$11,324	\$24,423
Naga-Waukee	Facility repair and replacement	\$3,000	\$5,000	\$51,400
Naga-Waukee	Boat Launch renovation	\$15,000	\$0	\$0
Naga-Waukee	Shoreline Repair	\$0	\$15,000	\$0
Naga-Waukee	Plumbing/HVAC repairs and replacements	\$2,200	\$16,050	\$40,069
Nashotah	Plumbing/HVAC repairs and replacements	\$6,000	\$0	\$0
Nashotah	Facility repair and replacement	\$0	\$12,000	\$0
PLAN TOTAL		\$348,500	\$353,500	\$363,500

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Estimated Operating Impact	A=Annual T=One-Time
201807	Pewaukee-Brookfield trail	2021	\$2,200,000	40%	TBD	A
202005	Minooka Park Mountain Bike Infrastructure improvements	2022	\$757,300	0%	\$0	A
202006	Expo Arena Furnance/Mechanical System	2021	\$1,397,500	0%	\$6,000 Annually	A
201406	Pavement Management Plan (2018-2022)	2022	\$4,950,000	N/A	\$0	A
201908	Pavement Mangement Plan (2023-2027)	2027	\$4,200,000	N/A	\$0	A
202103	UW-Waukesha Site Improvements	2026	\$210,000	0%	TBD	A
202104	Pewaukee Lake Boat Launch	2021	\$185,000	0%	\$0	T

General County Grounds Maintenance

Program Description

The General County Grounds Maintenance program is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, and Eble Park.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Government Center Facility Safety and Cleanliness

Strive to provide to customers and employees of the Government Center, year-round clean and safe grounds that are free of personal injury hazards, including turf, sidewalks, pavement and landscaping.

Performance measure: 100% free of slips and falls as reported by the Department of Administration Risk Management Division.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.18	7.01	7.01	6.91	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$309	\$0	\$100	\$0	\$0
County Tax Levy (Credit)	\$621,305	\$635,287	\$635,287	\$649,843	\$14,556
Total Revenues	\$621,614	\$635,287	\$635,387	\$649,843	\$14,556
Personnel Costs	\$285,520	\$316,449	\$242,815	\$323,107	\$6,658
Operating Expenses	\$105,562	\$124,941	\$113,863	\$125,913	\$972
Interdept. Charges	\$202,785	\$193,897	\$193,934	\$200,823	\$6,926
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$593,867	\$635,287	\$550,612	\$649,843	\$14,556
Rev. Over (Under) Exp.	\$27,747	\$0	\$84,775	\$0	\$0

Program Highlights

Personnel costs increase nearly \$6,700 to \$323,100 and include the cost to continue current staff levels, a 0.10 FTE decrease in extra help and a 2.0% increase in extra help hourly rates to help maintain competitive wages.

Operating costs increase slightly by \$1,000 or less than 1%, mainly due to increases of \$5,700 in equipment, \$1,500 in maintenance costs, partially offset with a \$3,700 in various supply accounts, \$1,300 in staff training and travel costs, and \$1,000 in rental costs reflecting prior year trends.

Interdepartmental charges increase \$6,900 mainly due to a \$3,400 increase in vehicle maintenance and replacement charges, \$1,000 increase in fuel charges, and \$600 in additional road supply costs (e.g. road salt).

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	140,000	140,000	140,000	140,000	-

Program Description

Retzer Nature Center is responsible for the development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, plant community restoration, and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the County's significant natural resources while maintaining and enhancing the quality of those features.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective #1: Public Events and Programs

80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants report a good or very good rating for the Retzer programs.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.17	8.36	8.36	8.28	(0.07)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$123,021	\$91,000	\$43,612	\$109,000	\$18,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$54,180	\$40,500	\$28,165	\$30,000	(\$10,500)
Appr. Fund Balance	\$13,523	\$0	\$291	\$0	\$0
County Tax Levy (Credit)	\$543,503	\$541,352	\$541,352	\$537,918	(\$3,434)
Total Revenues	\$734,227	\$672,852	\$613,420	\$676,918	\$4,066
Personnel Costs	\$433,347	\$442,252	\$441,756	\$453,479	\$11,227
Operating Expenses	\$118,674	\$123,082	\$96,318	\$113,608	(\$9,474)
Interdept. Charges	\$94,644	\$107,518	\$106,650	\$109,831	\$2,313
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$646,665	\$672,852	\$644,724	\$676,918	\$4,066
Rev. Over (Under) Exp.	\$87,562	\$0	(\$31,304)	\$0	\$0

Program Highlights

Charges for services revenues are budgeted at \$109,000, an increase of \$18,000 from the 2020 budget and include: workshop and special event fees of \$65,000, an increase of \$5,800; land and office rental fees totaling \$24,000 and \$20,000 from the Waukesha School District for parks staff maintenance of Retzer and the planetarium facility. Other revenues are budgeted at \$30,000, a \$10,500 reduction from the 2020 budget. Donation revenue is budgeted at \$12,000 a reduction of \$8,000 to more conservatively budget general donation funds, gift shop sales decrease \$2,000 to \$16,000 and miscellaneous revenues decrease \$500 to \$2,000 to better reflect prior year trends.

Personnel costs are budgeted to increase by \$11,200 to nearly \$453,500, mainly to reflect the cost to continue of existing staff, as well as the reclassification of 1.00 FTE administrative assistant to an administrative specialist as a result of a recent human resources position study. An increase in extra help hourly rates is included for cost to continue, but a slight reduction in hours, reflecting a 0.07 FTE reduction in temporary extra help.

Operating expenses decrease nearly \$9,500 to \$113,600 mainly due to a \$6,000 decrease in merchandise for resale and reduction in outside printing costs of \$2,500.

Interdepartmental charges increase almost \$2,300 mainly due to increases in anticipated vehicle maintenance and planned replacement costs.

Activity Data	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Program Attendance	8,973	8,500	2,565	8,500	0
Apple harvest festival attendance(a)	3,248	4,800	0	5,000	200

(a) Apple harvest festival is cancelled in 2020.

Exposition Center

Program Description

Provides facilities for recreational, educational, and entertainment events to citizens, businesses, and government groups.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	8.39	8.25	8.25	8.20	(0.05)
General Government	\$0	\$0	\$1,207	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$499,032	\$569,500	\$341,786	\$549,500	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$10,000	\$10,199	\$10,000	\$0
County Tax Levy (Credit)	\$145,051	\$177,685	\$177,685	\$210,958	\$33,273
Total Revenues	\$654,083	\$757,185	\$530,877	\$770,458	\$13,273
Personnel Costs	\$450,943	\$480,079	\$470,180	\$492,483	\$12,404
Operating Expenses	\$193,462	\$208,737	\$208,936	\$206,385	(\$2,352)
Interdept. Charges	\$55,563	\$68,369	\$67,567	\$71,590	\$3,221
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$699,968	\$757,185	\$746,683	\$770,458	\$13,273
Rev. Over (Under) Exp.	(\$45,885)	\$0	(\$215,806)	\$0	\$0

Program Highlights

Charges for services revenue decrease \$20,000 to \$549,500, to better reflect prior year trends. Fees will be adjusted as necessary to maintain a competitive market position. General Fund balance appropriations of \$10,000 are included in 2021 to fund expenditures for a table and chair replacement program.

Personnel costs increase \$12,400, mainly due to the cost to continue existing staff levels. Extra help costs increase nearly \$3,300 mostly due cost to continue for temporary staff (and a 0.01 FTE reduction in hours), offset by a \$3,300 decrease or 0.04 FTE reduction in overtime costs. Operating expenses decrease nearly \$2,400 mainly due to slight decreases of \$2,000 in staff clothing/uniforms based on prior year spending. Interdepartmental charges increase \$3,200 to \$72,000, related to \$1,900 increase in insurance charges and \$1,000 increase in vehicle maintenance and replacement charges.

The department will continue its long-term facility analysis for infrastructure repair and replacement to proactively plan for facility needs. In 2020, the department initiated updating a master plan for the lands around the Expo Center and Northview properties.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Banquet/Wedding	5	7	3	12	5
Consumer Sales	32	31	25	32	1
Entertainment/Sport	9	8	7	8	0
Fundraiser	4	6	4	4	(2)
Grounds Events	3	4	5	4	0
Hobby Shows	3	4	2	4	0
Meetings	37	38	25	36	(2)
Religious	3	3	3	3	0
Seminar	4	5	0	5	0
Trade Show	7	6	6	6	0
4 H	30	30	12	30	0
County Sponsored	35	36	45	36	0

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include land use planning and zoning assistance to the public and communities, and implementation and update of the County Development Plan.

Administration and enforcement of the Waukesha County Zoning Code, the Waukesha County Shoreland and Floodland Protection Ordinance, the Waukesha County Shoreland and Floodland Subdivision Control Ordinance and the Waukesha County Airport Height Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan, and ordinances. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective #1: Well-Planned Land-Use

Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space.

100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.

Performance Measures:

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Customer Service Pillar: High customer satisfaction

Objective #1: Internal and External Online Access to Land Use and Zoning Records

Improve online public service and internal staff access to land use and zoning records.

Planning & Zoning (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	8.00	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$83,775	\$85,000	\$80,000	\$95,100	\$10,100
Charges for Services	\$66,610	\$54,125	\$52,000	\$54,250	\$125
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,039	\$1,350	\$1,550	\$1,550	\$200
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$755,139	\$769,070	\$769,070	\$768,453	(\$617)
Total Revenues	\$908,563	\$909,545	\$902,620	\$919,353	\$9,808
Personnel Costs	\$828,363	\$844,560	\$866,731	\$833,876	(\$10,684)
Operating Expenses	\$17,733	\$16,950	\$18,470	\$35,818	\$18,868
Interdept. Charges	\$47,778	\$48,035	\$48,035	\$49,659	\$1,624
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$893,874	\$909,545	\$933,236	\$919,353	\$9,808
Rev. Over (Under) Exp.	\$14,689	\$0	(\$30,616)	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, increase \$10,100 to \$95,100 based on current activity levels and planned fee increases. Charges for services revenues are budgeted at \$54,300 and include \$39,300 in subdivision review revenues and \$15,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at nearly \$1,600 and is mostly related to the sale of maps.

Personnel costs decrease \$10,700 or 1.3% to \$833,900 primarily due to the unfunding of 1.00 FTE administrative specialist position, offset by the cost to continue for existing staffing levels driven by increases in health insurance of \$43,500 due to changes in employee plan selections and anticipated premium increases. The budget includes the reclassification of 1.00 FTE senior land use specialist to a 1.00 FTE senior planner to reflect growing need for higher level subject matter expertise in community level planning and permitting process automation improvements.

Operating expenses increase \$18,900 to \$35,800 mainly due to a \$16,000 increase in third party temporary help, a \$1,300 increase in staff development costs, and \$1,100 increase in software maintenance charges.

Interdepartmental charges increase \$1,600, mainly due to a \$1,100 increase in computer maintenance and replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of Conditional Use reviews	15	15	20	20	5
# of Zoning Violations pursued	79	90	90	90	-
Site Plan reviews	29	30	25	30	-

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
# of Zoning Permits	388	400	445	425	25
# of Board of Adjustment cases	21	18	20	20	2
# of Certified Survey Maps (CSMs) reviewed	48	30	30	30	-
# of Subdiv. Plat Reviews	33	25	22	18	(7)

Program Description

Provide management and clerical support to Environmental Health, Humane Animal Program, Hazardous Material, Laboratory, Licensing, and Septic/Well sections. Administer the Safe Drinking Water Act (SDWA) grant, Wisconsin Fund grant, Radon grant and laboratory, and the Private Sewage System maintenance program.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Public Water Supply Safety

Annually sample public water supply systems for the presence of coliform bacteria and nitrates in order to assure the public that water served from public water systems is safe.

Transient non-community public water systems in Waukesha County are sampled annually for the presence of coliform bacteria and nitrates. These public water systems include restaurants, parks, churches, and other facilities of public use. In addition, a complete inspection of each water system is conducted once every five years.

Performance Measure: Sample and report on 100% of transient non-community public water supply systems.

	2019 Actual	2020 Target	2020 Estimate	2021 Target(a)
System samples	407	450	400	410
% sampled (a)	97%	100%	97%	97%
% with coliform bacteria	4.18%	2%	3%	2%
% with nitrates	0.49%	<1%	<1%	<1%

(a) Reduction in % sampled due to some samples being regularly taken to private labs. This is an option for any of the facilities.

Objective #2: Private Sewage System Maintenance Program

Operate a mandatory maintenance program for the estimated 33,000 private sewage systems, notifying system owners of the need for maintenance every three years.

Every three years, notices are sent to property owners reminding them of the requirement to pump and/or inspect their private sewage system. Proper maintenance of the private sewage system will help prevent premature failure of the private sewage system.

Performance Measure: Receive verification that maintenance is conducted on 90% of the private sewage systems notified through maintenance notification.

	2019 Actual(a)(b)	2020 Target	2020 Estimate	2021 Target
Maintenance notices sent	6,809	10,000	10,000	7,000
Maintenance events entered (a)(b)	18,648	9,500	11,000	11,000
% Maintenance events countywide	57.4%	27.9%	33.3%	33.3%

(a)Mandatory maintenance. We have completed updating our POWTS program with the inclusion of private sewage systems that were installed prior to July1, 1979. The number of systems under mandatory maintenance has also changed due to areas of the county moving to municipal sewer and thus no longer have a need for mandatory maintenance.

(b) 2019 data is higher than anticipated largely due to data and system clean up, as well as pumpers being more diligent about entering maintenance events within adopted timelines to avoid citation fees.

Customer Service Pillar: High customer satisfaction

Objective #1: Internal and External Online Access to Well and Septic Records

Improve online public service and internal access to residential well and septic records.

Environmental Health (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$22,902	\$37,700	\$53,136	\$36,000	(\$1,700)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$98,867	\$91,000	\$81,000	\$91,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$409	\$0	\$5	\$5	\$5
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$364,830	\$345,809	\$345,809	\$366,864	\$21,055
Total Revenues	\$487,008	\$474,509	\$479,950	\$493,869	\$19,360
Personnel Costs	\$397,841	\$374,263	\$378,574	\$394,941	\$20,678
Operating Expenses	\$48,226	\$56,804	\$42,864	\$55,049	(\$1,755)
Interdept. Charges	\$46,430	\$43,442	\$43,040	\$43,879	\$437
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$492,497	\$474,509	\$464,478	\$493,869	\$19,360
Rev. Over (Under) Exp.	(\$5,489)	\$0	\$15,472	\$0	\$0

Program Highlights

General government revenues decrease \$1,700 related to an anticipated decrease in the State’s Radon grant to \$16,000 to cover staff time and other costs related to providing radon education services to area residents. The budget also includes \$20,000 for the Wisconsin Fund, a septic system replacement program run by the state of Wisconsin intended to help lower income county residents replace failing septic systems.

Charges for services remain budgeted at \$91,000 and include \$75,000 in revenues from water samples examined in accordance with the Safe Drinking Water Act, \$15,000 in radon kit sales revenue, and \$1,000 in fees related to the lead program.

Personnel costs increase \$20,700 or 5.5% to \$394,900 and funds the cost to continue existing staff levels.

Operating expenses decrease by approximately \$1,800 mainly due to a decrease of \$2,500 in miscellaneous operating expenses, and \$500 decrease in cellular telecommunications costs based on current usage, partially offset by an increase of \$1,200 in office and computer equipment expenses based on prior year experience.

Interdepartmental charges increase \$400 mainly due to a \$1,000 increase in postage costs and \$900 in computer maintenance charges, offset by a \$600 reduction in copier replacement charges, and \$500 reduction telephone line charges, as well as smaller reductions in other accounts.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
WI Fund Grant (Septic Replacements)	1	2	0	0	(2)
# of on-site septic systems under Mandatory Maintenance (a)	32,500	34,000	33,000	33,000	(1,000)

(a) Per WI Statute 145.20(5)(am), these numbers include private sewage systems that were installed prior to July 1,1979. These numbers are also impacted by changes in areas of the county moving to municipal sewer and thus no longer have a need for mandatory maintenance.

Program Description

Provide licensing, inspection, education, and plan reviews of restaurant, retail food establishments, and other recreational facilities.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Public Health Licensing, Inspection, and Education

Provide protection to the public health by licensing, inspection, and education of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps, and campgrounds.

Through a combination of inspection, education, and when needed, enforcement actions, protect the public health by reducing those risk factors that contribute to food/waterborne illness and other safety risk factors in food service establishments, lodging, and recreational facilities.

Performance Measure: Perform at least one inspection of each licensed establishment during the license year.

	2019 Actual	2020 Target	2020 Estimate(c)	2021 Target
Number of licensed food establishments	1,647	1,700	1,600	1,655
Number of inspections & consultations	2,236	2,500	1,745	2,400
# of pre-inspections/inspections/consultations per Inspector (a)(b)	320	328	250	343

- a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in a "plus 10%" for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections / consultations by FTE is the department goal.
- b) Licensing inspectors also conduct inspections at recreational facilities, including: public swimming pools, lodging facilities, camps, and campgrounds. This amounts to an additional 49 inspections per inspector in 2019.
- c) 2020 estimates for inspections are anticipated to be lower than prior years due to the cessation of routine inspections for three months following guidance from the Wisconsin department of Agriculture, Trade, and Consumer Protection (DATCP). Several staff were also reassigned to assist with Public Health case investigation and other activities as necessary due to the county's COVID-19 response.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00
General Government	\$0	\$0	\$267	\$0	\$0
Fine/Licenses	\$861,683	\$809,000	\$809,000	\$837,000	\$28,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,170	\$3,500	\$4,240	\$3,500	\$0
Other Revenue	\$0	\$500	\$500	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$156,959)	(\$184,645)	(\$184,645)	(\$197,065)	(\$12,420)
Total Revenues	\$708,894	\$628,355	\$629,362	\$643,935	\$15,580
Personnel Costs	\$568,558	\$554,810	\$548,631	\$570,140	\$15,330
Operating Expenses	\$25,402	\$32,726	\$29,126	\$34,084	\$1,358
Interdept. Charges	\$40,068	\$40,819	\$38,281	\$39,711	(\$1,108)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$634,028	\$628,355	\$616,038	\$643,935	\$15,580

Rev. Over (Under) Exp.	\$74,866	\$0	\$13,324	\$0	\$0
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(a) Tax levy (credit) reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Licensing (continued)

Program Highlights

License revenues increase \$28,000 to \$837,000, primarily due to an increase in restaurant license/inspection revenues of \$23,000 to \$573,000 as a result of prior year trends and a proposed 2% rate increase in 2021. Additionally, retail food license revenues increase \$3,000 to \$170,000 related to a proposed 2% rate increase. The budget also includes lodging fee revenues of \$17,000, and hotel and pool licensing revenues \$74,000; an increase of \$2,000.

Interdepartmental revenues remain at \$3,500 and consist of licensing fees charged to parks concession facilities.

Personnel costs increase approximately \$15,300 or 2.8% due to the cost to continue existing staff levels. Operating expenses increase \$1,400 mainly due to slight increases in staff training and travel costs. Interdepartmental charges decrease \$1,100 largely due to reductions in cellular telecommunication charges.

Activity Data

	2019	2020	2020	2021	Budget
# of Inspections/Consultations Performed	Actual	Budget	Estimate	Budget	Change
# of Restaurants	1,553	1,750	1,200	1,700	(50)
# of Retail Foods	582	650	475	600	(50)
# of School Food Services	101	100	70	100	0
# of Lodging	58	50	35	50	0
# of Public Pool, Camp & Rec/ED camp	284	276	225	275	(1)

	2019	2020	2020	2021	Budget
# of Establishment Licenses issued	Actual	Budget	Estimate	Budget	Change
Restaurants					
Temporary	65	90	50	90	-
Prepackaged	45	60	50	50	(10)
Full Service	1,038	1,000	1,000	1,025	25
Retail Food					
No Processing	154	125	150	150	25
Processing	345	350	350	350	-
Lodging					
Hotel/Motel	41	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	8	20	25	30	-
Recreation					
Public Pools	233	240	235	235	(5)
Campground / Rec Ed. Camps	18	18	18	18	-

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of Safety and Professional Services) SPS 383 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Same Day Reporting of Unsafe Sample Results

Same day reporting of bacteriologically unsafe sample results to property owners.

Owner collected water samples brought in for bacteriological analysis will result in notification during the same day if results indicate a bacteriologically unsafe result. In 2018, there was an increase in owner collected samples and unsafe samples mainly due to media attention regarding unsafe water at Lannon Elementary School.

Performance Measure: Inform property owners of drinking water quality concerns.

	2019 Actual	2020 Target	2020 Estimate(a)	2021 Target(a)
Number of unsafe samples	248	60	60	60
Number of owner and staff-collected samples(b)	1,602	450	800	1,200
% Reported same day	100%	100%	100%	100%

(a) Measure modified to reflect owner and staff collected samples

(b) 2019 data also impacted by the municipal well permitting program, allowing property owners to keep their well after being hooked up to municipal water (e.g. watering the lawn). Participants are required to sample their well every five years. Samples are estimated to decrease in 2020 due to impact of Covid-19 on laboratory/county operations.

Objective #2: Private Sewage Inspections upon Installation

Inspect private sewage systems at the time of installation.

After a sanitary permit is issued by the division, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day prior to the needed inspection.

Performance Measure: Inspect 100% of permitted private sewage system installations.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of systems inspected	302	400	375	375
% systems inspected on same-day	100%	100%	100%	100%
Septic System Plan Reviews	182	150	150	150

Septic/Well/Lab Programs (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.50	4.50	4.50	5.00	0.50
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$290,957	\$305,000	\$305,000	\$310,000	\$5,000
Charges for Services	\$108,071	\$85,000	\$60,000	\$85,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$70,376	\$45,547	\$45,547	\$64,163	\$18,616
Total Revenues	\$469,404	\$436,547	\$411,547	\$460,163	\$23,616
Personnel Costs	\$307,708	\$349,197	\$325,840	\$369,102	\$19,905
Operating Expenses	\$38,050	\$42,596	\$42,644	\$45,496	\$2,900
Interdept. Charges	\$43,954	\$44,754	\$43,752	\$45,565	\$811
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$389,712	\$436,547	\$412,236	\$460,163	\$23,616
Rev. Over (Under) Exp.	\$79,692	\$0	(\$689)	\$0	\$0

Program Highlights

License revenue consists of septic permit revenues and are increased \$5,000 to \$310,000, due to approximately 2% increase in rates. Charges for services revenues remain at the 2020 budget level of \$85,000 and include preliminary site assessment fees of \$30,000 and \$55,000 in water sample fees.

Personnel costs increase over \$19,900 due to the cost to continue existing positions, as well as the refunding of 0.50 to 1.00 FTE environmental health specialist. The increase in the FTE will provide environmental health staff flexibility for special projects and support in licensing tasks and radon grant support. Operating expenses increase approximately \$2,900, mainly due to a \$2,000 increase in laboratory supply costs to better reflect prior year trends. Interdepartmental charges increase slightly by about \$800 related to higher computer maintenance and replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
<u>Number of Septic Permits Issued</u>					
Conventional	201	210	210	210	0
Mound	169	165	170	170	5
Holding Tank	16	25	20	20	(5)
At Grade	4	15	10	10	(5)
Pressure Distribution	4	2	2	2	0

Program Description

Provide education, advice and enforcement on animal neglect/welfare issues and follow up on animal bite reports with appropriate animal quarantines and rabies investigations.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Animal Bite Victim Protocol

When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment

After receiving notice of an animal bite, contact the animal owner to initiate quarantine of the animal and observe the animal during the quarantine period for signs of rabies within 48 hours.

Performance Measure: Within 48 hours, 100% of reported bite victims are advised to seek medical advice.

	2019 Actual	2020 Target	2020 Estimate	2021 Target
Number of reported animal bites	762	600	650	650
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse(a)	44	40	0	25	(15)
Humane complaints	173	200	200	200	0

(a) No large group educational presentations estimated in 2020 due to Covid-19 and guidelines on large gatherings. The county does not charge a fee for these presentations.

Objective #2: Educate, Advise, and Enforce Animal Neglect/Welfare Issues

Provide education, advice, and enforcement on animal neglect/welfare issues in order to minimize animal abuse and neglect.

After receiving a report of animal neglect or abuse, the Humane Officer will begin an investigation to determine if the complaint has merit and requires an onsite investigation. When appropriate, the issue can be brought to a satisfactory resolution by education of the animal owner. Criminal animal neglect and abuse is referred to the local law enforcement authority, and the Humane Officer works with law enforcement to resolve the issue.

Performance Measure: Investigate all reports of animal abuse and neglect within 48 hours of receiving the report.

Activity Data	2019 Actual	2020 Target	2020 Estimate	2021 Target
# Reports animal abuse/neglect	173	200	200	200
% followed up within 48 hours	100%	90%	90%	90%

Humane Animal (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	1.58	1.60	1.60	1.58	(0.02)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$49,737	\$50,000	\$50,000	\$50,000	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$98,524	\$100,775	\$100,775	\$105,849	\$5,074
Total Revenues	\$148,261	\$150,775	\$150,775	\$155,849	\$5,074
Personnel Costs	\$111,874	\$122,821	\$118,325	\$126,443	\$3,622
Operating Expenses	\$7,695	\$10,150	\$9,598	\$11,016	\$866
Interdept. Charges	\$18,189	\$17,804	\$17,804	\$18,390	\$586
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$137,758	\$150,775	\$145,727	\$155,849	\$5,074
Rev. Over (Under) Exp.	\$10,503	\$0	\$5,048	\$0	\$0

Program Highlights

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2020 budget.

Personnel costs increase just over \$3,600 to \$126,400 due to the costs to continue existing staff levels and a slight 0.02 FTE decrease in extra help.

Operating expenses increase \$900 mainly due to increases in cellular communications charges. Interdepartmental charges increase by \$600 due to increases in computer maintenance charges of \$500.

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable Federal, State and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Groundwater and Surface Water Quality Protection

To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities.

Percent of sites with no violations noted on annual Department of Agriculture, Trade and Consumer Protection Tank Inspection Reports for County facilities.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	96.50%	100%

Hazardous Material (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$0	\$0	\$2,403	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,000	\$25,000	\$28,150	\$25,000	\$0
County Tax Levy (Credit)	\$147,265	\$153,036	\$153,036	\$152,467	(\$569)
Total Revenues	\$172,265	\$178,036	\$183,589	\$177,467	(\$569)
Personnel Costs	\$107,136	\$111,598	\$112,330	\$116,399	\$4,801
Operating Expenses	\$26,557	\$56,118	\$49,268	\$51,112	(\$5,006)
Interdept. Charges	\$9,993	\$10,320	\$9,786	\$9,956	(\$364)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$143,686	\$178,036	\$171,384	\$177,467	(\$569)
Rev. Over (Under) Exp.	\$28,579	\$0	\$12,205	\$0	\$0

Program Highlights

General Fund balance of \$25,000 is budgeted to fund the Land Recycling Program. This program is designed to identify, clean up, and market those tax delinquent properties having redevelopment potential.

Personnel costs increase nearly \$4,800 related to the cost to continue existing staff levels. Operating expenses decrease approximately \$5,000 due to a reduction in costs associated with providing environmental site assessments (e.g. phase 1 site assessments) based on a review of previous years.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	39	45	45	50	5
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	51	52	51	51	(1)
Monitor for Compliance—Under Ground	6	6	6	6	0

Land & Water Conservation

Program Description

Control soil erosion, storm water runoff, flooding, and water pollution from construction sites, land developments, farmland and non-metallic mining operations. Accomplish this by enforcing county ordinances and providing technical assistance, education programs, and cost-sharing grants to landowners, municipalities, schools and lake districts. Implement state nonpoint pollution performance standards on new construction sites and farmland mandated under Chapter NR 151, and mine reclamation regulations under Chapter NR 135. Facilitate watershed protection planning efforts to protect targeted water resources. Promote citizen action to protect water quality through a variety of conservation educational programs targeting youth and adult audiences, including citizen stream monitoring and a storm water education program mandated under Chapter NR 216. Preserve prime farmland and environmental corridors in cooperation with local land use, park and open space planning efforts. Assist farmers with crop damage caused by managed wildlife through a USDA contract.

Multi-year program objectives and planned activities are contained in the Waukesha County Land and Water Resource Management Plan. By state law (Chapter ATCP 50), this long-range plan is periodically updated and

Land & Water Conservation (continued)

adopted by the County Board. Cooperative agreements with municipalities and partner organizations, and a variety of federal, state, and local programs and grants help implement the plan.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective #1: Non-Point Pollution Control Performance Standards and Prohibitions

Implement state urban non-point pollution control performance standards and prohibitions under Chapters NR 151 and NR 216 Wisconsin Administrative Code within target timelines.

Complete storm water permit application reviews within benchmark response times specified in county ordinance (measured in working days).

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	8	10	8	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	3	7	3	7

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	5.77	6.15	6.15	6.15	(0.00)
General Government	\$331,051	\$287,000	\$266,900	\$281,000	(\$6,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$223,080	\$193,550	\$155,000	\$191,000	(\$2,550)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$35,800	\$95,723	\$98,360	\$88,000	(\$7,723)
Appr. Fund Balance	\$150,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$298,610	\$272,841	\$272,841	\$259,915	(\$12,926)
Total Revenues	\$1,038,541	\$849,114	\$793,101	\$819,915	(\$29,199)
Personnel Costs	\$618,833	\$584,671	\$584,659	\$554,112	(\$30,559)
Operating Expenses	\$235,829	\$209,865	\$187,744	\$209,617	(\$248)
Interdept. Charges	\$54,354	\$54,578	\$54,427	\$56,186	\$1,608
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$909,016	\$849,114	\$826,830	\$819,915	(\$29,199)
Rev. Over (Under) Exp.	\$129,525	\$0	(\$33,729)	\$0	\$0

Program Highlights

General government revenues are budgeted to decrease \$6,000 to \$281,000. This is related to a decrease of \$9,000 to \$38,000 in the Aquatic Invasive Species (AIS)/Great Lakes Restoration Initiative programs, pass-thru grants from the state in collaboration with lake organizations and Washington County, to help control the spread of invasive species in county lakes and streams. General government revenues also includes the State Department of Agriculture, Trade, and Consumer Protection (DATCP) staffing grant, that is used to help offset a portion of land and water conservation staffing costs, which increases by \$3,000 to \$178,000. In addition, the budget includes non-point state pass-thru grant funding of \$50,000 to cost share the installation of conservation practices to meet state water runoff pollution control standards. Additionally, \$15,000 in pass-thru grant funding related to the Wildlife Damage program is also budgeted, which is unchanged from the previous year.

Land & Water Conservation (continued)

Charges for services revenues decrease \$2,550 to \$191,000. Storm water permit revenue is budgeted to remain at \$75,000. Storm water education program fees are budgeted at \$67,000 a decrease of \$3,000 based on current activity levels, as part of an intergovernmental agreement with the County to implement a mandatory storm water education program for 25 municipalities in the county. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) storm water discharge permit requirements under Department of Natural Resources administrative code NR 216. In addition, charges for services revenues includes \$15,000 from non-metallic mining reclamation permit fees and \$34,000, a slight increase of \$450 in lake organization contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Other revenue is budgeted at \$88,000, a reduction of \$7,700 from 2020 related to a decrease of \$10,000 in the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution. The budget also includes: \$50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water codes in case developers are unwilling to do so; \$20,000 per an agreement with a gravel mining vendor for use of a County owned mine, and \$8,000 in stormwater workshop revenues.

Personnel costs decrease approximately \$30,600 mainly due to staff turnover and is partially offset by the cost to continue of existing staff levels.

Operating expenses are relatively stable and are budgeted at a similar level as 2020 to cover costs associated with the revenue programs described previously. Interdepartmental charges increase approximately \$1,600 related to a \$1,000 increase in computer maintenance and replacement costs, and \$550 increase vehicle replacement charges.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Number of Educational Presentations/Events	103	65	60	70	5
Number of Storm water Permits issued	90	80	70	80	0
Number of Construction Site Inspections	529	600	400	600	0
Number of Farm Compliance Inspections *	8	7	10	8	1

* Reflects a recent surge in construction activity in the County.

Hazardous Waste and County Facilities Recycling

Program Description

Provide safe, convenient, and cost-effective disposal sites for household hazardous wastes (HHW) to county residents. Also manage internal recycling and waste reduction efforts for county buildings and parks, and assist with county sustainability, energy efficiency, and pollution prevention efforts. To help control county HHW program costs and encourage community support, all 37 local communities generally pay 1/3 of county HHW program costs. Through a landfill expansion agreement executed in 2000, the current owner of the Muskego Emerald Park Landfill (Advanced Disposal Services) also provides annual funding to support the HHW program. When state grants are available, Agricultural Hazardous Wastes are also collected using the same facilities and staffing as the HHW program.

Major Departmental Strategic Plan Objectives

Financial Pillar: Protect taxpayer investments

Objective #1: Safe Disposal of Household Hazardous Waste

Maintain cost effective services for all Waukesha County residents and municipalities to safely dispose of Household Hazardous Waste (HHW) at four permanent sites and four satellite collection events.

County cost per participant for HHW collected is equal to or less than \$30 after the state grant and landfill contribution is subtracted from the total program costs.

Performance Measure:	2019 Actual	2019 Target	2020 Estimate	2021 Target
County HHW disposal costs per participating household	\$23.70	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.25	0.25	0.25	0.35	0.10
General Government	\$76,767	\$69,000	\$69,000	\$69,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$6,081	\$65,000	\$11,286	\$65,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$320,455	\$310,000	\$310,000	\$310,000	\$0
Appr. Fund Balance	\$7,624	\$0	\$1,222	\$0	\$0
County Tax Levy (Credit) (a)	\$48,442	(\$26,931)	(\$26,931)	(\$19,528)	\$7,403
Total Revenues	\$459,369	\$417,069	\$364,577	\$424,472	\$7,403
Personnel Costs	\$18,539	\$20,076	\$19,994	\$26,841	\$6,765
Operating Expenses	\$351,618	\$394,915	\$398,137	\$395,572	\$657
Interdept. Charges	\$1,550	\$2,078	\$1,861	\$2,059	(\$19)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$371,707	\$417,069	\$419,992	\$424,472	\$7,403

Rev. Over (Under) Exp.	\$87,662	\$0	(\$55,415)	\$0	\$0
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(a) Levy credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Program Highlights

General government revenues are again budgeted at \$69,000. Participating communities pay \$55,000 or approximately one-third of the county's HHW program collection costs.

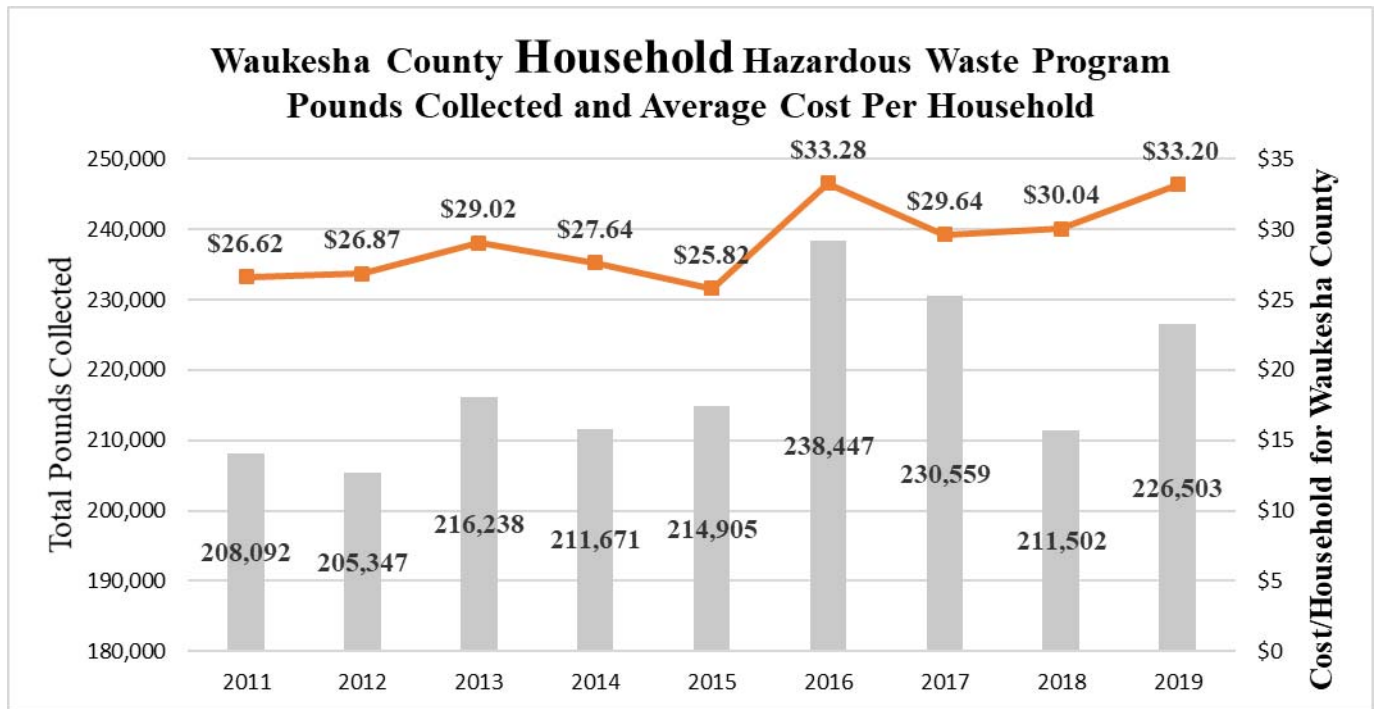
Charges for services revenue remains flat as payments from Walworth and Washington Counties for use of the Waukesha collection site continue to increase with growing awareness of the program. Through a Memorandum of Understanding, Walworth and Washington County residents, by referral, are able to utilize Waukesha County collection sites and events.

Other revenue includes \$154,000 from landfill siting agreements. In addition, the Emerald Park Landfill operator (Advanced Disposal Services) pays the county \$156,000 on an annual basis to have county staff administer all of the HHW program activities.

Personnel costs increase \$6,800 for cost to continue existing staffing levels, including the transfer in of 0.10 FTE senior administrative specialist from the material recycling facility program (MRF) to better align with staff tasks.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Advanced Disposal Services) for the hazardous waste program under which EPL funds of \$156,000 are exhausted first, Clean Sweep grant funds of \$14,000 are used next, and then the county pays up to its maximum budgeted amount of \$205,000 which is partially funded by payments from participating communities. Advanced Disposal Services pays the county \$156,000 to administer all invoicing for the HHW program. Promotion of household product exchanges continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth and Washington Counties will be billed for residents that utilize preapproved events and locations.

Activity Data	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Households served at Hazardous Waste Collection	5,027	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	226,503	215,000	215,000	215,000	-
Pounds of HHW Per household	45	39	39	39	-
Number of Households using product exchange	174	200	200	200	-
Tons of office paper/containers recycled at County facilities/parks	239	250	250	250	-



Land Information Systems

Program Description

The Waukesha County Land Information System (LIS) is a computerized mapping system that links land parcels to a wide array of digital map layers and related databases through geospatial software in a web-based environment. The LIS can be accessed and used by anyone with a web browser, but specialized software is needed to conduct high-end spatial data analysis.

A multi-year Land Information System Plan guides the development of the LIS, which is widely used around the county and beyond for land use planning, emergency services, economic development, real estate, engineering, resource management, and numerous other programs. LIS staff are responsible for plan development, implementation and oversight, including continuous program improvement and the integration of the LIS into the daily workflows of a wide user base. Some of the key data layers of the LIS include a digital land survey control network, land ownership parcels, municipal boundaries, aerial photography, topography, transportation, soils, water resources, and land use.

Per Wisconsin Statutes, Section 59.725, the LIS program is partially funded by document recording fees through the Register of Deeds office. For each document recorded, a special \$15 fee is collected and retained for land records modernization efforts. Of this \$15, \$7 is sent to the Wisconsin Department of Administration and \$8 is retained locally to support county land information modernization activities.

In 2019, Land Information Systems (LIS) was transferred from a Special Revenue Fund to a General Fund program. The accounting change recognizes that the LIS program is an important economic development tool, but is unable to generate sufficient revenues to cover annual and long-term operating costs, allowing for the future allocation of county tax levy to this program.

Land Information Systems (continued)

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standard for Service excellence

Objective #1: Municipalities Providing Addresses to the County Electronically

Increase the number of local municipalities that provide addresses to the County either as an online service or via the Address Notification System (ANS) to 100 % by 2020.

Initiatives:

- 1) Monitor number of municipalities submitting addresses either as an online service or via the ANS.

Performance Measure	Year 2019 Actual	Year 2020 Actual	Year 2021 Goal
Number of municipalities that added new addresses to the County Master Address file	36	36	36
Number of municipalities that provided addresses to the County via ANS	34	27	27
Number of municipalities that provided addresses to the County as an online service	2	9	9

	2019 Actual	2020 Budget	2020 Estimate(a)	2021 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government(a)	\$51,000	\$96,000	\$146,000	\$41,000	(\$55,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$538,840	\$510,000	\$640,000	\$522,600	\$12,600
Interdepartmental	\$15,500	\$15,500	\$15,500	\$30,500	\$15,000
Other Revenue	\$196,179	\$195,000	\$195,791	\$195,000	\$0
Appr. Fund Balance	\$22,446	\$20,000	\$20,000	\$15,000	(\$5,000)
County Tax Levy (Credit)	\$0	\$10,119	\$10,119	\$3,011	(\$7,108)
Total Revenues	\$823,965	\$846,619	\$1,027,410	\$807,111	(\$39,508)
Personnel Costs	\$426,041	\$440,635	\$443,875	\$456,491	\$15,856
Operating Expenses(a)	\$301,487	\$361,500	\$411,500	\$305,445	(\$56,055)
Interdept. Charges	\$47,920	\$44,484	\$44,484	\$45,175	\$691
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$775,448	\$846,619	\$899,859	\$807,111	(\$39,508)

Rev. Over (Under) Exp.	\$48,517	\$0	\$127,551	\$0	\$0
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(a) 2020 estimates for expenditures exceed the adopted budget due to 2019 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General governmental revenues decrease \$55,000 to \$41,000 related to the state strategic initiative grant. Charges for services revenues increase \$12,600 to \$522,600, and consists of document recording fee revenues and reflects the estimated number of recorded documents. Interdepartmental revenues increase \$15,000 to \$30,500, as part of LIS staff's involvement in generating updated County Board district maps based upon the most recent 2020 census data. The budget also includes \$15,500 related to an interagency agreement between LIS staff and the Department of Emergency Preparedness to provide street address maintenance services to assist in locating 911 calls. The agreement is anticipated to continue at current service levels. Other revenue includes \$195,000 of landfill fee revenues, unchanged from the 2020 budget. A fund balance appropriation of \$15,000 has been included in the 2021 budget to assist with the incorporation of the program into the general fund, a reduction of \$5,000.

Personnel costs increase \$15,900 to fund cost to continue existing staffing levels. Operating expenses decrease \$56,100 to \$305,400, mainly to reflect reductions in available state grant funds from 2020 mentioned above. The budget continues to include nearly \$120,000 in contracted SEWRPC surveying costs. The budget also includes \$60,000 in Amazon web hosting charges, and \$30,000 for continuous improvement projects funded by the strategic initiative grant above; in addition to some of the web hosting charges. The budget also includes \$10,000 in equipment for the purchase of a new drone. Interdepartmental charges increase almost \$700 mainly due to an increase in computer maintenance charges.

Administrative Services

Program Description

Monitor overall performance of the various divisions to ensure continuous improvement in customer service. Provide business/financial management services, including development and implementation of the department budget, process payroll, and provide accounting services and fiscal analysis. In addition, provide direction and leadership in LEAN initiatives, automated file developments, strategic planning, and performance measurement.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High Customer Satisfaction

Objective #1: Consistent Customer Service Across All Departments

To establish consistent customer service across Waukesha County departments, and achieve a 4.50 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gathers feedback on a scale of 1-5.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	8.02	8.21	8.21	8.40	0.19
General Government	\$0	\$0	\$5,180	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2	\$0	\$0	\$0	\$0
Interdepartmental	\$95,520	\$92,080	\$92,080	\$92,080	\$0
Other Revenue	\$174	\$1,700	\$1,700	\$1,700	\$0
Appr. Fund Balance	\$9,108	\$0	\$14,215	\$0	\$0
County Tax Levy (Credit)	\$784,252	\$790,215	\$790,215	\$822,840	\$32,625
Total Revenues	\$889,056	\$883,995	\$903,390	\$916,620	\$32,625
Personnel Costs	\$844,693	\$755,333	\$727,770	\$782,136	\$26,803
Operating Expenses	\$73,685	\$72,478	\$86,279	\$76,410	\$3,932
Interdept. Charges	\$54,098	\$56,184	\$55,320	\$58,074	\$1,890
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$972,476	\$883,995	\$869,369	\$916,620	\$32,625
Rev. Over (Under) Exp.	(\$83,420)	\$0	\$34,021	\$0	\$0

Program Highlights

Interdepartmental revenues include reimbursement for staff time for management assistance to the Material Recovery Facility (MRF) and golf course operations and are budgeted at nearly \$92,100, no change from the 2020 budget.

Personnel costs increase just over \$26,800 to \$782,100 mainly due to the cost to continue of existing staff, the transfer in of 0.18 FTE in staff time from the Workforce Fund to assist with county economic development projects, and a slight 0.01 FTE increase in overtime costs. The budget also reflects the refilling of a 1.00 FTE fiscal specialist, offset by a previously filled fiscal assistant.

Operating expenses increase \$3,900 due to an increase in data processing charges and maintenance costs of \$2,000 and a slight increase in equipment costs of \$1,000.

Interdepartmental charges increase almost \$1,900 mainly due to an increase of \$1,200 in insurance costs and \$1,400 in computer ownership costs, partly offset by a reduction in telecommunication costs of \$1,000.

Statement of Purpose

The Waukesha County Community Development program utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs detailed in the current Waukesha County Five Year Consolidated Plan. The plan has identified the following basic principles that guide funding decisions and program priorities:

- Provide opportunities for the rehabilitation and development of affordable housing for both owner occupied and rental properties;
- Provide opportunities for low and moderate income households for homeownership;
- Provide opportunities to meet special population affordable housing and support service needs;
- Provide direct client services to meet identified needs through collaborative public services;
- Provide for expanding economic opportunities and job creation for low and moderate income households;
- Provide opportunities for maintenance and rehabilitation of public facilities with emphasis on accessibility;
- Provide strategies and activities in areas of concentrated low and moderate income to improve the quality of life and opportunities to self-sufficiency;
- Concentration of resources directed to specific Housing and Urban Development (HUD) eligible neighborhoods to improve livability, safety, and empower the residents.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government (a) (b) (c)	\$2,238,100	\$2,700,039	\$5,166,637	\$2,912,013	\$211,974	7.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$53,801	\$65,681	\$64,585	\$10,784	20.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,234,225	\$555,000	\$922,905	\$440,000	(\$115,000)	-20.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,472,325	\$3,308,840	\$6,155,223	\$3,416,598	\$107,758	3.3%
Expenditures						
Personnel Costs	\$249,668	\$341,166	\$343,861	\$360,227	\$19,061	5.6%
Operating Expenses (a) (c)	\$3,300,675	\$2,893,966	\$5,402,165	\$2,975,603	\$81,637	2.8%
Interdept. Charges	\$78,916	\$73,708	\$75,611	\$80,768	\$7,060	9.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,629,259	\$3,308,840	\$5,821,637	\$3,416,598	\$107,758	3.3%
Rev. Over (Under) Exp.	(\$156,934)	\$0	\$333,586	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	3.69	3.69	3.69	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.04	0.04	0.04	0.00
Total FTEs	2.87	3.73	3.73	3.73	0.00

- (a) The 2020 estimate includes the 2019 carryover of encumbered grant contracts that totaled \$3,769,764 and 2019 ordinance carryover of approved and available expenditure appropriations that totaled \$424,546. The 2020 budgets were modified to account for additional grant funding and PI received above budget in prior years totaling \$602,737 above the Adopted budget and appropriated by enrolled ordinance #174-114.
- (b) The 2021 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) The 2020 Estimate includes \$861,236 of Cares Act - Community Development Block Grant Coronavirus (CDBG-CV) funding.

Community Development Block Grant

Program Description

Through an annual grant process with an emphasis on collaboration, allocate federal Community Development Block Grant funds to subgrantees to meet the needs of low and moderate income persons through providing housing development and rehabilitation, expanding economic opportunities, improving community facilities and services, and providing public services.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	2.38	2.64	2.64	2.64	0.00
General Government (a)	\$1,001,917	\$1,405,009	\$1,412,492	\$1,464,022	\$59,013
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$10,760	\$13,136	\$12,900	\$2,140
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$535,859	\$355,000	\$371,105	\$240,000	(\$115,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,537,776	\$1,770,769	\$1,796,733	\$1,716,922	(\$53,847)
Personnel Costs	\$201,963	\$231,701	\$231,414	\$241,659	\$9,958
Operating Expenses (a)	\$1,281,378	\$1,486,152	\$1,481,959	\$1,421,941	(\$64,211)
Interdept. Charges	\$53,093	\$52,916	\$54,119	\$53,322	\$406
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,536,434	\$1,770,769	\$1,767,492	\$1,716,922	(\$53,847)
Rev. Over (Under) Exp.	\$1,342	\$0	\$29,241	\$0	\$0

(a) 2020 estimate represents the amount estimated to be used in 2020. It considers the 2019 carryover of encumbrances totaling \$2,090,781 and a 2019 ordinance carryover of \$229,014 through a separate ordinance. The 2020 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$176,214 above the adopted budget and appropriated by enrolled ordinance #174-114 to balance to HUD's records.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,464,000, an increase of \$59,000 from the 2020 budget.

Charges for services of \$12,900, an increase of \$2,140, are from fees for servicing CDBG housing loans. A part time position was created to bring this service in-house in 2020.

Other revenues decrease \$115,000 to \$240,000, mainly due to a decrease in revolving loan income of \$235,000 to \$40,000, offset by an increase in program income of \$120,000 to \$200,000, repaid by the City of Waukesha, Housing Development, and Housing Rehabilitation programs.

Personnel costs increase nearly \$10,000 or 4.3% due to the cost to continue the existing staffing levels.

Overall, operating expenses decrease \$64,200, mainly due to a \$235,000 decrease in revolving loan-funded projects, partially offset by increases in program income funded projects of \$120,000 and subgrantee grants to communities of \$50,600.

Community Development Block Grant (Cont.)

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

Objective #1: Address Consolidated Plan Objectives

To address key community objectives and funding targets contained in the current consolidated plan.

The allocation will target funding to the community objectives based on percentages identified in the Consolidated Plan.

Performance Measure: Community Objective	Funding Target % of annual Allocation(a)	2020 Actual(b)	2021 Estimate
Housing	18%	14	32
Economic Development	30%	22	13
Public Service (outside neighborhood stabilization areas)	15%	15	10
Public Service (within neighborhood stabilization areas)	10%	8	7
Facilities	7%	14	25
Administration	20%	18	13
Unallocated	0%	9	0

(a) Funding Target % of Annual Allocation is taken from the 2015-2019 Waukesha County Consolidated Plan.

(b) 2019 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2020. HUD calculates the percentage over the five-year period of the consolidated plan.

The community objectives are further defined as:

Housing: These projects place a particular emphasis on increasing the supply of affordable housing, rehabilitation and maintenance of the existing housing stock, and to meet special housing needs for persons with disabilities.

Economic Development: These services seek to create jobs for low and moderate income persons through activities such as providing low-interest loans to small businesses to increase capacity, improving transportation opportunities for persons to get to jobs, and providing training opportunities and childcare assistance to increase the likelihood of persons keeping a job.

Public Service (outside neighborhood stabilization areas): These are services provided directly to qualifying individuals, such as family/personal assistance; shelters; food/nutrition; workforce/job training; medical/health; and transportation. Federal regulations cap the funding of these services at 15% of the annual allocation to the County.

Public Service (within a neighborhood stabilization areas): These “public services” are provided within specific neighborhoods which have been defined through the U.S. Census, and approved by the U.S. Department of Housing and Urban Development, as being concentrated areas of low and moderate income households. Services seek to improve safety and quality of life, to increase economic opportunities, and to empower the residents to improve their neighborhoods.

Facilities: These services seek to provide physical improvements to public facilities, with an emphasis to increase accessibility to facilities for persons with disabilities.

Administration: Funding in this category is used for Waukesha County’s administrative budgets and staffing for the Community Development Block Grant program. Funding in this category may also be used for community based planning projects that relate to job creation, affordable housing, or other plans to benefit low and moderate income households. Federal regulations cap the funding for “administration” at 20% of the annual allocation to the county.

HOME Investment Partnership Program

Program Description

Through a consortium with Jefferson, Ozaukee, and Washington counties, meet the owner occupied or rental housing needs of low and moderate income persons through new development, down payment assistance, homebuyer counseling, and housing rehabilitation. An emphasis is placed on providing funding to Community Housing Development Organizations (CHDO's).

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.50	1.09	1.09	1.09	0.00
General Government (a)	\$1,236,183	\$1,295,030	\$2,892,909	\$1,447,991	\$152,961
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$43,041	\$52,545	\$51,685	\$8,644
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$698,366	\$200,000	\$551,800	\$200,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,934,549	\$1,538,071	\$3,497,254	\$1,699,676	\$161,605
Personnel Costs	\$47,705	\$109,465	\$112,447	\$118,568	\$9,103
Operating Expenses (a)	\$2,019,297	\$1,407,814	\$3,058,970	\$1,553,662	\$145,848
Interdept. Charges	\$25,823	\$20,792	\$21,492	\$27,446	\$6,654
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,092,825	\$1,538,071	\$3,192,909	\$1,699,676	\$161,605

Rev. Over (Under) Exp.	(\$158,276)	\$0	\$304,345	\$0	\$0
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(a) 2020 estimate includes the 2019 carryover of encumbrances totaling \$1,678,893 and a 2019 ordinance carryover of \$195,532 through a separate ordinance. The 2020 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$426,523 above the adopted budget and appropriated by enrolled ordinance #174-114.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$1,448,000, an increase of \$153,000 from the 2020 Budget.

Charges for services increase \$8,600 to \$51,700 and reflect fees for servicing HOME housing loans. A part time position was created to bring this service in-house in 2020 and reduce costs associated with program administration.

Other revenues include program income of \$200,000. The program income revenue results from down payment assistance, housing development, and housing rehabilitation programs.

Personnel costs increase \$9,100 or 8.3% due to the cost to continue existing staffing levels, as well as changes in health insurance selections.

Operating expenses increase \$145,800 to \$1,553,700 mainly due to a \$145,800 increase in subgrantee grants to communities.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

Health and Safety Pillar: Ensure the well-being of residents

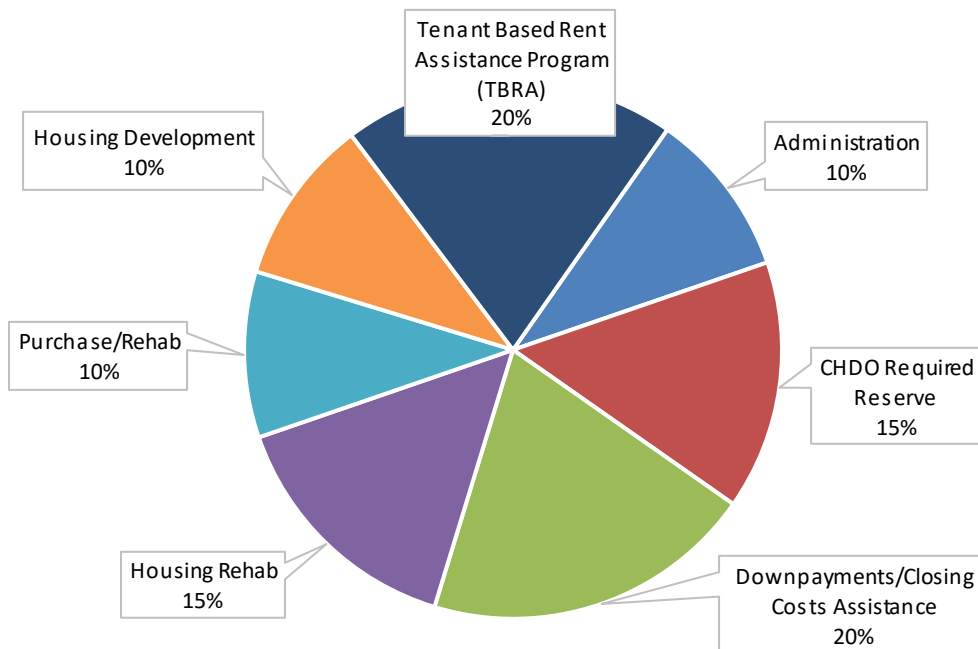
Objective #1: Increase Available Workforce Housing

To increase availability of workforce housing, commit 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects to areas in Waukesha County with employment wage and housing costs imbalance by December 2020.

Performance Measure:

	Year 2019 Actual	Year 2020 Goal	Year 2021 Goal
50% of HOME and CDBG funded affordable housing projects will be located in areas in areas of the county with employment and housing cost imbalance by December 2020	75%	50%	50%

2020 Actual Allocation of HOME Program Funding Award at \$1,464,022



* 2020 allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

This program area contains grants and other resources not specified under the Community Development Block Grant program or HOME Investment Partnership Program.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$861,236	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$861,236	\$0	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$0	\$861,236	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$861,236	\$0	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

Federal revenues from the US Department of Housing and Urban Development (HUD) were received in 2020 totaling \$861,236 to assist low and moderate income (at-risk) persons and specific needs to prevent, prepare for, and respond to the coronavirus (COVID-19), authorized by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act).

Operating expenses in 2020 totaling \$861,236 are related to CARES Act funding. These funds are primarily being used in the following categories: eviction prevention/rent assistance, homeless services, food and meals, small business relief, medical supplies, and program administration. As of now, no additional funding allocations are budgeted in 2021.

Fund Purpose

Beginning in 2018, Waukesha County began serving as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The Workforce Innovation and Opportunity Act (WIOA) is a federal program designed to assist job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The Board works in collaboration with local elected officials, economic development corporations, businesses, and the community to address macroeconomic issues in the three-county area. It is committed to finding workforce solutions through long-term planning and timely responses to the changing economy.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual (a)	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,385,009	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Expenditures						
Personnel Costs	\$130,989	\$129,691	\$126,333	\$107,005	(\$22,686)	-17.5%
Operating Expenses	\$1,254,023	\$1,454,941	\$1,469,821	\$1,350,525	(\$104,416)	-7.2%
Interdept. Charges	\$0	\$66	\$66	\$72	\$6	9.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,385,012	\$1,584,698	\$1,596,220	\$1,457,602	(\$127,096)	-8.0%
Rev. Over (Under) Exp.	(\$3)	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	1.00	0.93	0.93	0.75	(0.18)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	0.93	0.93	0.75	(0.18)

Program Highlights

Workforce Innovation Opportunity Act revenue from the State of Wisconsin - Department of Workforce Development (DWD) is budgeted at \$1,367,352, a decrease of \$138,300 related to a trend of annual reductions in funding driven by area labor statistics showing a relatively strong local labor market. This funding decrease is partially offset by an additional annual funding source of \$90,250 received from the State of Wisconsin – Department of Corrections to provide the Windows to Work program to offenders who are under supervision at Washington County Huber, Ozaukee County Huber, and Waukesha County Jail and Huber facilities.

Personnel costs decreased by nearly \$22,700 or 17.5% to reflect the additional transfer of 0.18 FTE Workforce Development Board Director (approx. 376 hours) to the Department of Parks and Land Use-General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives. Operating expenses decrease about \$104,400 reflecting the grant reductions above to nearly \$1,350,500, which include \$1,336,800 in related contracted services for approved vendors to provide assistance to adults, youth, dislocated workers, and ex-offenders to access training and support services to gain employment.

Grant Title	Funding Source	Funding Administration	FY 19-20 Actual Award	FY 20-21 Estimated Award	FY 20-21 Actual Award	FY 21-22 Estimated Award
WIOA Administration	US Dept. of Labor	WI Dept. of Workforce Development	\$106,104	\$89,805	\$89,805	\$89,805
WIOA Adult	US Dept. of Labor	WI Dept. of Workforce Development	\$284,219	\$241,487	\$241,487	\$241,487
WIOA Dislocated Worker	US Dept. of Labor	WI Dept. of Workforce Development	\$346,203	\$291,030	\$291,030	\$291,030
WIOA Youth	US Dept. of Labor	WI Dept. of Workforce Development	\$324,518	\$275,727	\$275,727	\$275,727
WIOA Rapid Response	US Dept. of Labor	WI Dept. of Workforce Development	\$61,516	\$52,289	\$67,009	\$52,289
Windows to Work	WI Dept. of Corrections	WI Dept. of Corrections	\$95,000	\$90,250	\$90,250	\$90,250

WIOA Administration: This grant provides funding for the administration of the WIOA programs and the Workforce Development Board.

WIOA Adult Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Adult Program if they are 18 years of age or older, eligible to work in the United States, and are registered with Selective Service (if applicable).

WIOA Dislocated Worker Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Dislocated Worker Program if they are 18 years of age or older, eligible to work in the United States, are registered with Selective Service (if applicable), and meet the requirements for at least one dislocated worker category including individual or small group layoff, permanent closure or mass layoff, separating or separated members of the U.S. Armed Forces, self-employed, displaced homemaker, or military spouse.

WIOA Youth Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Youth Program as an in-school youth if they are attending secondary or post-secondary school, are not younger than age 14 or older than 21, are low-income, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., basic skills deficient, offender or ex-offender, foster care). Individuals are eligible for the WIOA Youth Program as an out-of-school youth if they are not attending secondary or post-secondary school, are not younger than age 16 or older than 24, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., school dropout, homeless, has a disability).

WIOA Rapid Response Program: This grant provides funding for the planning and coordination of Rapid Response services to employers and affected individuals who have or are in the process of being dislocated. This may include assistance with connecting individuals to local resources, providing topic-specific workshops, onsite WIOA registration, and targeted hiring assistance.

Windows to Work Program: This grant serves offenders who are under Department of Corrections supervision at the tri-county Huber facilities and county jails. The program provides assistance with obtaining and retaining employment.

Performance Indicators

WIOA programs are measured by national primary indicators of performance on a quarterly basis. Currently, each program has four indicators. Two additional indicators (measurable skill gain and effectiveness in serving employers) will be assigned once baseline data has been captured. Performance results from the most recent quarter include:

WIOA Title I Primary Indicators of Performance (Q2 PY19-20)								
Program	Q2 Unsubsidized Employment		Q4 Unsubsidized Employment		Median Earnings (Qtrly)		Credential Attainment Rate	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Adult	80%	91%	75%	90.7%	\$5,600	\$9,329	60%	80.6%
Dislocated Worker	85%	91.2%	83%	85.1%	\$7,500	\$9,601	60%	68.5%
Youth	75%	86.7%	70%	87.9%	n/a	\$4,792	60%	61.2%

Definitions of Primary Indicators of Performance:

Q2 Unsubsidized Employment: The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Q4 Unsubsidized Employment: The percentage of program participants who were in unsubsidized employment during the fourth quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Median Earnings: The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct unemployment insurance wage record match, Federal or military employment records, or supplemental wage information.

Credential Attainment Rate: The percentage of participants who obtain a recognized postsecondary credential during participation or within one year after exit from the program. Participants who receive a secondary school diploma or equivalent are successful if the participant was also employed or entered postsecondary education within one year of program exit.

In addition to the above indicators, other highlights from the current program year include:

- 413 total program participants
- 200 were placed in employment with the others either attending an educational program or receiving other program services
- 43 received formal on-the-job training with local employers
- 13 businesses provided incumbent worker training to 62 employees
- 100 individual training accounts were provided for occupations in 15 different areas including health science, business management, transportation logistics, manufacturing, and information technology
- Average hourly wages upon placement for adults, dislocated workers, and youth were \$21.96, \$24.71, and \$12.10, respectively

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units, or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$2,000	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$402,000	\$400,000	\$400,000	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$4,500	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$44,750	\$337,500	\$0	\$337,500	\$0	0.0%
Total Expenditures	\$49,250	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$352,750	\$0	\$400,000	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2017 – 2021

Revenue Source	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0
Landfill Siting	\$0	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Total Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Revenues Over/(Under) Expenditures	\$0	\$0	\$0	\$0	\$0

Program Highlights

Fund balance is budgeted at \$400,000 and consist of state Stewardship grant reimbursements from prior year purchases. State Stewardship reimbursement often does not occur in the same year as acquisition. For budget purposes, Stewardship grant revenues are recorded as revenue in the year received. Reimbursements are anticipated to remain at an average of 40% of acquisition costs. Fund balance will be used for initial purchase.

Expenditures are budgeted at \$400,000, which include \$337,500 for land purchases, \$50,000 for grants to conservancy organizations to assist with land purchases, and \$12,500 for consulting services such as surveying, appraising, and other costs related to land acquisition.

Major Departmental Strategic Plan Objectives

County-Wide Strategic Pillar: Quality

Objective #1: Waukesha County Park and Open Space Plan Implementation

Through implementation of the Waukesha County Park and Open Space Plan, provide a natural resource based park system for family oriented self-actualized recreation.

Through cooperation with local municipalities and non for profit conservation organizations, the Park and Open Space Plan will be updated in 2020.

Implementation of the adopted Park and Open Space Plan through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2019 Actual	2020 Target	2020 Estimate	2021 Target
Acres in Parks Plan	4,543	4,543	4,543	4,543
Acres of Parks Plan Acquired	4,020	4,020	4,020	4,020
% of Park Plan Acquired	88.5%	88.5%	88.5%	88.5%
Acres in Greenway Plan	7,689	7,689	7,689	7,689
Acres of Greenway Plan Acquired	3,539	3,539	3,539	3,539
% of Greenway Plan Acquired	46.0%	46.0%	46.0%	46.0%

Fund Purpose

This Fund is comprised of golf courses that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities to meet public expectations at affordable rates, while not requiring a tax subsidy.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,876,625	\$3,142,100	\$3,095,500	\$1,953,500	(\$1,188,600)	-37.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$8,647	\$12,000	\$11,500	\$12,000	\$0	0.0%
Appr. Fund Balance	\$27,476	\$200,000	\$210,951	\$0	(\$200,000)	-100.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,912,748	\$3,354,100	\$3,317,951	\$1,965,500	(\$1,388,600)	-41.4%
Expenditures						
Personnel Costs	\$1,255,616	\$1,353,752	\$1,329,731	\$857,613	(\$496,139)	-36.6%
Operating Expenses	\$953,894	\$1,039,531	\$968,251	\$584,221	(\$455,310)	-43.8%
Interdept. Charges	\$855,123	\$922,246	\$864,562	\$597,749	(\$324,497)	-35.2%
Fixed Assets (Memo) (c)	\$0	\$43,000	\$26,000	\$10,000	(\$33,000)	-76.7%
Total Expenditures	\$3,064,633	\$3,315,529	\$3,162,544	\$2,039,583	(\$1,275,946)	-38.5%
Operating Income/(Loss)	(\$151,885)	\$38,571	\$155,407	(\$74,083)	(\$112,654)	-292.1%
Cash Flow From Operations (b)	\$9,228	(\$10,616)	\$94,478	\$2,070	\$12,686	N/A

Position Summary (FTE)

Regular Positions	7.05	6.82	6.82	4.90	(1.92)
Extra Help	19.49	20.21	20.21	9.74	(10.47)
Overtime	0.71	0.72	0.72	0.44	(0.28)
Total FTEs	27.25	27.75	27.75	15.08	(12.67)

- (a) In 2019, 2020, and 2021 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.
- (b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective #1: Reservation/Point-of-Sale System Implementation

Continue to enhance the user experience with the Club Prophet Systems reservation/Point of Sale (POS) system. Additional features of the system will be implemented to expedite reservation/sale processes and to offer increased information and functionality to golfers.

Naga-Waukee Golf Course

Program Description

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.98	12.01	12.01	11.58	(0.43)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,512,674	\$1,664,500	\$1,644,500	\$1,664,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$4,935	\$9,000	\$8,500	\$9,000	\$0
Appr. Fund Balance	\$8,388	\$0	\$456	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,525,997	\$1,673,500	\$1,653,456	\$1,673,500	\$0
Personnel Costs	\$595,756	\$600,163	\$600,011	\$699,051	\$98,888
Operating Expenses (excl. Depr. Exp)	\$362,200	\$427,619	\$398,119	\$426,199	(\$1,420)
Depreciation Expense	\$65,222	\$61,933	\$63,083	\$63,204	\$1,271
Interdept. Charges	\$420,195	\$442,646	\$441,362	\$499,541	\$56,895
Fixed Assets (Memo) (a)	\$0	\$28,000	\$26,000	\$0	(\$28,000)
Total Expenditures	\$1,443,373	\$1,532,361	\$1,502,575	\$1,687,995	\$155,634
Operating Income/(Loss)	\$82,624	\$141,139	\$150,881	(\$14,495)	(\$155,634)
Cash Flow From Operations (b)	\$139,458	\$203,072	\$213,508	\$48,709	(\$154,363)

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues and are included in the department's fixed asset request.
- (b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Naga-Waukee Golf Course (Continued)

Program Highlights

Overall revenues are maintained at the 2020 level of \$1,673,500.

Personnel costs increase by nearly \$98,900 or 16% to \$699,400 largely due to the transfer in of 1.00 FTE golf course superintendent and 0.10 FTE parks systems manager previously budgeted at Wanaki Golf Course. These transfers are partially offset by a reduction of 1.53 FTE temporary extra help or \$39,900.

Operating expenses remain stable and are decreased slightly by \$1,420 related to a \$1,500 decrease in security services costs based on prior year experience.

Scheduled depreciation increases nearly \$1,300 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges increase by nearly \$56,900 due to a \$25,100 increase in vehicle replacement charges, partly due to specific equipment not included in the Wanaki Golf Course sale being redeployed in the golf course system. In addition, workers compensation charges increase approximately \$20,000 based on prior year experience in the golf course system, and vehicle repair and fuel costs increase \$8,200 based on anticipated rate increases and prior year history.

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	55,868	64,000	64,000	64,000
Golf Car Rentals	26,106	28,250	28,250	28,250
9 Hole Play	15,280	17,500	17,500	17,500
18 Hole Play	20,294	23,250	23,250	23,250

Naga-Waukee Golf Course Revenue				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$821,673	\$925,000	\$925,000	\$925,000
Golf Cars	\$334,717	\$360,000	\$360,000	\$360,000
Food	\$192,229	\$200,000	\$200,000	\$200,000
Merchandise	\$91,811	\$110,000	\$110,000	\$110,000
Misc. Revenue	\$77,179	\$78,500	\$78,500	\$78,500
Total Revenue	\$1,517,609	\$1,673,500	\$1,673,500	\$1,673,500

Wanaki Golf Course

Program Description

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	11.66	11.58	11.58	0.00	(11.58)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,081,140	\$1,188,600	\$1,162,000	\$0	(\$1,188,600)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,203	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$6,466	\$200,000	\$200,352	\$0	(\$200,000)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,090,809	\$1,388,600	\$1,362,352	\$0	(\$1,388,600)
Personnel Costs	\$519,206	\$585,790	\$568,592	\$0	(\$585,790)
Operating Expenses (excl. Depr. Exp)	\$330,076	\$379,391	\$342,259	\$0	(\$379,391)
Depreciation Expense	\$107,653	\$73,331	\$73,015	\$0	(\$73,331)
Interdept. Charges	\$349,878	\$380,731	\$324,681	\$0	(\$380,731)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,306,813	\$1,419,243	\$1,308,547	\$0	(\$1,419,243)

Operating Income/(Loss)	(\$216,004)	(\$30,643)	\$53,805	\$0	\$30,643
Cash Flow From Operations (b)	(\$114,817)	(\$157,312)	(\$73,532)	\$0	\$157,312

(a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues and are included in the department's fixed asset request.

(b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Beginning in 2021, Wanaki Golf Course will be owned by a private golf course operator. Per County Board enrolled ordinance #175-15, Wanaki golf course is to be sold for approximately \$1.52 million. Per terms of the sale, Wanaki will be deed restricted for golf course purposes for eight years.

As a result of the sale, budgeted revenues and expenses have been removed in the 2021 budget. Remaining vehicle and equipment replacement costs of approximately \$30,000 and \$20,000 of outstanding (prior year claims) worker compensation liability costs have been absorbed in the remaining golf course operations. The budget includes the abolishment of 0.92 FTE of a golf course clubhouse supervisor – 18 hole (other 0.08 FTE in the Parks and Land Use General Fund) and the abolishment of a 1.00 FTE parks maintenance worker. The budget transfers 1.00 FTE golf course superintendent and 0.10 FTE parks systems manager to Naga-Waukee Golf Course. Temporary extra help of 8.28 FTE and overtime of 0.28 FTE budgeted in this program in 2020 is eliminated for 2021.

Wanaki Golf Course (continued)

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	45,179	48,250	48,250	0
Golf Car/Cart Rental	17,115	17,000	17,000	0
9 Hole Play	19,977	19,300	19,300	0
18 Hole Play	12,601	14,475	14,475	0

Wanaki Golf Course Revenue				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$599,031	\$696,000	\$696,000	\$0
Golf Cars	\$162,797	\$160,000	\$160,000	\$0
Food	\$185,153	\$165,000	\$165,000	\$0
Merchandise	\$118,610	\$125,000	\$125,000	\$0
Misc.	\$18,751	\$42,000	\$30,000	\$0
Total	\$1,084,342	\$1,188,000	\$1,176,000	\$0

Moor Downs Golf Course

Program Description

Provides a well-maintained 9-hole golf course to meet public expectations and support facilities without tax levy funds.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	3.61	4.16	4.16	3.50	(0.66)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$282,811	\$289,000	\$289,000	\$289,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$509	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$12,622	\$0	\$10,143	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$295,942	\$292,000	\$302,143	\$292,000	\$0
Personnel Costs	\$140,654	\$167,799	\$161,128	\$158,562	(\$9,237)
Operating Expenses (excl. Depr. Exp)	\$73,029	\$81,708	\$77,851	\$81,869	\$161
Depreciation Expense	\$15,714	\$15,549	\$13,924	\$12,949	(\$2,600)
Interdept. Charges	\$85,050	\$98,869	\$98,519	\$98,208	(\$661)
Fixed Assets (Memo) (a)	\$0	\$15,000	\$0	\$10,000	(\$5,000)
Total Expenditures	\$314,447	\$363,925	\$351,422	\$351,588	(\$12,337)

Operating Income/(Loss)	(\$18,505)	(\$71,925)	(\$49,279)	(\$59,588)	\$12,337
Cash Flow From Operations (b)	(\$15,413)	(\$56,376)	(\$45,498)	(\$46,639)	\$9,737

- (a) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues, and are included in the department's fixed asset request.
- (b) Cash flow from operation figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Overall revenues are maintained at 2020 budget levels of \$292,000.

Personnel costs decrease about \$9,200 to \$158,600 due to the cost to continue current staff levels, which is offset by a 0.66 FTE reduction in extra help.

Operating expenses increase slightly by about \$200 to \$81,900.

Scheduled Depreciation is reduced by \$2,600 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges have decreased almost \$700 mainly due to a \$2,500 decrease in vehicle replacement charges, offset by a \$1,500 increase in anticipated vehicle maintenance charges.

Fixed assets of \$10,000 is included for porch repairs at the clubhouse.

Moor Downs Golf Course (Continued)

Activity

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
9 Hole Rounds	16,540	17,000	17,000	17,000
Golf Car Rental	9,061	10,300	10,300	10,300
Foot Golf Rounds	462	555	555	555

Moor Downs Golf Course Revenue*				
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget
Green Fees	\$172,958	\$185,000	\$185,000	\$185,000
Foot Golf	\$4,443	\$7,000	\$7,000	\$7,000
Golf Cars	\$65,935	\$62,000	\$62,000	\$62,000
Concessions	\$26,528	\$25,000	\$25,000	\$25,000
Merchandise	\$11,573	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$1,884	\$3,000	\$3,000	\$3,000
Total Revenue	\$283,321	\$292,000	\$292,000	\$292,000

Ice Arenas Fund

Parks & Land Use

Enterprise Fund

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates while meeting the recreational and entertainment expectations of the customers.

Financial Summary	2019 Actual	2020 Adopted Budget	2020 Estimate	2021 Budget	Change From 2020 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,040,531	\$1,104,230	\$1,053,770	\$1,092,500	(\$11,730)	-1.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$16,753	\$13,500	\$12,000	\$13,000	(\$500)	-3.7%
Appr. Fund Balance	\$0	\$0	\$12,818	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,057,284	\$1,117,730	\$1,078,588	\$1,105,500	(\$12,230)	-1.1%
Expenditures						
Personnel Costs	\$572,519	\$587,497	\$562,528	\$570,050	(\$17,447)	-3.0%
Operating Expenses (b)	\$495,631	\$563,105	\$519,658	\$541,901	(\$21,204)	-3.8%
Interdept. Charges	\$87,484	\$102,937	\$102,937	\$112,468	\$9,531	9.3%
Fixed Assets (Memo) (c)	\$42,002	\$40,000	\$30,000	\$50,000	\$10,000	25.0%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,155,634	\$1,253,539	\$1,185,123	\$1,224,419	(\$29,120)	-2.3%
Operating Income/(Loss) (b)	(\$98,350)	(\$135,809)	(\$106,535)	(\$118,919)	\$16,890	N/A
Cash Flow From Operations (a)	\$21,509	\$8,926	\$5,955	\$9,535	\$609	6.8%

Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.16	(0.75)
Extra Help	4.04	4.00	4.00	3.98	(0.02)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.95	8.91	8.91	8.14	(0.77)

- (a) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.
- (b) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.
- (c) Total expenditures and net operating income/(loss) excludes capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (d) Per county ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2022 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective #1: 80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants reported a good or very good rating for the Ice Arena programs.

Objective #2: Provide affordable ice skating opportunities through cost-effective management

Percentage of booked prime time (contracted) ice rentals are based upon a 34-week season schedule (September – April). Hours are based on a 24-hour per day schedule for 63 hours of available prime time ice per week, and 105 hours of available non-prime time ice per week. Prime time hours are weekdays from 3 p.m. to 10 p.m. and weekends from 8 a.m. to 10 p.m.

Performance Measure:	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Naga-Waukee: Prime hours utilized	62%	64%	70%	60%	70%
Eble: Prime hours utilized	64%	59%	70%	60%	70%

Percentage of non-prime time (contracted) booked ice time based on a calendar year, a 24-hour per day operation (less prime hours as identified above).

Performance Measure:	2018 Actual	2019 Actual	2020 Target	2020 Estimate	2021 Target
Naga-Waukee: Non-prime hours utilized	20%	24%	20%	20%	25%
Eble: Non-prime hours utilized	20%	24%	20%	20%	25%

CURRENT CONTRACT ICE COMPARISON: PRIME	2018	2019	2020	2021
Eble	\$275.00	\$275.00	\$275.00	\$275.00
Naga-waukee	\$275.00	\$275.00	\$275.00	\$275.00
Other Area Ice Arenas (Average)	\$270.00	\$273.00	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2018	2019	2020	2021
Eble	\$240.00	\$240.00	\$240.00	\$240.00
Naga-waukee	\$240.00	\$240.00	\$240.00	\$240.00
Waukesha Summer	\$200.00	\$200.00	\$205.00	\$205.00
Other Area Ice Arenas (Average)	\$229.80	\$234.00	N/A	N/A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.26	4.21	4.21	4.20	(0.01)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$525,383	\$535,630	\$534,554	\$539,500	\$3,870
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$13,547	\$10,000	\$10,000	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$5,519	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$538,930	\$545,630	\$550,073	\$549,500	\$3,870
Personnel Costs	\$272,349	\$281,380	\$267,022	\$292,338	\$10,958
Operating Expenses (excl. Depr. Exp)	\$218,434	\$243,308	\$224,763	\$244,036	\$728
Depreciation Expense (a)	\$71,476	\$76,481	\$74,872	\$76,172	(\$309)
Interdept. Charges	\$41,803	\$50,444	\$50,444	\$56,377	\$5,933
Fixed Assets (Memo) (b)	\$42,002	\$0	\$0	\$25,000	\$25,000
Total Expenditures	\$604,062	\$651,613	\$617,101	\$668,923	\$17,310

Operating Income/(Loss) (a)	(\$65,132)	(\$105,983)	(\$67,028)	(\$119,423)	(\$13,440)
Cash Flow From Operations (c.)	\$6,344	(\$29,502)	\$2,325	(\$43,251)	(\$13,749)

- (a) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations, which is contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital, resulting in higher depreciation expense.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues increase \$3,900 to \$549,500, mainly due to increase of \$17,300 in contracted ice rentals based on higher utilization amongst leagues and area schools, partially offset by reductions in public skating revenues of about \$9,400 and concessions of \$4,000 based on prior year trends.

Personnel costs increase nearly \$11,000 to \$292,300 and fund the cost to continue existing staffing levels, partially offset by a 0.01 FTE decrease in extra help. The department will continue to evaluate the personnel structure for the ice arenas in 2021 to determine staffing level options while maintaining safe and effective operating standards.

Operating expenses, excluding budgeted depreciation, increase about \$700 mainly due to a \$2,000 increase in recreation services and a \$1,100 increase in credit card transaction charges, partially offset by slight reductions in chemical supplies and maintenance costs of 2,000. Depreciation is scheduled to decrease slightly by about \$300 to \$76,200 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$5,900 mainly due to a \$2,250 increase in administrative overhead charges, a \$1,500 increase in vehicle replacement charges, and a \$1,000 increase in property insurance.

Fixed assets increase \$25,000 for the rebuilding of the facility compressor.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Contract Ice Hours	1,224	1,500	1,500	1,550	50
Public Skating Attendance	12,155	13,500	12,000	12,000	(1,500)
No. of Skate Rentals	5,509	5,500	4,000	5,500	0

Naga-Waukee Ice Arena Revenue

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Public Skating	\$91,940	\$101,930	\$92,575	\$92,500	(\$9,430)
Learn to Skate Program	\$23,246	\$25,000	\$15,243	\$25,000	\$0
WCHL - Hockey League	\$69,951	\$80,000	\$107,000	\$80,000	\$0
Contracted Ice	\$298,552	\$282,700	\$284,507	\$300,000	\$17,300
Concession	\$37,412	\$44,000	\$33,529	\$40,000	(\$4,000)
Investment Income	\$10,523	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$7,305	\$5,000	\$4,700	\$5,000	\$0
Total	\$538,929	\$545,630	\$544,554	\$549,500	\$3,870

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	Budget Change
Staffing (FTE)	4.69	4.70	4.70	3.94	(0.76)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$515,148	\$568,600	\$519,216	\$553,000	(\$15,600)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,206	\$3,500	\$2,000	\$3,000	(\$500)
Appr. Fund Balance	\$0	\$0	\$7,299	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$518,354	\$572,100	\$528,515	\$556,000	(\$16,100)
Personnel Costs	\$300,170	\$306,117	\$295,506	\$277,712	(\$28,405)
Operating Expenses (excl. Depr. Exp)	\$157,338	\$175,062	\$169,587	\$169,411	(\$5,651)
Depreciation Expense (a)	\$48,383	\$68,254	\$50,436	\$52,282	(\$15,972)
Interdept. Charges	\$45,681	\$52,493	\$52,493	\$56,091	\$3,598
Fixed Assets (Memo) (b)	\$0	\$40,000	\$30,000	\$25,000	(\$15,000)
Total Expenditures	\$551,572	\$601,926	\$568,022	\$555,496	(\$46,430)

Operating Income/(Loss) (a)	(\$33,218)	(\$29,826)	(\$39,507)	\$504	\$30,330
Cash Flow From Operations (c.)	\$15,165	\$38,428	\$3,630	\$52,786	\$14,358

- (a) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital resulting in higher depreciation expense.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues decrease \$15,600 to \$553,000, mainly due to a decrease of \$6,600 in contracted ice rentals to better reflect prior year experience, as well as a decrease in hockey league revenues of \$5,000, and public skating revenues of \$5,000 to better reflect prior year trends. Public skating rates and lesson fees are adjusted as necessary to maintain market position.

Personnel costs decrease approximately \$28,400 to \$277,700, mainly due to the unfunding of a 0.75 FTE administrative assistant position and a 0.01 FTE decrease in extra help. This decrease is partially offset by the cost to continue for remaining staff. The department will continue to evaluate the personnel structure for the ice arenas in 2021 to determine staffing level options while maintaining safe and effective operating standards.

Eble Ice Arena (continued)

Operating expenses are being reduced by approximately \$5,700 mainly due to a \$5,500 reduction in utility costs based on prior year trends. Budgeted depreciation expense decreases \$16,972 to \$52,282 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$3,600 mainly due to a \$2,300 increase in administrative overhead charges and a \$900 increase in property insurance.

Fixed assets are budgeted at \$25,000 to provide for the rebuilding of the second compressor at Eble. There are two compressors on-site. The 2020 budget included funds for the rebuilding of the first compressor.

Activity	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Contract Ice Hours	2,957	1,665	1,500	1,550	(115)
Public Skating Attendance	13,878	14,500	12,500	13,000	(1,500)
No. of Skate Rentals	5,867	8,500	6,500	10,500	2,000

Eble Ice Arena Revenue					
	2019 Actual	2020 Budget	2020 Estimate	2021 Budget	2020 vs. 2021 Budget Change
Public Skating	\$106,667	\$115,000	\$93,103	\$110,000	(\$5,000)
Learn to Skate Program	\$18,428	\$22,000	\$17,179	\$20,000	(\$2,000)
WCHL – Hockey League	\$77,623	\$85,000	\$75,200	\$80,000	(\$5,000)
Contracted Ice	\$273,878	\$306,600	\$300,670	\$300,000	(\$6,600)
Concession	\$35,698	\$40,000	\$32,064	\$40,000	\$0
Merch/Bds/Misc	\$6,060	\$3,500	\$1,000	\$6,000	\$2,500
Total	\$518,354	\$572,100	\$519,216	\$556,000	(\$16,100)

Fund Purpose/Program Description

As the designated “responsible unit” for 26 Waukesha County municipalities, the County promotes waste reduction, recycling, composting, and resource recovery through the administration of an “effective recycling program” to comply with the Solid Waste Reduction Recovery, and Recycling Law, (Chapter 287 of Wisconsin Statutes). This includes jointly overseeing a publicly-owned and privately operated Material Recycling Facility in cooperation with the City of Milwaukee (Joint MRF). For the County, the program is managed as a self-sustaining enterprise fund (Recycling Fund), relying on revenues from the sale of recyclable commodities and state grants, with no tax levy. Since 2015, the Joint MRF has processes and sold an average of 70,000 tons of recyclables per year, collected from 26 county municipalities, the City of Milwaukee and third-party hauler contracts. The County manages MRF operating contracts, state recycling grants, MRF building and equipment maintenance, and recyclable collection services at county-owned facilities and several drop-off sites located around the county. The County also delivers a comprehensive public education and outreach program, participates on local landfill siting and monitoring committees, and provides technical assistance to local officials, businesses, and the public on waste management techniques, including waste reduction, composting, recycling, and special waste disposal.

Since 2001, the County has distributed over \$19 million in annual dividend payments to the 26 community partners in the county to help them recover recyclable collection costs. These payments are based on 3-year projections of the Recycling Fund and are contingent on the ability of the County to sustain an adequate fund balance for future equipment upgrades at the Joint MRF.

Financial Summary	2019	2020	2020	2021	Change From 2020	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,050,313	\$1,050,000	\$1,050,000	\$1,000,000	(\$50,000)	-4.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,610,753	\$1,748,390	\$1,747,490	\$1,743,288	(\$5,102)	-0.3%
Appr. Fund Balance (a)	\$998,790	\$85,000	\$75,672	\$130,000	\$45,000	52.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,659,856	\$2,883,390	\$2,873,162	\$2,873,288	(\$10,102)	-0.4%
Expenditures						
Personnel Costs	\$353,297	\$377,195	\$391,001	\$386,660	\$9,465	2.5%
Operating Expenses (b)	\$2,731,007	\$3,003,779	\$2,975,029	\$2,527,463	(\$476,316)	-15.9%
Depreciation Expense	\$660,260	\$660,261	\$672,611	\$684,961	\$24,700	3.7%
Interdept. Charges	\$166,345	\$149,614	\$150,862	\$140,751	(\$8,863)	-5.9%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,910,909	\$4,190,849	\$4,189,503	\$3,739,835	(\$451,014)	-10.8%
Operating Income/(Loss)	(\$251,053)	(\$1,307,459)	(\$1,316,341)	(\$866,547)	\$440,912	N/A
Cash Flow From Operations (d)	(\$589,583)	(\$732,198)	(\$719,402)	(\$311,586)	\$420,612	N/A

Position Summary (FTE)

Regular Positions	4.53	4.53	4.53	4.43	(0.10)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	4.53	4.53	4.53	4.43	(0.10)

(a) MRF Appropriated fund balance is used for:

	2019 Actual	2020 Budget	2020 Est.	2021 Budget
Recycling Prog. Disbursement - Base/Incentive Dividend (1)	\$0	\$0	\$0	\$0
Recycling Efficiency Initiative (REI) program (2)	\$15,600	\$0	\$0	\$0
MRF Equipment Repair/Replacement (3)	\$130,000	\$85,000	\$55,000	\$130,000
Purchase Order/Carryover from 2019 to 2020	\$0	\$0	\$20,672	\$0
Purchase Order/Carryover from 2018 to 2019	\$344,620	\$0	\$0	\$0
2nd Contract Amendment MRF Budget	\$508,570	\$0	\$0	\$0
Total Fund Balance Appropriation	\$998,790	\$85,000	\$75,672	\$130,000

1. Represents a portion of overall recycling disbursements. Remaining community dividend disbursements funded by a combination of a State Recycling grant and other programmatic revenues.
 2. Recycling Efficiency Initiative (REI) fund balance used to provide yard-waste composting services and educational services to municipalities.
 3. Represents revenues received from the county's recycling processor and from associated third party tonnage designated for facility/equipment repairs and replacements. Starting in 2019, these revenues were budgeted directly in the MRF budget, along with MRF Fund balance as needed, to offset equipment repairs/replacements.
- (b) The 2020 Estimates includes 2019 budget appropriation carryovers and open encumbrances, which modified the 2020 budget after it was adopted.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases are made from cash generated by operating revenues and are included in the Department's fixed asset request.
- (d) Cash flow from operations figures (excluding fund balance) are based on total operating revenues less expenditures, excluding depreciation expense.

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '20	Estimated Operating Impact	A=Annual T=One-Time
202008	Joint MRF Fire Suppression System	2020	\$247,000	100%	\$0	A

Program Highlights

General government revenue, which consists of the State Recycling Grant, are budgeted to decrease \$50,000 to \$1,000,000. The decrease is related to the City of Muskego providing notice to the County that the municipality wished to leave the County's recycling program, after joining it in 2015.

Other revenues decrease \$5,100, mainly due to anticipated flat recycling markets. County tonnage is budgeted at 31,000, and 15,000 third-party tons processed at the Joint MRF.

Appropriated Recycling Fund balance includes \$130,000 to partially fund the MRF Equipment Replacement/Maintenance Plan.

Personnel costs increase approximately \$9,500 or 2.5%, mainly due to the cost to continue existing staff levels and benefits changes and the realignment of 0.10 FTE senior administrative specialist to the household hazardous waste program area in the Parks General Fund to better align with current job tasks.

Operating expenses decrease \$476,300 to almost \$2,527,000. Dividend payments to communities are eliminated in the 2021 budget, totaling \$580,000. The community dividend payments were halted in 2019 through county board ordinance (#174-26) to help sustain an adequate Recycling Fund balance for future equipment upgrades at the Joint MRF. Ending the remaining dividend payments reflects the termination of 10-year intergovernmental agreements (IGAs) executed with 27 local communities in 2015. The reduction in community dividend payments is in response to current depressed recyclable commodity markets. The business model for the Joint MRF, including dividend payments, relies heavily on commodity sales revenues, which have struggled to meet historical averages in recent years due to international market restrictions. This has resulted in unsustainable 3-year fund balance projections without significant budget cuts, including the reduced community dividend payments. Commodity markets are not projected to recover soon, so additional program adjustments may be required in the future. The Green School Programs and special event recycling assistance will still be provided as Other Recycling Grants to Communities. The table on the following page and accompanying footnotes describe each of these disbursement components in detail, as well as the changes for the 2021 budget. Operating reductions are partially offset by an increase of \$45,000 in the county's anticipated share of equipment repair and maintenance at the joint MRF facility, \$38,750 in processing fees due to inflationary increases per the county's contract with the private MRF operator. In addition, budgeted residue and disposal costs increase \$13,000 to better reflect prior year trends. In 2021 staff will initiate a comprehensive review to analyze costs, identify efficiencies, and develop a plan for financial sustainability in this new recycling environment.

Interdepartmental charges are reduced nearly \$8,900 to just over \$140,000 mainly due to a \$10,000 reduction of administrative overhead charges.

Disbursement and other grants to communities: 2020 and 2021

	20 Budget	21 Budget	Bud. Chng.	% Chng.
Base Dividend/Recycling Incentive (a)(b)	\$0	\$0	\$0	#DIV/0!
Direct Haul Compensation (c)	\$201,000	\$0	(\$201,000)	-100.00%
Recycling Container Credit (d)	\$379,000	\$0	(\$379,000)	-100.00%
Subtotal Disbursement to Participating Municipalities	\$580,000	\$0	(\$580,000)	-100.00%
Other Recycling Grants to Communities/Organizations (e)	\$16,250	\$15,750	(\$500)	-3.08%
Total Grants to Communities	\$596,250	\$15,750	(\$580,500)	-97.36%

- (a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is allocated based on community financial reports.
- (b) Recycling incentive is based on the tons of recycling material processed at the Joint MRF for each community. Amount shown is allocated proportionally based on truck scale reports.
- (c) Direct haul compensation is based on the additional costs to communities to haul recyclables directly to the joint MRF in Milwaukee compared to the previous Waukesha MRF location, as documented in an intergovernmental agreement (IGA).
- (d) Recycling container credit is a standard per household payment, based on container size, to support the costs of the recycling containers in local hauling contracts. Amounts are based on private hauler reports and an executed IGA.
- (e) Other recycling grants to communities include funding for the Green Schools program and special event recycling containers.

Activity Data	2019	2020	2020	2021	Budget
	Actual	Budget	Estimate	Budget	Change
Tons processed at County compost facility	4,143	4,000	4,200	4,000	0
Tons of office paper and containers recycled – County	239	250	250	250	0
Number of participants in education presentation/events	6,500	6,500	2,000	6,000	(500)
Lbs. of residential computers recycled(f)	237,554	300,000	0	0	(300,000)

- (f) The recycling of residential computers at the county level was suspended in 2020 and 2021 due to difficulties in procuring a county-wide vendor. The County website lists private businesses that can serve as a resource for residents, in addition to some municipalities providing this service.

Waukesha County Recycling Program Partners

1	City of Brookfield	10	Town of Merton	19	Village of Merton
2	City of Delafield	11	Town of Oconomowoc	20	Village of Nashotah
3	City of New Berlin	12	Village of Big Bend	21	Village of Oconomowoc Lake
4	City of Oconomowoc	13	Village of Chenequa	22	Village of Pewaukee
5	City of Pewaukee	14	Village of Dousman	23	Village of Summit
6	City of Waukesha	15	Village of Eagle	24	Village of Wales
7	Town of Brookfield	16	Village of Elm Grove	25	Village of Waukesha
8	Town of Delafield	17	Village of Hartland	26	Village of Vernon
9	Town of Lisbon	18	Village of Lac La Belle		

Yard & Wood Waste Partners

1	City of Oconomowoc
2	City of Pewaukee
3	Town of Brookfield
4	Village of Dousman
5	Village of Elm Grove
6	Village of Merton
7	Village of Nashotah
8	Village of Pewaukee
9	Village of Summit
10	Village of Waukesha

Performance Measures

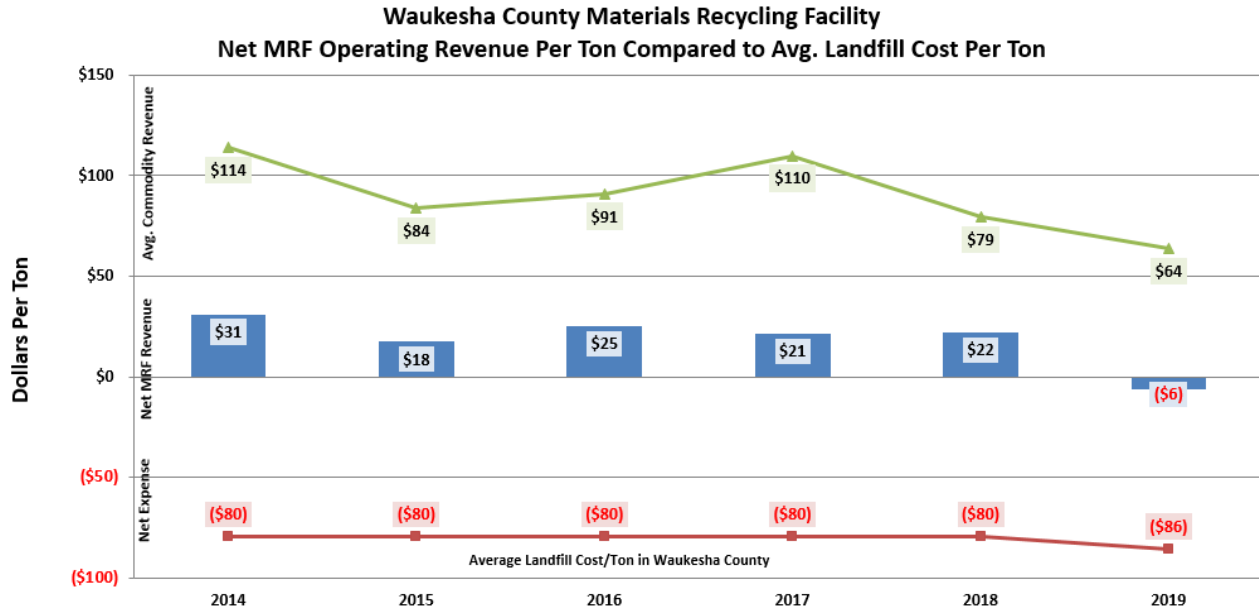
Quality Pillar: High standards of service excellence

Objective: Increase the quality of recycled material

Increase the quality of recycled material delivered to the Joint MRF to be 85% recoverable by December 31, 2023.

2019 Benchmark	2020	2021	2022	2023
77.74%	79%	81%	83%	85%

The following chart shows for the past six years the net (per ton) MRF operating costs/revenues (((\$6) in 2019) The net operating costs/revenues include processing costs and residue disposal costs in addition to revenues associated with the sale of recyclables, also known as the Average Commodity Revenue (ACR). While recyclable commodity markets were recovering in 2017, new international import bans flooded domestic markets and reduced prices in 2018 and markets have continued to decline through 2019 to \$64/ton. These costs and revenues are compared to the average landfill tip fees for solid waste in Waukesha County. The 2020 landfill disposal charge increased slightly to an average of \$86/ton (\$91 at Emerald Park and \$80 at Orchard Ridge). The six year net average operating gain is \$18.45 per ton and when added to average landfill costs there is a \$98.95 per ton advantage to recycling.



In 2015 for the original 25 participating communities, the switch to single sort resulted in a 44% increase in recyclable tonnage. Tonnage for 2016 thru 2019 includes two communities that joined the County recycling program (Village of Vernon and the City of Muskego). With shifting work patterns there is an anticipated increase in tonnage for 2020. However, due to the City of Muskego leaving the County's program, the total tonnage is projected remain at approximately 31,000 tons for 2021.

