

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

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

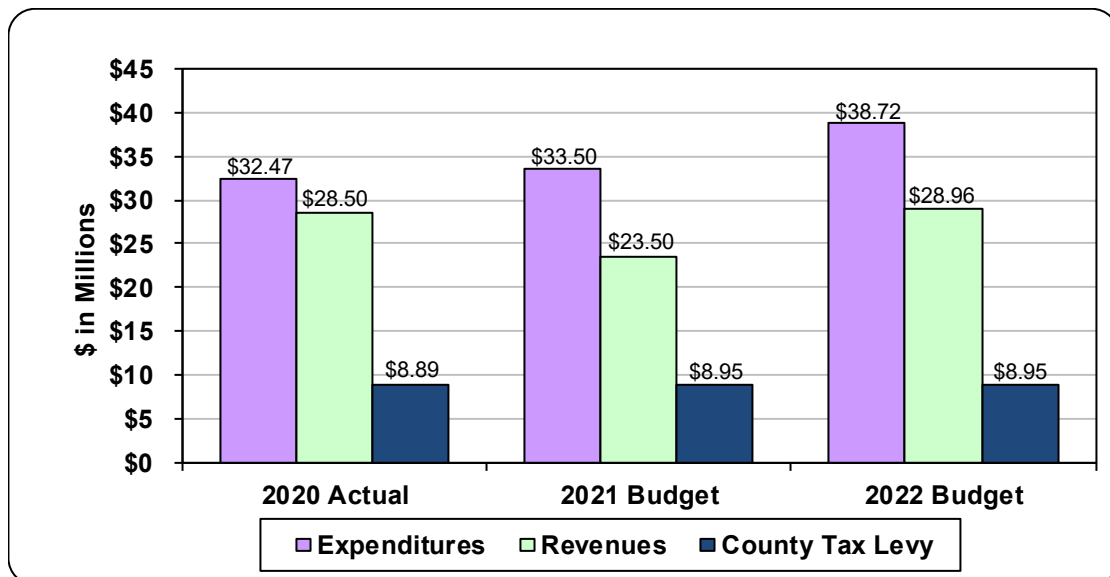
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

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 Facility, 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 2022 expenditure budget for this functional area totals approximately \$38,723,100, after excluding proprietary fund capitalized fixed asset item purchases, an increase of \$5.22 million or 15.6% from the 2021 budget. Revenues in the 2022 budget total about \$28,962,800, after including \$702,200 of various fund balance appropriations, which is an increase of \$5.46 million or 23.2% from the 2021 base budget of \$23,501,800. The tax levy necessary to fund this functional area totals \$8,951,700, a slight decrease of \$3,100 or less than 1% from the 2021 budget. This functional area uses about 8% the total county tax levy.

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

Functional Area Summary by Agency

	2020	2021	2021	2022	Change from 2021	
	Actual	Adopted Budget	Estimate	Budget	\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$28,500,409	\$23,501,763	\$42,553,099	\$28,962,788	\$5,461,025	23.2%
County Tax Levy	\$8,886,771	\$8,954,800	\$8,954,800	\$8,951,728	(\$3,072)	0.0%
Expenditure	\$32,473,557	\$33,498,114	\$49,625,453	\$38,723,077	\$5,224,963	15.6%
Rev. Over (Under) Exp. (d)	\$4,574,774	\$17,998	\$2,074,266	\$12,500	(\$5,498)	-30.5%
Oper Income/(Loss) (b)	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues (a)	\$4,495,537	\$3,625,350	\$4,675,200	\$3,856,750	\$231,400	6.4%
County Tax Levy (c)	(\$2,124,751)	(\$2,254,751)	(\$2,254,751)	(\$2,364,751)	(\$110,000)	N/A
Expenditure	\$1,361,840	\$1,370,599	\$1,409,941	\$1,491,999	\$121,400	8.9%
Rev. Over (Under) Exp. (c)	\$1,008,946	\$0	\$1,010,508	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$50,439	\$78,720	\$46,706	\$71,444	(\$7,276)	-9.2%
County Tax Levy	\$348,763	\$350,763	\$350,763	\$360,763	\$10,000	2.9%
Expenditure	\$380,262	\$429,483	\$369,463	\$432,207	\$2,724	0.6%
Rev. Over (Under) Exp.	\$18,940	\$0	\$28,006	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$2,561,026	\$2,405,282	\$2,445,475	\$2,664,198	\$258,916	10.8%
County Tax Levy	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditure	\$5,918,420	\$6,047,062	\$6,031,680	\$6,358,404	\$311,342	5.1%
Rev. Over (Under) Exp. (d)	\$181,355	\$17,998	\$73,573	\$12,500	(\$5,498)	-30.5%

PARKS AND LAND USE

Revenues (a)	\$21,393,407	\$17,392,411	\$35,385,718	\$22,370,396	\$4,977,985	28.6%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditure	\$24,813,035	\$25,650,970	\$41,814,369	\$30,440,467	\$4,789,497	18.7%
Rev. Over (Under) Exp.	\$3,365,533	\$0	\$962,179	\$0	\$0	N/A
Oper Income/(Loss) (b)	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A

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

Department	Fund	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Register of Deeds	General	\$10,000	\$0	\$0	\$0
UW-Extension	General	\$2,500	\$2,500	\$2,500	\$0
Bridges Library	County	\$0	\$0	\$0	\$0
Bridges Library	State Aid	\$206,769	\$132,040	\$132,040	\$126,500
Bridges Library	CAFÉ	\$60,013	\$16,069	\$16,069	\$10,713
Parks and Land Use	General	\$300,971	\$150,000	\$235,164	\$110,000
Parks and Land Use	Tarmann	\$400,000	\$400,000	\$400,000	\$400,000
Parks and Land Use	Golf Courses	\$210,951	\$0	\$0	\$0
Parks and Land Use	Ice Arenas	\$16,153	\$0	\$879	\$0
Parks and Land Use	Recycling/MRF	\$105,672	\$130,000	\$148,330	\$55,000
Total Fund Balance Appropriation:		\$1,313,029	\$830,609	\$934,982	\$702,213

- (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

Significant program and funding changes to the 2022 Budget include the following:

- **Register of Deeds (ROD)** budget includes a total tax levy decrease of \$110,000 resulting in an increased total tax levy credit of \$2.36 million, mainly due to charges for services being budgeted to increase nearly \$231,400 to \$3.86 million. This includes an increase of \$136,500 in real estate transfer fee revenues, reflecting recent trends in residential and commercial real estate activity and an increase of \$89,700 for copy and duplication fees based on growing usage of online access for records. Total staffing increases 0.26 to 16.18 FTE due to the transfer in of 0.10 FTE Senior Financial Analyst from Emergency Preparedness – Radio Services division and an increase in overtime of 0.16 FTE.
- **Parks and Land Use General Fund** non-levy or fund balance revenues in the Parks department increase \$410,800 or 6.8%. This largely reflects growth in various parks fees (including entrance, annual stickers, reservations, camping, boat launch, and concession revenues, etc.) of \$229,300 to \$1.7 million. The budget also includes increases of \$137,500 for general government revenue (including a \$62,500 increase for state project funding such as snowmobile trail maintenance, urban forestry, prescribed plant treatments, as well as a \$40,000 increase for the land conservation staffing grant), and \$22,300 in restaurant and retail food licenses. Total expenditures increase \$420,800 consisting of \$277,700 of increased personnel costs, \$31,900 of higher operating expenses, and \$25,300 of increased interdepartmental charges. Fixed assets increase \$85,900 for projects within the 3-Year Maintenance and Major Projects Plan (discussed below).
- The **Parks and Land Use General Fund 3-Year Maintenance and Major Projects Plan** increases \$112,200 to \$460,700. The 2022 budget includes several large projects, including: \$81,000 for the Nagawicka Lake Access launch renovation and construction (partially supported with donation revenue); \$57,300 for the restroom building at Mukwonago Park; \$38,100 for Retzer Nature Center repairs; \$35,100 for Nagawaukee Park for various appliances, beach house repairs, and maintenance; \$25,000 for phase two of the Discovery Trail project at the Retzer Nature Center; \$16,000 for the replacement of doors and frames at the Exposition Center; \$15,000 for shoreline repair at Nagawaukee Beach between the beach and lake access; \$14,800 for furnaces at the Muskego beach house; \$12,000 for new overhead garage doors on the maintenance building at Nashotah park; and \$10,000 for the boardwalk at Retzer Nature Center (Contingent on receiving \$10,000 of donation funding).
- **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 2021 budgeted levels for the Community Development Block Grant (CDBG) program by about \$36,000 to \$1,500,000 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to increase by \$1,262,500 to \$2,710,500 primarily related to HOME Investment Partnership Program (HOME) increases of \$1,250,000 related to American Rescue Plan Act (ARPA) funding that will be used to create affordable housing and provide services to assist individuals at risk or experiencing homelessness. In addition, the 2022 budget includes \$2,250,000 from the U.S. Department of Treasury funding that will be used to provide emergency rental assistance. Operating expenses increase \$2,222,500 mainly for contracted services to provide assistance to individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.
- **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 2022 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,814,800, an increase of about \$438,400 from the 2021 budget, mostly due increased resources provided to address economic issues associated with the COVID-19 pandemic. 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.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2021 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, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use – Golf Course Fund** estimates a cash flow of about \$96,200 (revenues minus expenditures, excluding depreciation expenses). Revenues increase \$191,500 to \$2,157,000, mainly for golf fees driven by higher activity at the golf courses. Expenditures increase \$122,800 to \$2,162,400 primarily for increased operating expenses of \$114,200 including increases of \$51,000 for planned building repairs, \$25,500 for depreciation, and \$10,000 for small equipment. Golf fixed assets increase \$55,900 to \$65,900 consisting of \$35,000 for a bedknife grinder, landscaping, patio furniture, and a hydraulic lift for lawn mowers. Total FTE increases 1.86 FTE to 16.94 FTE and includes the abolishment of a 1.00 FTE golf course superintendent offset by a 2.86 FTE increase for extra help.
- **Parks and Land Use – Ice Arena Fund** revenues increase \$6,400 or 0.6%, mainly reflecting an increase in hockey league and contracted ice revenues, partially offset by decreases public skating revenues and concessions. Expenditures increase \$27,000 to \$1,251,400 consisting of a \$9,500 increase in personnel costs and a \$17,500 increase to operating expenses.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** revenues (excluding fund balance) are budgeted to increase \$316,700 to \$3.06 million resulting from \$401,400 of increased material sales revenue. The revenue increase is related to the projected increase in the average commodity price for recycled materials from \$65 per ton to \$85 per ton. These revenues also include equipment replacement revenues which is collected at a rate of \$5 per ton. Expenditures are budgeted to increase \$51,400 to \$3.8 million primarily due to operating expenses increasing \$53,000 for waste disposal services and equipment repairs/inspections offset by a reduced processing fee for the county's vendor for recycled materials.
- **The Bridges Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$47,000 or 1.3% to \$3,706,700 in 2022. The increase in library tax levy is primarily due to residents of non-library communities using a higher share of overall circulation at 18.629% (an increase of 1.4%) as specified in County Code 11-4, which compensates Waukesha County member libraries for 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** general government revenues increase \$215,100, primarily due to an increase in the state library system aid allocation from the Department of Public Instruction (DPI) of \$202,600. The planned use of fund balance decreases by \$5,500 to \$126,500 to fund various projects in 2022. These funded projects include \$47,500 for the incorporating Radio Frequency Identification (RFID) tags into library system resources to increase operational efficiencies, \$34,000 for HelpNow online tutoring resources, \$20,000 for internet routers, \$13,000 for the Bridges Library System website redesign, \$9,000 for Overdrive Advantage to increase the system's collection of electronic materials, and \$3,000 for Americans with Disabilities (ADA) accessibility scans.
- **Bridges Library System CAFÉ Fund** charges for service revenues from member libraries increase \$21,200 or 4.6%, as a result of cost to continue increases and new charges associated with the implementation of a mobile library app. CAFÉ fund balance revenues of \$10,700 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also pay a portion of these costs. Personnel costs increase \$3,600 or 3.7% reflecting the cost to continue for the 0.75 FTE library automation coordinator. Operating expenses are budgeted to increase by approximately \$13,800 due to cost to continue increases for software licensing and contracted IT support.
- **University of Wisconsin – Extension** tax levy increases \$10,000. Personnel costs are budgeted to decrease \$16,800, mostly due to the net unfunding of a 0.70 FTE administrative specialist. Operating expenditures are budgeted to increase \$21,800 mostly due to an increase in contracted services related to creating a new class in the Community Resource Development program. Other revenue is budgeted to decrease \$11,900 due to the removal of the Froedtert Community Memorial grant.

**BUDGETED POSITIONS 2020-2022
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2020 Year End	2021 Adopted Budget	2021 Modified Budget	2022 Budget	21-22 Change
REGISTER OF DEEDS	General	16.15	15.90	15.90	16.00	0.10
UW-EXTENSION*	General	2.85	2.70	2.85	2.00	(0.70)
BRIDGES LIBRARY SYSTEM	State Aids Fund	6.96	6.95	6.95	7.25	0.30
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Library System	7.71	7.70	7.70	8.00	0.30
PARKS & LAND USE	General	82.96	83.66	83.66	83.66	0.00
	Community Development	3.69	3.69	3.69	3.69	0.00
	Workforce Fund	0.94	0.76	0.76	0.76	0.00
	Golf Courses	6.82	4.90	4.90	3.90	(1.00)
	Ice Arenas	4.91	4.16	4.16	4.16	0.00
	Materials Recycling Fund	4.53	4.43	4.43	4.43	0.00
	Subtotal Parks & Land Use	103.85	101.60	101.60	100.60	(1.00)
TOTAL REGULAR POSITIONS		130.56	127.90	128.05	126.60	(1.30)
TOTAL EXTRA HELP		68.34	57.40	57.40	61.36	3.96
TOTAL OVERTIME		2.22	1.95	1.95	2.09	0.14
TOTAL BUDGETED POSITIONS		201.12	187.25	187.40	190.05	2.80

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

2022 BUDGET ACTIONS

Register of Deeds

Increase: 0.14 FTE Overtime (Land Records)
 Increase: 0.02 FTE Overtime (Recording)
 Reclassify: 2.00 FTE Administrative Assistant to Administrative Specialist
 Reclassify: 0.50 FTE Administrative Assistant to Administrative Specialist
 Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
 Transfer In: 0.10 FTE Senior Financial Analyst from Emergency Preparedness - Radio Services

UW-Extension

Unfund: 0.85 FTE Administrative Specialist

Bridges Library System

Abolish: 0.70 FTE Departmental Executive Assistant (Part-Time)
 Create: 1.00 Departmental Executive Assistant (Full-Time)

Parks - General

Increase: 0.78 FTE Extra Help (Parks Programs)
 Increase: 0.01 FTE Overtime (Parks Programs)
 Increase: 0.34 FTE Extra Help (General County Maintenance Center)
 Increase: 0.01 FTE Extra Help (Retzer Nature Center)
 Increase: 0.02 FTE Extra Help (Humane Animal)
 Reduce: 0.31 FTE Extra Help (Exposition Center)
 Reduce: 0.03 FTE Overtime (Administrative Services)

Parks - Golf

Increase: 1.70 FTE Extra Help (Naga-Waukee)
 Increase: 1.16 FTE Extra Help (Moor Downs)
 Abolish: 1.00 FTE Golf Course Superintendent (Naga-Waukee)

Parks - Ice

Increase: 0.26 FTE Extra Help (Eble Park Ice Arena)

2021 CURRENT YEAR ACTIONS

UW-Extension

Unfund: 0.85 FTE Administrative Specialist
 Refund: 1.00 FTE Administrative Specialist

Parks - General

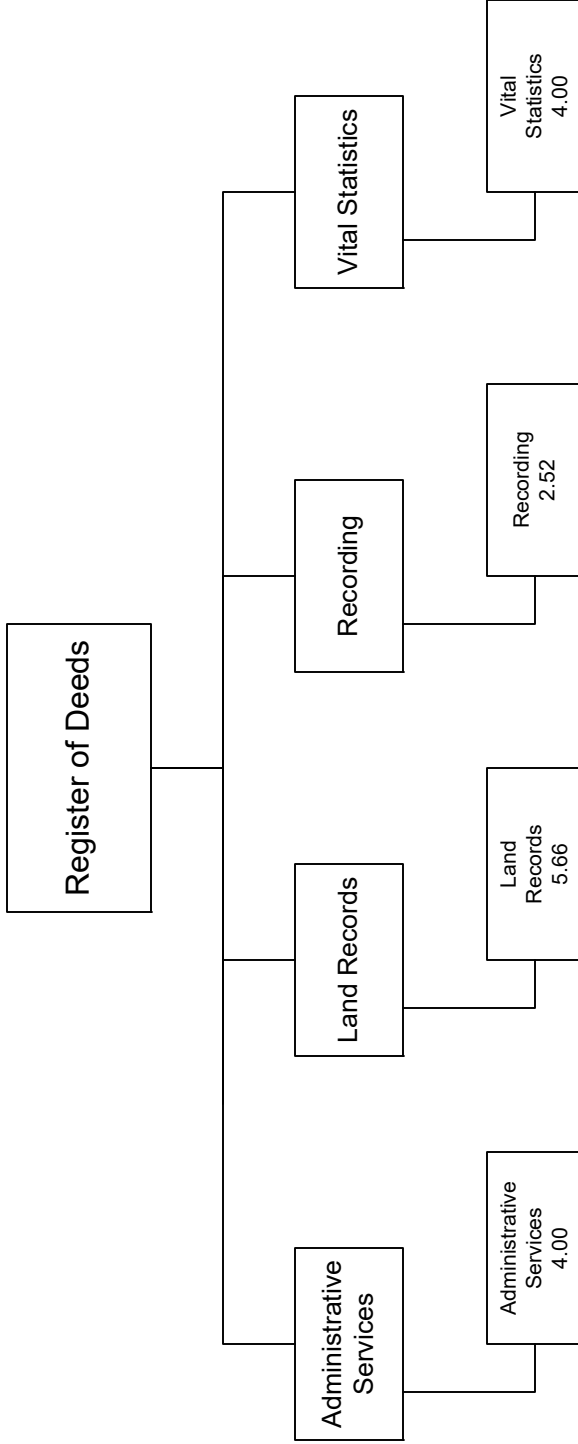
Refund: 1.00 FTE Administrative Specialist
 Unfund: 1.00 FTE Fiscal Assistant

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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



16.18 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$6,260	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,478,813	\$3,625,350	\$4,675,200	\$3,856,750	\$231,400	6.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$464	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (c)	\$10,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	(\$2,124,751)	(\$2,254,751)	(\$2,254,751)	(\$2,364,751)	(\$110,000)	N/A
Total Revenue Sources	\$2,370,786	\$1,370,599	\$2,420,449	\$1,491,999	\$121,400	8.9%
Expenditures						
Personnel Costs (b)	\$1,129,436	\$1,118,582	\$1,163,675	\$1,225,818	\$107,236	9.6%
Operating Expenses	\$78,050	\$94,868	\$89,283	\$101,847	\$6,979	7.4%
Interdept. Charges	\$154,354	\$157,149	\$156,983	\$164,334	\$7,185	4.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,361,840	\$1,370,599	\$1,409,941	\$1,491,999	\$121,400	8.9%
Rev. Over (Under) Exp.	\$1,008,946	\$0	\$1,010,508	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.15	15.90	15.90	16.00	0.10
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.02	0.02	0.18	0.16
Total FTEs	16.17	15.92	15.92	16.18	0.26

(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) 2021 estimated personnel costs are expected to finish above budget and may require a funds transfer.

(c) Appropriated Fund Balance	2020 Actual	2021 Budget	2021 Est.	2022 Budget
Purchase Orders and Carryovers from the prior year	\$10,000	\$0	\$0	\$0
Total	\$10,000	\$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 new benchmark for making documents available to the public is an annual average of 5 business days.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Mean recording interval	4.4	5	5.3	5

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

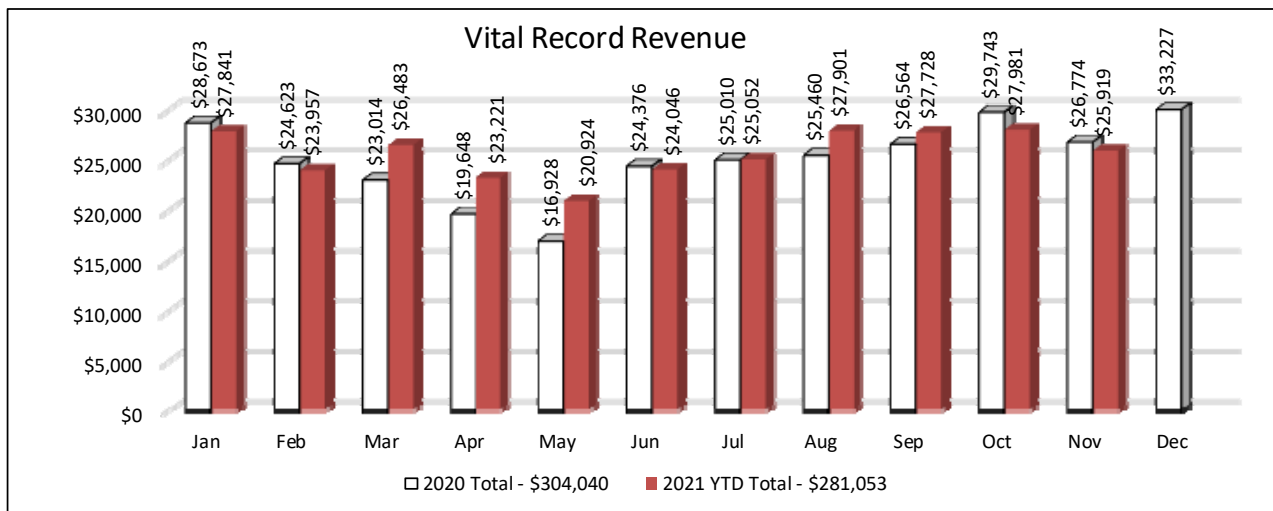
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Total transactions via Internet	5,315	4,000	7,390	6,500
Walk-in document requests	816	2,500	964	1,000
Phone-in document requests	3,137	3,500	3,679	3,500
Mail-In document requests	456	350	358	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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.40	3.90	3.90	4.00	0.10
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,300,024	\$2,090,000	\$2,354,800	\$2,224,500	\$134,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$464	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,601,398)	(\$1,633,501)	(\$1,633,501)	(\$1,748,686)	(\$115,185)
Total Revenues	\$709,090	\$456,499	\$721,299	\$475,814	\$19,315
Personnel Costs	\$379,853	\$415,891	\$411,500	\$435,698	\$19,807
Operating Expenses	\$18,645	\$22,520	\$13,731	\$21,405	(\$1,115)
Interdept. Charges	\$17,689	\$18,088	\$18,333	\$18,711	\$623
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$416,187	\$456,499	\$443,564	\$475,814	\$19,315
Rev. Over (Under) Exp.	\$292,903	\$0	\$277,735	\$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 \$134,500 to \$2,224,500. This is primarily composed of an increase in real estate transfer fees of \$136,500, reflecting a continuing trend in increasing residential and commercial real estate activity, offset with a slight decrease of \$2,000 for state audit transfer fees.

Personnel costs increase by \$19,800, reflecting a transfer in of the remaining 0.10 FTE senior financial analyst position from Emergency Preparedness-Radio Services, and costs to continue for 4.00 FTE. Operating expenses are budgeted to decrease by \$1,100, composed primarily of decreases in book binding and software expenses of \$5,900, offset by an increase in office supplies of \$5,200 based on the last three years' expenses. Interdepartmental charges are budgeted to increase by \$600 mainly due to an increase in computer maintenance, replacement, and variable telephone charges.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	5.77	5.52	5.52	5.66	0.14
General Government	\$1,629	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,710,679	\$1,150,350	\$1,825,400	\$1,190,000	\$39,650
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)	(\$674,990)	(\$710,090)	(\$710,090)	(\$686,740)	\$23,350
Total Revenues	\$1,037,318	\$440,260	\$1,115,310	\$503,260	\$63,000
Personnel Costs	\$288,121	\$303,401	\$339,504	\$356,935	\$53,534
Operating Expenses	\$50,042	\$51,870	\$55,370	\$59,645	\$7,775
Interdept. Charges	\$81,464	\$84,989	\$82,798	\$86,680	\$1,691
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$419,627	\$440,260	\$477,672	\$503,260	\$63,000

Rev. Over (Under) Exp.	\$617,691	\$0	\$637,638	\$0	\$0
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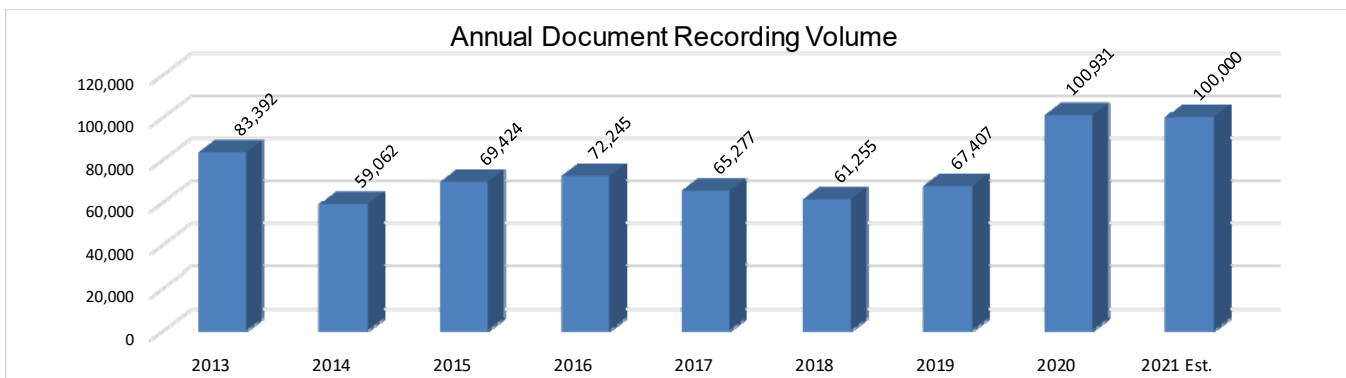
(a) Revenues in excess of expenditures are used to offset tax levy funding required for other county general fund operations.

Program Highlights

Charges for services increase by \$39,700 mainly reflecting an increase in online copy sales and subscriptions.

Personnel costs are budgeted to increase by approximately \$53,500, largely reflecting costs to continue for 5.50 FTE staff, an increase of 0.14 FTE in budgeted overtime totaling 0.16 FTE, and an increase in health insurance costs based on changes in employee health plan selections. Operating expenses are budgeted to increase by \$7,800, due primarily to an increase of \$3,300 in software and \$5,000 in microfilming costs, associated with an increase in document recording volume over prior years, offset by a slight (\$500) decrease in outside printing costs. Interdepartmental charges are budgeted to increase by \$1,700 consisting of increases in computer replacement and maintenance costs for \$2,700, offset by a decrease in postage of \$1,000.

State and County Recording Fees	2021	2022
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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.00	2.50	2.50	2.52	0.02
General Government	\$1,642	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$164,085	\$105,000	\$197,000	\$155,000	\$50,000
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)	\$223,839	\$113,111	\$113,111	\$64,801	(\$48,310)
Total Revenues	\$389,566	\$218,111	\$310,111	\$219,801	\$1,690
Personnel Costs	\$255,739	\$167,627	\$160,480	\$167,861	\$234
Operating Expenses	\$217	\$11,478	\$11,707	\$11,228	(\$250)
Interdept. Charges	\$38,327	\$39,006	\$39,136	\$40,712	\$1,706
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$294,283	\$218,111	\$211,323	\$219,801	\$1,690
Rev. Over (Under) Exp.	\$95,283	\$0	\$98,788	\$0	\$0

Program Highlights

Charges for services revenue for direct recognition of non-certified image sales for high volume customers is budgeted to increase by \$50,000 based on current and prior year performance.

Personnel costs are budgeted to increase by \$200, consisting of increases of \$5,300 in salary costs to continue for 2.52 FTE, largely offset by a decrease in health insurance of \$5,700 due to changes in employee health care elections. Operating expenses decrease by \$300, primarily due to decreases in computer equipment and software repair and maintenance charges. Interdepartmental charges increase by \$1,700 primarily due to increases in computer maintenance and replacement charges totaling \$1,100, and an increase in postage charges of \$400.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	213	200	232	210	10

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	3.00	4.00	4.00	4.00	0.00
General Government	\$2,989	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$304,025	\$280,000	\$298,000	\$287,250	\$7,250
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)	(\$72,202)	(\$24,271)	(\$24,271)	\$5,874	\$30,145
Total Revenues	\$234,812	\$255,729	\$273,729	\$293,124	\$37,395
Personnel Costs	\$205,723	\$231,663	\$252,191	\$265,324	\$33,661
Operating Expenses	\$9,146	\$9,000	\$8,475	\$9,569	\$569
Interdept. Charges	\$16,874	\$15,066	\$16,716	\$18,231	\$3,165
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$231,743	\$255,729	\$277,382	\$293,124	\$37,395
Rev. Over (Under) Exp.	\$3,069	\$0	(\$3,653)	\$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 by \$7,300 to \$287,300, based on historical and current record volume.

Personnel costs increase by \$33,700 primarily due to increased cost to continue for 4.00 FTE of \$17,200, and increased health insurance costs of \$13,400 due to changes in employee health insurance elections. Operating expenses increase by \$600, due primarily to an increase in office supply expenses. Interdepartmental charges increase by \$3,200 primarily from increases in copier replacement charges of \$1,100 and postage charges of \$1,800.

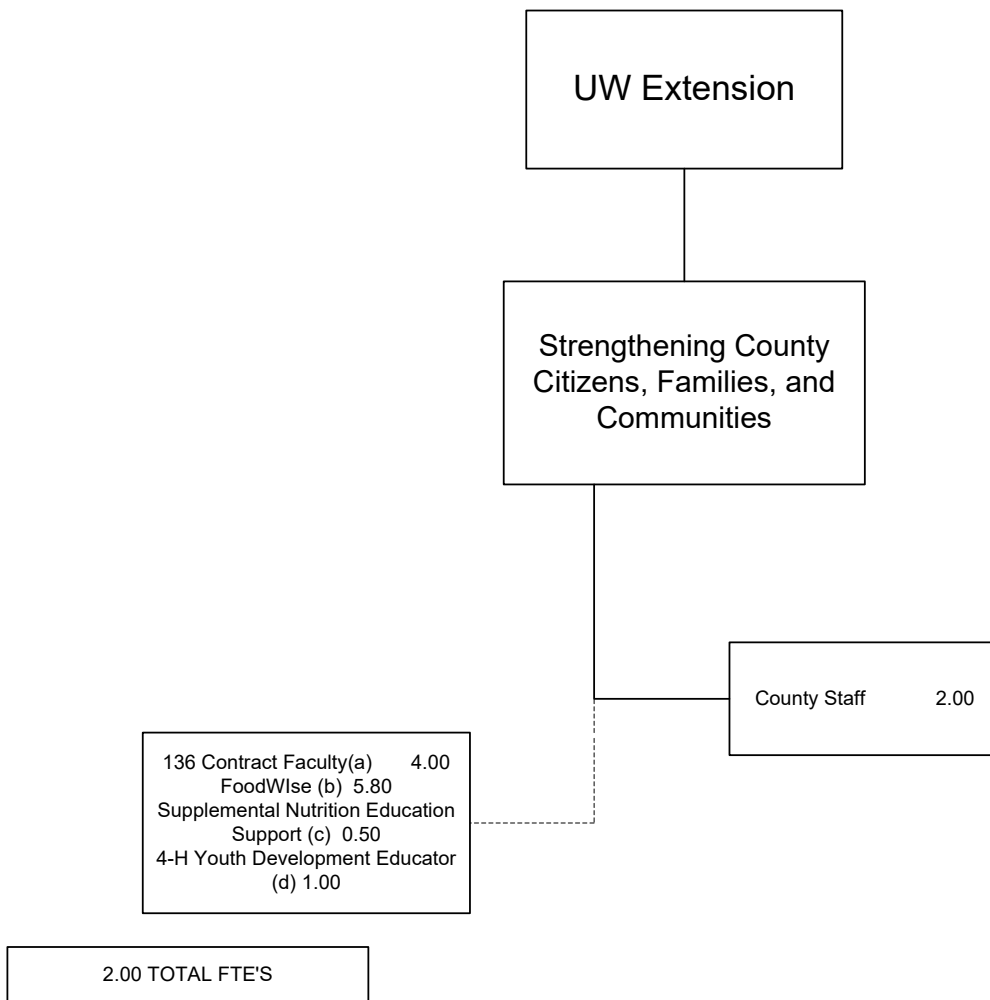
Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of Certified Copies Issued:					
Birth	8,622	11,000	9,688	9,000	(2,000)
Death	63,648	58,500	62,785	61,500	3,000
Marriage	10,694	8,500	8,677	8,500	0
Divorce	146	100	180	150	50

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.
- (d.) 4-H Youth Development Educator is mostly funded by the State.

- 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$356	\$0	\$3,000	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$33,921	\$53,620	\$32,035	\$60,745	\$7,125	13.3%
Interdepartmental	\$0	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$13,662	\$20,100	\$6,671	\$8,199	(\$11,901)	-59.2%
Apr. Fund Balance (a)	\$2,500	\$2,500	\$2,500	\$0	(\$2,500)	-100.0%
County Tax Levy (Credit)	\$348,763	\$350,763	\$350,763	\$360,763	\$10,000	2.9%
Total Revenue Sources	\$399,202	\$429,483	\$397,469	\$432,207	\$2,724	0.6%
Expenditures						
Personnel Costs	\$178,835	\$180,259	\$164,480	\$163,501	(\$16,758)	-9.3%
Operating Expenses	\$152,837	\$195,753	\$155,657	\$217,568	\$21,815	11.1%
Interdept. Charges	\$48,590	\$53,471	\$49,326	\$51,138	(\$2,333)	-4.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$380,262	\$429,483	\$369,463	\$432,207	\$2,724	0.6%
Rev. Over (Under) Exp.	\$18,940	\$0	\$28,006	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	2.70	2.85	2.00	(0.70)
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	2.85	2.70	2.85	2.00	(0.70)

(a) The 2022 budget does not include any general fund balance appropriation. In the 2020 actuals and 2021 adopted budget, fund balance was used to continue the Juvenile Community Garden program. Starting in the 2022 budget, this cost will be funded by tax levy.

Additional Human Res.	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Position Change
State 136 Contract (b)	3.50	3.50	3.50	4.00	0.50
FoodWise (formally WNEP) (c)	5.80	5.80	5.80	5.80	0.00
Supplemental Nutrition Education Support (d)	0.50	0.50	0.50	0.50	0.00
4-H Youth Development Educator (e)	0.00	0.00	0.00	1.00	1.00
Other State Funded Areas (f)	2.50	2.50	2.50	2.50	0.00
Total (Non-County)	12.30	12.30	12.30	13.80	1.50

(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) In 2020, a Nutrition Education Supplemental half-time position was created that is privately funded by other sources and not from county tax levy.

(e) Starting in 2022, 1.00 FTE 4-H Youth Development Educator position will be created that will mostly be funded by the state.

(f) 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 Development Educator is paid 100% through grants, tax levy from Jefferson County and other revenue sources through state funding (formerly known as "State 144 Contract"). A half-time Nutrition Education State position is partially funded by ProHelath and not County tax levy.

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

Extension educational programs apply the research and resources from UW-Madison and the UW 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 increase by \$7,100 from the 2021 budget. This is mainly due to \$10,000 for creating a new class in the Community Resource Development program.

Interdepartmental revenues remain the same as 2021 due to an HHS partnership that is serving at-risk youth participating in the Juvenile Community Garden program.

Other revenues decrease \$11,900 mostly due to not budgeting to receive the Froedtert Community Memorial grant in 2022.

Fund balance decreases \$2,500 from the 2021 budget, which was used to continue the Juvenile Community Garden program. Starting in the 2022 budget, this cost will be funded by tax levy.

Personnel costs decrease by \$16,800 mostly due to unfunding a part-time administrative specialist (0.85 FTE). This is partially offset by unfunding a different part-time administrative specialist position and refunding a full-time administrative specialist (0.85 FTE to 1.00 FTE).

Operating expenses increase by \$21,800 from the 2021 budget. This is due to contracted services of \$24,100 which is mainly due to creating a new class in the Community Resource Development program. Operating expenses also include an increase in the 136 contract. The state continues to assume approximately 60% of 136 contract costs (4.00 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 decrease about \$2,300 mostly due to a decrease in cell phone costs and in indirect cost recovery from grants.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of Participants who Report an Increase in Knowledge as a Result of the Training	86%	85%	84%	85%
Number of Employees in the Green Industry Trained	834	550	1,150	1,200
Percent of Employees that Indicate that Educational Workforce Training Sessions Increase their Awareness of Practices that Protect the Environment	78%	85%	80%	85%

Objective 2: Increase 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of Organizations Engaged	2	3	2	3
Number of Participants Engaged	31	45	50	50

Conduct workshops for municipal plan commissioners, elected officials and staff and neighborhood residents to increase knowledge and organizational effectiveness.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Revenue Generated*	\$52,500	\$55,000	\$56,000	\$55,000
Percent of Participants who Report an Increase in Knowledge	87%	85%	85%	85%

* The revenue generated runs through the county and the state budget.

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

Objective 3: Nutrition Education

Improve nutritional health of participants (low-income) in the Waukesha County Nutrition Education (FoodWise) program.

FoodWise 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) and 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).

General Fund

UW-Extension

Objectives

Performance Measures:

- a. Impact data will include outreach to an increasing number of agency partners and low-income resident contacts. Programs are 40% EFNEP funded and 60% SNAP funded.

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate*	2022 Target
Number of Community Partner Agencies	55	65	55	60
Number of Program Contacts	10,700	15,500	3,500	15,000
Number of Eating Smart Being Active Participants (ESBA)	21	40	30	60
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	489	850	350	800

* Due to the COVID-19 pandemic, the 2020 actuals and 2021 estimates are low.

- 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. Programs are 40% EFNEP funded and 60% SNAP funded.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Percent of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	80%	85%	82%	84%
Percent of Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	89%	90%	86%	87%
Percent of Participants Who Report Improvement in Food Budgeting Practices	67%	72%	75%	76%

Objective 4: Strength Training for Aging Residents

Develop the community-based StrongBodies (based on the Strong Women™ program developed by Tufts University) strength training program 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).

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate*	2022 Target
Number of StrongBodies Sessions Offered	5	10	6	10
Number of StrongBodies Participants	166	250	250	350
Number of Volunteers Trained	2	6	2	6
Percent Reporting Increased Strength	84%	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 leaders.

Quality Pillar: High standards of service excellence

Objective 5: 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.

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of 4-H Leader Trainings	39	25	25	25
Number of Certified Adult Leaders	155	200	192	215
Number of Youth Reached	515	525	550	600

Objective 6: 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.

Performance Measure:	2020 Actual*	2021 Target	2021 Estimate	2022 Target
Certified Volunteers	265	270	250	280
Volunteers Trained	238	250	25*	120
Volunteer Hours	3,500**	10,500	5,000**	10,400

* Training to become a master gardener volunteer changed in 2020. Previously Level 1 Master Gardener Training was one course, and it is now two new expanded courses.

** Volunteer Hours are lower due to COVID-19. The 24 hours volunteer requirement for both 2020 and 2021 were dropped due to the pandemic and the safety guidelines.

General Fund

UW-Extension

Grant Funding

Grant/Project Title	Funding Source	Funding Administration	2020 Actual Award	2021 Budgeted Award	2021 Estimated Award	2022 Budget
StrongBodies	Community Memorial Hospital	County	\$0	\$10,000	\$0	\$0
Sub Total County UW Ext. Administered Funds/Grants			\$0	\$10,000	\$0	\$0
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP/EFNEP	\$392,907	\$426,511	\$426,511	\$419,596
ProHealth Tower Hill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$25,000	\$35,000	\$45,000	\$45,000
Whitewater Rural Business Development Grant (c)	USDA	USDA	\$0	\$0	\$48,255	\$0
Department of Public Instruction, Pre-College Scholarship (d)	State of Wisconsin - DPI	State of Wisconsin - DPI	\$0	\$0	\$33,750	\$33,750
CAPER (Consolidated Annual Performance Evaluation Report) (CDBG) (e)	CDBG	CDBG	\$0	\$5,000	\$5,000	\$5,000
Tower Hill Neighborhood Assoc. Revitalization Planning Grant and Crime Prevention and Safety Grant (CDBG) (f)	CDBG	CDBG	\$15,267	\$0	\$8,187	\$7,227
Revitalization Planning and Strategic Plan Update Grant (CDBG) (g)	CDBG	CDBG	\$0	\$20,000	\$20,000	\$29,238
Funding Support for Community Development (h)	Jefferson County	Jefferson County	\$27,000	\$27,000	\$27,000	\$27,000
Total UW Extension Grants/Funding			\$460,174	\$523,511	\$613,703	\$566,811

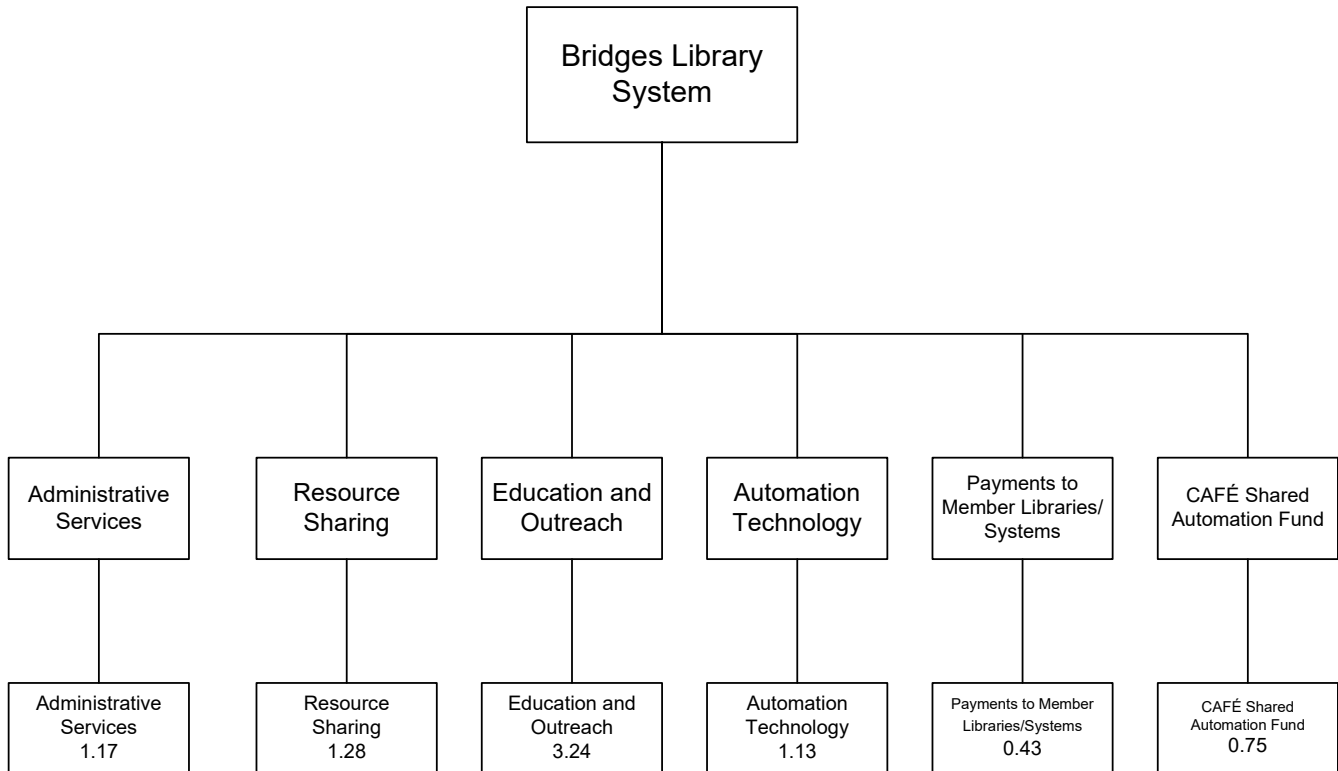
These state administered grants/funds do not run through the county’s budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 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). For the 2022 budget, this consists of \$419,596 of FoodWise funding (including SNAP-Ed funding of \$266,607 and EFNEP funding of \$152,989).
- (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 Waukesha and another county.
- (d) The Department of Public Instruction – Pre-College Scholarship Grant is awarded by the State of Wisconsin, Department of Public Instruction.
- (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 neighborhood revitalization and neighborhood association crime prevention and public safety project
- (g) A CDBG grant to collect data and analyze economic impact for the West Side Neighborhood Revitalization Strategy Area and Haertel Field neighborhoods and to work with residents to update the strategic plan as required by HUD.
- (h) Jefferson County provides funding support for the Community Development Educator

Bridges Library System

BRIDGES LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



8.00 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
County Library Fund						
Revenue (a)	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$2,065,322	\$1,922,777	\$1,962,645	\$2,169,831	\$247,054	12.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue (a)	\$495,704	\$482,505	\$482,830	\$494,367	\$11,862	2.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$434,126	\$464,507	\$479,045	\$481,867	\$17,360	3.7%
Rev. Over (Under) Exp.	\$61,578	\$17,998	\$3,785	\$12,500	(\$5,498)	-30.5%
Total All Funds						
Revenue (a)	\$2,561,026	\$2,405,282	\$2,445,475	\$2,664,198	\$258,916	10.8%
County Tax Levy (TNR)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures	\$5,918,420	\$6,047,062	\$6,031,680	\$6,358,404	\$311,342	5.1%
Rev. Over (Under) Exp.	\$181,355	\$17,998	\$73,573	\$12,500	(\$5,498)	-30.5%
Position Summary (FTE)						
Regular Positions	7.71	7.70	7.70	8.00	0.30	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	7.71	7.70	7.70	8.00	0.30	

(a) Fund balance uses include:

Fund	Usage	2020 Actual	2021 Budget	2021 est.	2022 Budget
State Aid	Wisconsin Digital Library - Advantage Program	\$22,500	\$18,000	\$18,000	\$9,000
State Aid	Pilot Hoopla Project	\$50,000	\$75,000	\$75,000	\$0
State Aid	Library Technology Projects	\$94,269	\$11,140	\$11,140	\$47,500
State Aid	LibraryAware Marketing Resource	\$0	\$22,900	\$22,900	\$0
State Aid	Social Media Archiving	\$0	\$5,000	\$5,000	\$0
State Aid	Accessibility Scans gauge ADA compliance	\$0	\$0	\$0	\$3,000
State Aid	Network Equipment	\$0	\$0	\$0	\$20,000
State Aid	HelpNow	\$40,000	\$0	\$0	\$34,000
State Aid	Website Redesign	\$0	\$0	\$0	\$13,000
CAFÉ	Various CAFÉ Technology Upgrades and Projects	\$60,013	\$16,069	\$16,069	\$10,713
Total		\$266,782	\$148,109	\$148,109	\$137,213

Major Departmental Strategic Plan Objectives

Customer Service Pillar

Objective 1: Improve libraries abilities to respond to the needs of their communities and citizens.

Respond to requests for on-demand electronic materials by providing support for the Hoopla streaming platform for audiobooks, e-books, comics, movies, music, and TV.

Performance Measure: Increased Hoopla e-content circulation by 10%.

	2020	2021	2022
Hoopla Circulation – Waukesha County Libraries	Actual	Estimate	Target
Digital materials circulated	22,040	35,348	38,883

Objective 2: Assist libraries efforts to partner with their community organizations by providing support and leadership around collaborations and partnerships to broaden connections and maximize impact.

Bridges Library System's Library Memory Project which includes collaboration with the Alzheimer's Association and area Aging and Disability Resource Centers will partner with StoryCorps, a national oral history project, to preserve the stories and memories of local residents with memory loss and their care partners.

Performance Measure: Host at least 15 recording events and serve a minimum of 300 individuals in 2022.

Finance Pillar

Objective 3: 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: Provide funding and technical support to help convert five of the non-RFID libraries to RFID technology in 2022, resulting in 83% of our system libraries utilizing this technology to improve service in their communities.

Quality Pillar

Objective 4: Build stronger data information system to improve decision-making and advocacy efforts.

Create a data dashboard to allow member libraries to more easily access information and facilitate data-driven decision making.

Performance Measure: Provided access to at least one data dashboard function and receive a minimum of 80% satisfaction rating from dashboard users.

Objective 5: Assist libraries with projects of significant local importance.

Provide grant funding to Bridges Library System member libraries to address needs unique to their library in the areas of accessibility, technology, or marketing.

Performance Measure: A minimum of 75% of member libraries (18 libraries of the 24 total Bridges Library System member libraries) will receive funding and successfully complete projects utilizing Bridges Library System grant funds.

Team Pillar

Objective 6: Provide opportunities and foster an environment where libraries' staff collaborations and learning flourish.

Utilize Library Service and Technology Act (LSTA) Continuing Education grant funding to expand professional development opportunities for library staff.

Performance Measure: Support conference or other professional development activities for at least 25 member library employees.

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	2020	2021	2021	2022	Change From 2021	
	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	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Total Revenue Sources	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,538,749	\$3,659,778	\$3,659,778	\$3,706,706	\$46,928	1.3%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	0.00

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 2022 budget, the TNR residents borrowed 18.629% of the materials at libraries, and the ordinance calls for them to be taxed for 18.629% 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 decreased \$600 or 2.1% to \$27,515 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 2022 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 18.629% for the 2022 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2021 LIBRARY TAX LEVY FOR 2022 BUDGET PURPOSES					
Category		2020 for 2021 Budget Purposes	2021 for 2022 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$19,478,585	\$19,420,422	-\$58,163	-0.3%
Revenues (2 years prior)	-	\$19,900,181	\$19,964,781	\$64,600	0.3%
Overage or (lapse) - 2 years prior		-\$421,596	-\$544,359	-\$122,763	29.1%
Projected budget - year prior	+	\$20,179,984	\$20,294,547	\$114,563	0.6%
Calculated allowable expenditures		\$19,758,388	\$19,750,188	-\$8,200	0.0%
Countywide TNR percent 2 years prior	x	18.380%	18.629%	N/A	1.4%
County levy (TNR % times allowable expenditures)		\$3,631,663	\$3,679,191	\$47,528	1.3%
Intercounty Funding	+	\$28,115	\$27,515	-\$600	-2.1%
Total		\$3,659,778	\$3,706,706	\$46,928	1.3%

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). 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 decreased by 31.7% in TNR areas and decreased by 32.6% in Waukesha County overall resulting in an increase in the TNR proportionate use from 18.38% to 18.629%. The significant decrease in circulation of physical items is a result of the COVID-19 pandemic. Libraries' digital usage continues to grow with a one-year increase of 15.6% in TNR areas and 18.9% in all of Waukesha County. Digital circulations exceeded 500,000 items for the first time and there continues to be a shift in library services. Libraries are challenged to offer both traditional and digital formats with very tight local budget constraints. The pandemic likely also contributed to the growth in digital circulation as more residents moved to this format when libraries were forced to close or offer restricted hours. Digital circulations are not currently factored into the county's reimbursement formula. This will likely become a part of future formula discussion during county library planning. Despite the decrease in circulation and library expenditures, the increased TNR proportion usage resulted in the 1.3% increase in in-county funding.

Activity*	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2021 - 2022 % Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	815,994	811,587	819,075	559,245	-31.7%
Total In-County Circulation	4,398,215	4,415,755	4,456,251	3,002,071	-32.6%
Percent Non Library Community Borrowing of Total County Borrowing	18.553%	18.379%	18.380%	18.629%	1.4%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	78,318	96,777	110,399	127,611	15.6%
Total In-County Digital Circulation	349,775	430,247	485,270	576,788	18.9%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.391%	22.493%	22.750%	22.124%	-2.7%

*2 yrs prior actual statistics used for budget development (e.g. 2020 actual statistics used for 2022 budget).

Adjacent County Funding	2020	2021	2022	2021-2022 \$ Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$17,922	\$28,115	\$27,515	(\$600)
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$515,660	\$509,650	\$509,591	(\$59)
Net Waukesha County Position	\$497,738	\$481,535	\$537,106	\$541

(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.

2021-2022 Library Tax Levy Distribution

Library	2021 Distribution	2022 Distribution	21 vs. 22 \$ Change	21 vs. 22 % Change
Big Bend	\$23,245	\$24,784	\$1,539	6.62%
Brookfield	\$273,707	\$271,044	-\$2,663	-0.97%
Butler	\$7,838	\$9,029	\$1,191	15.20%
Delafield	\$353,235	\$361,629	\$8,394	2.38%
Eagle	\$25,355	\$26,845	\$1,490	5.88%
Elm Grove	\$38,689	\$41,750	\$3,061	7.91%
Hartland	\$251,580	\$260,571	\$8,991	3.57%
Menomonee Falls	\$29,999	\$31,412	\$1,413	4.71%
Mukwonago	\$432,780	\$443,227	\$10,447	2.41%
Muskego	\$61,129	\$65,860	\$4,731	7.74%
New Berlin	\$23,929	\$22,733	-\$1,196	-5.00%
North Lake	\$77,795	\$73,905	-\$3,890	-5.00%
Oconomowoc	\$290,081	\$297,326	\$7,245	2.50%
Pewaukee	\$104,557	\$102,070	-\$2,487	-2.38%
Sussex	\$487,149	\$498,887	\$11,738	2.41%
Waukesha	\$1,150,595	\$1,148,120	-\$2,475	-0.22%
Subtotal Pmt to Waukesha Co. Libraries	\$3,631,663	\$3,679,192	\$47,529	1.31%
Intercounty Payments	\$28,115	\$27,515	-\$600	-2.13%
Total Library Tax Levy Distribution	\$3,659,778	\$3,706,707	\$46,929	1.3%

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. 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. An increase of 16% in state aid is projected for 2022.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,363,463	\$1,327,788	\$1,335,072	\$1,542,902	\$215,114	16.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$461,236	\$448,949	\$466,533	\$476,429	\$27,480	6.1%
Interdepartmental	\$2,001	\$3,000	\$3,000	\$3,000	\$0	0.0%
Other Revenue	\$31,853	\$11,000	\$26,000	\$21,000	\$10,000	90.9%
Apr. Fund Balance (a)	\$206,769	\$132,040	\$132,040	\$126,500	(\$5,540)	-4.2%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,065,322	\$1,922,777	\$1,962,645	\$2,169,831	\$247,054	12.8%
Expenditures						
Personnel Costs	\$674,397	\$692,089	\$687,959	\$754,212	\$62,123	9.0%
Operating Expenses	\$1,137,499	\$1,093,551	\$1,067,761	\$1,275,026	\$181,475	16.6%
Interdept. Charges	\$133,649	\$137,137	\$137,137	\$140,593	\$3,456	2.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	6.96	6.95	6.95	7.25	0.30
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	6.96	6.95	6.95	7.25	0.30

(a) Library State Aid Fund balance Uses:

	2020 Actual	2021 Budget	2021 est.	2022 Budget
Wisconsin Digital Library - Advantage Program	\$22,500	\$18,000	\$18,000	\$9,000
Pilot Hoopla Project	\$50,000	\$75,000	\$75,000	\$0
Library Technology Projects	\$94,269	\$11,140	\$11,140	\$47,500
LibraryAware Marketing Resource	\$0	\$22,900	\$22,900	\$0
Social Media Archiving	\$0	\$5,000	\$5,000	\$0
Accessibility Scans gauge ADA compliance	\$0	\$0	\$0	\$3,000
Network Equipment	\$0	\$0	\$0	\$20,000
HelpNow	\$40,000	\$0	\$0	\$34,000
Website Redesign	\$0	\$0	\$0	\$13,000
Total	\$206,769	\$132,040	\$132,040	\$126,500

Program Highlights

General government revenues increase by just over \$215,000 or 16.2% from 2021 budgeted levels due to an increase in state aid to library systems and anticipated federally funded LSTA grants to be received from the Department of Public Instruction for collaborative technology and continuing education projects in 2022. Bridges Library System will receive \$1,500,400 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties, an increase of \$202,600 over the amount received in 2021. LSTA grant funding is estimated to be \$42,500, an increase of \$12,000. Bader grant revenues in the amount of \$10,000 had been budgeted here in 2021 but have been moved to other revenues for more accurate financial reporting.

Charges for services revenues increase by \$27,500 or 6.1%, largely based on the libraries paying increased electronic content charges related to the Advantage Program from \$72,000 to \$81,000; increases in cooperative purchases from \$9,600 to \$24,500, \$10,800 for Zoom Enterprise software in 2022; and a \$30,700 increase in funding from Lakeshores Library System as a result of a much higher state average cost per circulation in 2020 due to the pandemic. The Lakeshores 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. The charges for services revenue increases are offset by decreases in local technology charges of \$6,500; decreases in Flipster database charges to member libraries of \$13,000, mostly due a change in the e-magazine subscription database service; and a \$7,600 decrease in movie license charges due to an extension of our 2021 contract because of the inability to utilize the license during the pandemic. There are also no shared marketing campaign or library system app charges, reducing revenue by another \$6,200.

Interdepartmental revenue remains the same as the 2021 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.

Other revenue, which comes from interest income, general donations, and other grants, is budgeted at \$21,000, an increase of \$10,000 based on the inclusion of Bader grant funding in 2022.

State Library Aids Fund Balance appropriations decrease by \$5,500, to \$126,500. Project expenditures are related to strategic priorities identified in the Bridges Library System Strategic Plan. A collaborative library system RFID (radio frequency identification) project continues. Reserve funds of \$47,500 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 \$9,000 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. It is anticipated this will be the final year of system support for the Advantage program, as libraries will be funding 90% of this program in 2022. The system will continue to support library accessibility scans with \$3,000 budgeted for two additional scans, helping to make libraries accessible to all citizens. The budget also includes \$34,000 for HelpNow online resource database. This database was added in 2020 in response to community need for online help for students and job seekers. Funds will also be provided for two new projects. Routers will be replaced in Jefferson County libraries with \$20,000 budgeted, and \$13,000 has been budgeted for consulting services to redesign the system website.

Personnel costs increase by slightly over \$62,100. This includes the cost to continue for existing staff and the transition of the Departmental Executive Assistant position from part-time (0.7 FTE – 28 hours per week) to full-time. An expansion of cooperative purchasing, grant administration, and other administrative tasks as well as needed support for the system director and consultants contribute to the need in this area.

Operating expenses increase by nearly \$181,500. This increase is primarily due to additional grant supported projects budgeted at \$62,500, including LSTA funded projects, the Library Memory Project StoryCorps project, and a new grants-to-libraries program; an expansion of cooperative purchasing increasing by \$19,800; an increase in support for library RFID conversion of \$36,400; the expansion of database offerings with \$34,000 budgeted for HelpNow, and an increase in payments to and from Lakeshores Library System (pass-through funding) of \$30,700; an increase of \$10,400 for inter-library loan delivery.

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	2020	2021		2022	Change From 2021	
	Actual	Adopted Budget	2021 Estimate	Budget	Adopted Budget \$	%
Payments to Member Library Systems						
Staffing (FTE)	0.34	0.34	0.34	0.43	0.09	
Revenues	\$280,064	\$275,025	\$275,025	\$400,370	\$125,345	45.6%
Appr. Fund Balance	\$0	\$75,000	\$75,000	\$0	(\$75,000)	-100.0%
Expenditures	\$255,108	\$350,025	\$349,233	\$400,370	\$50,345	14.4%
Rev. Over (Under) Exp.	\$24,956	\$0	\$792	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.19	1.17	1.17	1.17	0.00	
Revenues	\$348,782	\$305,257	\$311,002	\$370,581	\$65,324	21.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$267,542	\$304,256	\$331,274	\$370,581	\$66,325	21.8%
Rev. Over (Under) Exp.	\$81,240	\$0	(\$21,273)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.38	1.23	1.23	1.28	0.05	
Revenues	\$536,493	\$524,907	\$526,292	\$551,170	\$26,263	5.0%
Appr. Fund Balance	\$112,500	\$18,000	\$18,000	\$43,000	\$25,000	138.9%
Expenditures	\$616,812	\$540,408	\$541,048	\$594,170	\$53,762	9.9%
Rev. Over (Under) Exp.	\$32,181	\$0	\$745	\$0	-	N/A
Automation Technology						
Staffing (FTE)	1.13	1.13	1.13	1.13	0.00	
Revenues	\$204,182	\$209,002	\$225,503	\$204,180	(\$4,822)	-2.3%
Appr. Fund Balance	\$86,589	\$11,140	\$11,140	\$67,500	\$56,360	505.9%
Expenditures	\$250,241	\$216,542	\$162,958	\$271,680	\$55,138	25.5%
Rev. Over (Under) Exp.	\$40,530	\$0	\$70,085	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.92	3.08	3.08	3.24	0.16	
Revenues	\$489,032	\$476,546	\$492,783	\$517,030	\$40,484	8.5%
Appr. Fund Balance	\$7,680	\$27,900	\$27,900	\$16,000	(\$11,900)	-42.7%
Expenditures	\$555,842	\$511,546	\$508,344	\$533,030	\$21,484	4.2%
Rev. Over (Under) Exp.	(\$59,130)	\$0	\$19,439	\$0	-	N/A
Total Bridges Library System-State Aids, Federal & Misc. Fund						
Revenues	\$1,858,553	\$1,790,737	\$1,830,605	\$2,043,331	\$252,594	14.1%
Appr. Fund Balance	\$206,769	\$132,040	\$132,040	\$126,500	(\$5,540)	-4.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,945,545	\$1,922,777	\$1,892,857	\$2,169,831	\$247,054	12.8%
Rev. Over (Under) Exp.	\$119,777	\$0	\$69,788	\$0	\$0	N/A
Position Summary (FTE) - Bridges Library System-State Aids, Federal & Misc. Fund						
Regular Positions	6.96	6.95	6.95	7.25	0.30	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.96	6.95	6.95	7.25	0.30	

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$2,325	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$430,656	\$456,436	\$458,436	\$477,654	\$21,218	4.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$5,035	\$10,000	\$6,000	\$6,000	(\$4,000)	-40.0%
Appr. Fund Balance	\$60,013	\$16,069	\$16,069	\$10,713	(\$5,356)	-33.3%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$495,704	\$482,505	\$482,830	\$494,367	\$11,862	2.5%
Expenditures						
Personnel Costs	\$93,892	\$96,694	\$97,685	\$100,263	\$3,569	3.7%
Operating Expenses	\$340,234	\$367,813	\$381,360	\$381,604	\$13,791	3.7%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$434,126	\$464,507	\$479,045	\$481,867	\$17,360	3.7%
Rev. Over (Under) Exp. (a)	\$61,578	\$17,998	\$3,785	\$12,500	(\$5,498)	-30.5%

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

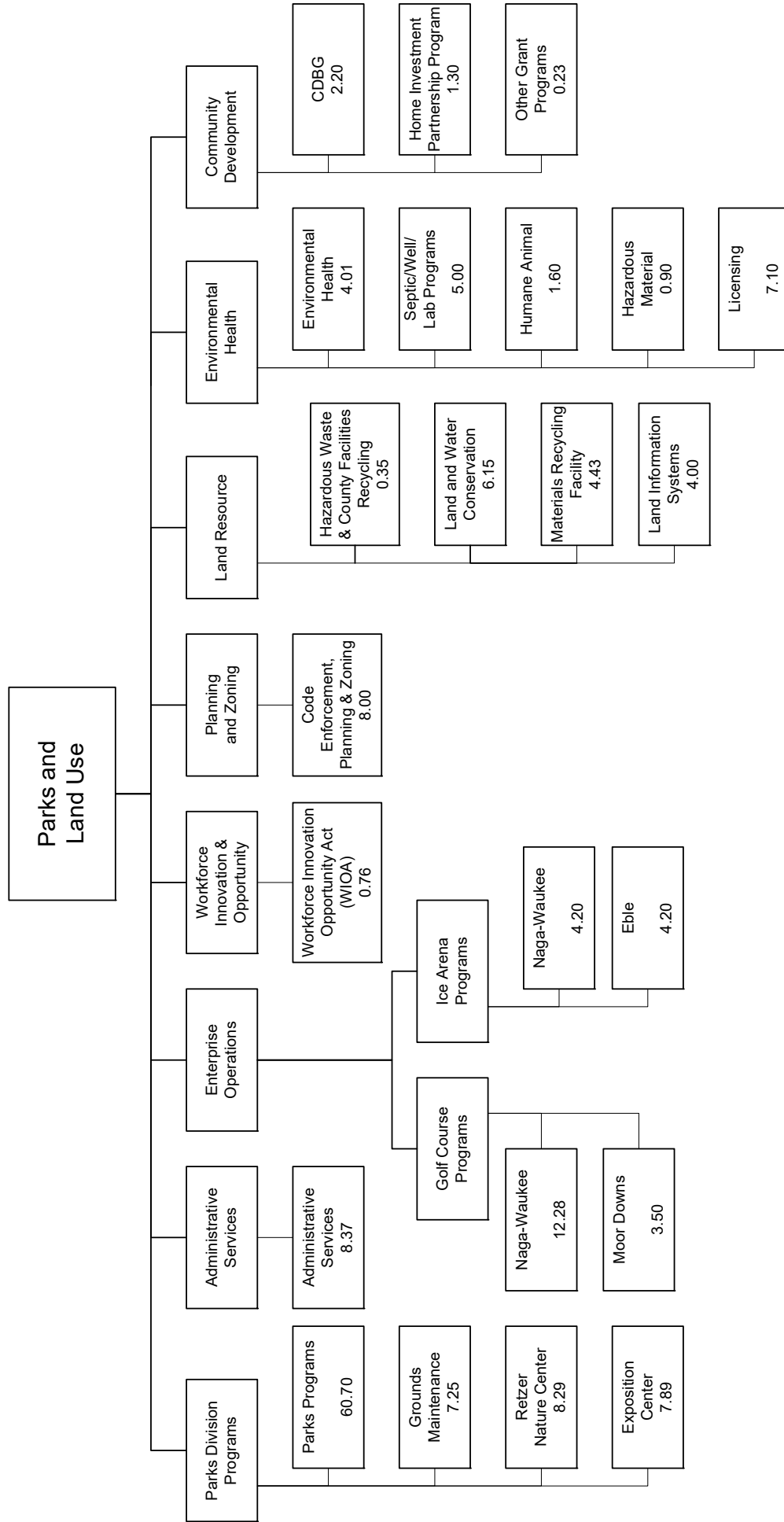
Charges for service revenues from member libraries increase \$21,200 or 4.6%, as a result of cost to continue increases and new charges associated with the implementation of a mobile library app. Other revenues consist of investment income and are decreased based on 2020 actuals and estimated 2021 revenues. CAFÉ fund balance revenues of \$10,700 are budgeted for a portion of the costs associated with the mobile library app. Member libraries also 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 \$3,600 or 3.7% 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 increase by approximately \$13,800 due to cost to continue increases for software licensing and contracted IT support.

Parks & Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



163.86 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 and Land Use, working through a combination of collaboration, education and regulation, is dedicated to fostering economic development, sound land use, and the protection, enhancement and enjoyment of the County's natural resources and health of its citizens.

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate(b)	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,608,097	\$6,173,923	\$6,726,666	\$6,544,755	\$370,832	6.0%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$526,656	\$0	\$0	N/A
Community Development						
Revenues (b)	\$3,915,160	\$3,416,598	\$20,237,413	\$6,914,406	\$3,497,808	102.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,899,712	\$3,416,598	\$20,216,149	\$6,914,406	\$3,497,808	102.4%
Rev. Over (Under) Exp.	\$15,448	\$0	\$21,264	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,071,020	\$1,457,602	\$1,280,639	\$2,127,318	\$669,716	\$0
Rev. Over (Under) Exp.	\$2	\$0	\$14,259	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$1,950,720	\$400,000	\$400,000	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$1,950,720	\$0	\$400,000	\$0	-	N/A
Golf Courses						
Revenues	\$3,931,059	\$1,965,500	\$2,117,399	\$2,157,000	\$191,500	9.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$2,989,906	\$2,039,583	\$2,012,174	\$2,162,366	\$122,783	6.0%
Operating Inc./Loss	\$941,153	(\$74,083)	\$105,225	(\$5,366)	\$68,717	N/A
Ice Arenas						
Revenues (b)	\$1,050,193	\$1,105,500	\$1,001,565	\$1,111,930	\$6,430	0.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,182,152	\$1,224,419	\$1,202,909	\$1,251,421	\$27,002	2.2%
Operating Inc./Loss	(\$131,959)	(\$118,919)	(\$201,344)	(\$139,491)	(\$20,572)	N/A
Materials Recycling Fund						
Revenues (b)	\$2,867,157	\$2,873,288	\$3,607,777	\$3,114,987	\$241,699	8.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,337,500	\$3,739,835	\$3,703,478	\$3,791,191	\$51,356	1.4%
Operating Inc./Loss	(\$470,343)	(\$866,547)	(\$95,701)	(\$676,204)	\$190,343	N/A
Total All Funds						
Revenues (b)	\$21,393,408	\$17,392,411	\$35,385,718	\$22,370,396	\$4,977,985	28.6%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures (a)(c)	\$24,813,034	\$25,650,970	\$41,814,369	\$30,440,467	\$4,789,497	18.7%
Rev. Over (Under) Exp.	\$3,365,533	\$0	\$962,179	\$0	-	N/A
Operating Inc./Loss	\$338,851	(\$1,059,549)	(\$191,820)	(\$821,061)	\$238,488	N/A
Position Summary All Funds (FTE)						
Regular Positions	103.84	101.59	101.59	100.59	(1.00)	
Extra Help	68.34	57.40	57.40	61.36	3.96	
Overtime	2.20	1.93	1.93	1.91	(0.02)	
Total	174.38	160.92	160.92	163.86	2.94	

- (a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2021 revenue budget includes fund balance appropriations totals of \$640,000: including \$150,000 for general fund operations; \$85,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. The 2022 revenue budget includes fund balance appropriations totals of \$565,000: including \$110,000 for general fund operations; \$55,000 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.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$764,932	\$522,000	\$902,854	\$659,500	\$137,500	26.3%
Fine/Licenses	\$1,278,070	\$1,299,100	\$1,281,300	\$1,321,400	\$22,300	1.7%
Charges for Services	\$3,464,051	\$3,272,288	\$3,405,635	\$3,525,975	\$253,687	7.8%
Interdepartmental	\$141,140	\$172,080	\$172,080	\$169,080	(\$3,000)	-1.7%
Other Revenue	\$658,933	\$758,455	\$729,633	\$758,800	\$345	0.0%
Appr. Fund Balance (a)	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)	-26.7%
County Tax Levy (Credit)	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Total Revenue Sources	\$13,732,107	\$13,372,933	\$13,925,676	\$13,793,765	\$420,832	3.1%
Expenditures						
Personnel Costs	\$8,602,996	\$8,964,465	\$8,884,238	\$9,242,165	\$277,700	3.1%
Operating Expenses	\$1,938,940	\$2,567,332	\$2,537,629	\$2,599,255	\$31,923	1.2%
Interdept. Charges	\$1,605,913	\$1,644,470	\$1,644,453	\$1,669,769	\$25,299	1.5%
Fixed Assets (b)	\$184,895	\$196,666	\$332,700	\$282,576	\$85,910	43.7%
Total Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$526,656	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.96	83.66	83.66	83.66	0.00
Extra Help	44.13	43.68	43.68	44.52	0.84
Overtime	1.44	1.45	1.45	1.43	(0.02)
Total FTEs	128.53	128.79	128.79	129.61	0.82

(a) General fund balance is appropriated for:

	2020 Actual	2021 Budget	2021 Est.	2022 Budget	Change
3-Year Maintenance and Projects Plan	\$80,000	\$80,000	\$80,000	\$40,000	(\$40,000)
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	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)
Planetarium Maintenance	\$20,000	\$20,000	\$20,000	\$25,000	\$5,000
Purchase Order/Carryovers	\$145,971	\$0	\$85,164	\$0	\$0
Total Fund Balance Appropriation	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)

(b) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

General Fund

Parks & Land Use

Summary

Total Parks and Land Use General: Positions					
Total Positions by Program	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget
Parks Programs	59.19	59.91	59.91	60.70	0.79
Regular Positions	27.94	28.86	28.86	28.86	0.00
Extra Help/Overtime	31.25	31.05	31.05	31.84	0.79
General County Grounds Maintenance	7.01	6.91	6.91	7.25	0.34
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.51	4.41	4.41	4.75	0.34
Retzer Nature Center	8.36	8.28	8.28	8.29	0.01
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	3.86	3.78	3.78	3.79	0.01
Exposition Center	8.25	8.20	8.20	7.89	-0.31
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.05	4.00	4.00	3.69	-0.31
Planning & Zoning	9.00	8.00	8.00	8.00	0.00
Regular Positions	9.00	8.00	8.00	8.00	0.00
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	5.00	5.00	5.00	0.00
Regular Positions	4.50	5.00	5.00	5.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.60	1.58	1.58	1.60	0.02
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.60	0.58	0.58	0.60	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	6.15	6.15	6.15	6.15	0.00
Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	1.15	1.15	1.15	1.15	0.00
Hazardous Waste & County Facilities Recycling	0.25	0.35	0.35	0.35	0.00
Regular Positions	0.25	0.35	0.35	0.35	0.00
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	8.21	8.40	8.40	8.37	-0.03
Regular Positions	8.07	8.25	8.25	8.25	0.00
Extra Help/Overtime	0.14	0.15	0.15	0.12	-0.03
Total Parks and Land Use General: Positions	128.53	128.79	128.79	129.61	0.82
Regular Positions	82.96	83.66	83.66	83.66	0.00
Extra Help	44.13	43.68	43.68	44.52	0.84
Overtime	1.44	1.45	1.45	1.43	-0.02

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	\$	%
Total Parks General Fund						
Revenues	\$6,307,126	\$6,023,923	\$6,483,269	\$6,434,755	\$410,832	6.8%
Appr. Fund Balance	\$300,971	\$150,000	\$235,164	\$110,000	(\$40,000)	-26.7%
County Tax Levy	\$7,124,010	\$7,199,010	\$7,199,010	\$7,249,010	\$50,000	0.7%
Expenditures	\$12,332,744	\$13,372,933	\$13,399,020	\$13,793,765	\$420,832	3.1%
Rev. Over (Under) Exp.	\$1,399,363	\$0	\$518,423	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.96	83.66	83.66	83.66	0.00	
Extra Help	44.13	43.68	43.68	44.52	0.84	
Overtime	1.44	1.45	1.45	1.43	(0.02)	
Total	128.53	128.79	128.79	129.61	0.82	
Parks Programs						
Staffing (FTE)	59.19	59.91	59.91	60.70	0.79	1.3%
Revenues	\$2,111,399	\$1,883,638	\$2,265,219	\$2,242,425	\$358,787	19.0%
Appr. Fund Balance	\$226,794	\$100,000	\$173,140	\$65,000	(\$35,000)	-35.0%
County Tax Levy	\$3,413,850	\$3,473,322	\$3,473,322	\$3,421,437	(\$51,885)	-1.5%
Expenditures	\$5,141,670	\$5,456,960	\$5,516,471	\$5,728,862	\$271,902	5.0%
Rev. Over (Under) Exp.	\$610,373	\$0	\$395,210	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.01	6.91	6.91	7.25	0.34	4.9%
Revenues	\$985	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$100	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$635,287	\$649,843	\$649,843	\$659,195	\$9,352	1.4%
Expenditures	\$599,899	\$649,843	\$625,917	\$659,195	\$9,352	1.4%
Rev. Over (Under) Exp.	\$36,473	\$0	\$23,926	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.36	8.28	8.28	8.29	0.00	0.0%
Revenues	\$74,634	\$139,000	\$99,414	\$149,000	\$10,000	7.2%
Appr. Fund Balance	\$291	\$0	\$199	\$0	\$0	N/A
County Tax Levy	\$541,352	\$537,918	\$537,918	\$533,918	(\$4,000)	-0.7%
Expenditures	\$553,795	\$676,918	\$619,794	\$682,918	\$6,000	0.9%
Rev. Over (Under) Exp.	\$62,482	\$0	\$17,737	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.25	8.20	8.20	7.89	-0.31	-3.8%
Revenues	\$318,014	\$549,500	\$457,105	\$549,500	\$0	0.0%
Appr. Fund Balance	\$10,199	\$10,000	\$10,199	\$10,000	\$0	0.0%
County Tax Levy	\$177,685	\$210,958	\$210,958	\$224,606	\$13,648	6.5%
Expenditures	\$658,421	\$770,458	\$709,753	\$784,106	\$13,648	1.8%
Rev. Over (Under) Exp.	(\$152,523)	\$0	(\$31,491)	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	8.00	8.00	8.00	0.00	0.0%
Revenues	\$129,155	\$150,900	\$164,213	\$153,450	\$2,550	1.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$769,070	\$768,453	\$768,453	\$767,482	(\$971)	-0.1%
Expenditures	\$828,978	\$919,353	\$908,165	\$920,932	\$1,579	0.2%
Rev. Over (Under) Exp.	\$69,247	\$0	\$24,501	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$159,756	\$127,005	\$134,904	\$127,000	(\$5)	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$345,809	\$366,864	\$366,864	\$385,969	\$19,105	5.2%
Expenditures	\$476,444	\$493,869	\$483,236	\$512,969	\$19,100	3.9%
Rev. Over (Under) Exp.	\$29,121	\$0	\$18,532	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Licensing						
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00	0.0%
Revenues	\$952,902	\$841,000	\$819,500	\$865,500	\$24,500	2.9%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$184,645)	(\$197,065)	(\$197,065)	(\$183,164)	\$13,901	N/A
Expenditures	\$611,988	\$643,935	\$654,341	\$682,336	\$38,401	6.0%
Rev. Over (Under) Exp.	\$156,269	\$0	(\$31,906)	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	4.50	5.00	5.00	5.00	0.00	0.0%
Revenues	\$416,899	\$396,000	\$401,000	\$401,000	\$5,000	1.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$45,547	\$64,163	\$64,163	\$74,916	\$10,753	16.8%
Expenditures	\$411,453	\$460,163	\$454,292	\$475,916	\$15,753	3.4%
Rev. Over (Under) Exp.	\$50,993	\$0	\$10,871	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.60	1.58	1.58	1.60	0.02	1.3%
Revenues	\$48,261	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$100,775	\$105,849	\$105,849	\$91,836	(\$14,013)	-13.2%
Expenditures	\$130,916	\$155,849	\$155,017	\$141,836	(\$14,013)	-9.0%
Rev. Over (Under) Exp.	\$18,120	\$0	\$832	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$2,454	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$28,150	\$25,000	\$25,000	\$25,000	\$0	0.0%
County Tax Levy	\$153,036	\$152,467	\$152,467	\$156,755	\$4,288	2.8%
Expenditures	\$152,661	\$177,467	\$178,705	\$181,755	\$4,288	2.4%
Rev. Over (Under) Exp.	\$30,979	\$0	(\$1,238)	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	6.15	6.15	6.15	6.15	0.00	0.0%
Revenues	\$473,747	\$560,000	\$605,034	\$556,700	(\$3,300)	-0.6%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$272,841	\$259,915	\$259,915	\$247,263	(\$12,652)	-4.9%
Expenditures	\$767,903	\$819,915	\$866,647	\$803,963	(\$15,952)	-1.9%
Rev. Over (Under) Exp.	(\$21,315)	\$0	(\$1,698)	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$360,751	\$444,000	\$446,311	\$444,000	\$0	0.0%
Appr. Fund Balance	\$1,222	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$53,069	(\$19,528)	(\$19,528)	(\$18,907)	\$621	N/A
Expenditures	\$280,622	\$424,472	\$448,656	\$425,093	\$621	0.1%
Rev. Over (Under) Exp.	\$134,420	\$0	(\$21,873)	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$1,144,551	\$789,100	\$905,766	\$794,100	\$5,000	0.6%
Appr. Fund Balance	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)	-33.3%
County Tax Levy/(Credit)	\$10,119	\$3,011	\$3,011	\$34,160	\$31,149	1034.5%
Expenditures	\$834,223	\$807,111	\$836,313	\$838,260	\$31,149	3.9%
Rev. Over (Under) Exp.	\$340,447	\$0	\$87,464	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.21	8.40	8.40	8.37	-0.03	-0.4%
Revenues	\$113,618	\$93,780	\$134,803	\$102,080	\$8,300	8.9%
Appr. Fund Balance	\$14,215	\$0	\$11,626	\$0	\$0	N/A
County Tax Levy	\$790,215	\$822,840	\$822,840	\$853,544	\$30,704	3.7%
Expenditures	\$883,771	\$916,620	\$941,713	\$955,624	\$39,004	4.3%
Rev. Over (Under) Exp.	\$34,277	\$0	\$27,556	\$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

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%.

	2018 Actual	2019 Actual	2020 Actual(a)	2021 Target
Park System Volunteer Hours	9,652	12,048	7,100	7,455

(a) Reduction in volunteer hours partly attributable to Covid-19.

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 2021.

	2018	2019	2020
Credit Card/Cash Ratio(a)	42%/58%	45%/55%	60%/40%

(a) Ratio figures include park facilities and ice arenas

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.

Customer Satisfaction	2018	2019	2020
Average Score	4.71	4.50	4.75
Percent Score	94%	90%	95%

Parks Programs (Continued)

	2020 Actual	2021 Budget	2021 Estimate(a)	2022 Budget	Budget Change
Staffing (FTE)	59.19	59.91	59.91	60.70	0.79
General Government	\$71,513	\$95,000	\$139,000	\$203,500	\$108,500
Fine/Licenses	\$3,330	\$7,000	\$3,000	\$5,000	(\$2,000)
Charges for Services	\$1,899,570	\$1,604,938	\$1,960,203	\$1,832,925	\$227,987
Interdepartmental	\$38,901	\$46,000	\$46,000	\$48,000	\$2,000
Other Revenue	\$98,085	\$130,700	\$117,016	\$153,000	\$22,300
Appr. Fund Balance (a)	\$226,794	\$100,000	\$173,140	\$65,000	(\$35,000)
County Tax Levy (Credit)	\$3,413,850	\$3,473,322	\$3,473,322	\$3,421,437	(\$51,885)
Total Revenues	\$5,752,043	\$5,456,960	\$5,911,681	\$5,728,862	\$271,902
Personnel Costs	\$3,335,648	\$3,464,915	\$3,360,673	\$3,563,533	\$98,618
Operating Expenses	\$716,403	\$901,807	\$929,709	\$977,870	\$76,063
Interdept. Charges	\$905,655	\$893,572	\$893,389	\$904,883	\$11,311
Fixed Assets (a)	\$183,964	\$196,666	\$332,700	\$282,576	\$85,910
Total Expenditures	\$5,141,670	\$5,456,960	\$5,516,471	\$5,728,862	\$271,902
Rev. Over (Under) Exp.	\$610,373	\$0	\$395,210	\$0	\$0

(a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2022 general government revenues are increased by \$108,500 to \$203,500 and include grant funding of \$62,000 for snowmobile trail maintenance (including an anticipated supplemental increase of \$26,000), \$50,000 for a new National Fish and Wildlife Foundation grant to fund a temporary intern position and partnership agreement with the Waukesha County Land Conservancy, \$40,500 for a new Recreational Boating Facility grant for repairs at the Naga-Waukee Park boat launch, \$25,000 in Wisconsin DNR urban forestry grants to inventory and assess the condition of trees in the park system, \$20,000 for a new Wild Turkey Stamp grant for prescribed burning and/or prescribed plant treatments and temporary intern costs, and \$6,000 for outdoor recreation activities (e.g. muskie stocking). This increase is partly offset by the discontinuation of a \$38,000 grant to fund a temporary natural land management Intern position and \$15,000 federal grant for land management projects.

Fines and licenses revenues, related to parking violations on County grounds, have been decreased \$2,000 from the 2021 budget to reflect three-year average revenue.

Charges for services revenues are increased by about \$228,000 to \$1,832,900, mostly related to the following: an increase in annual stickers sales of \$150,400 and \$33,100 increase in park entrance fees based upon prior year trends. In addition, campground fees increase \$26,000 to \$169,000 and boat launch revenues are increased \$24,800 to \$188,700 to better reflect increased activity over the last several years. Concession revenues decrease by \$5,000 reflecting the change in consumer activity. Charges for services also includes \$101,000 for land rentals, a slight decrease of \$1,300.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$48,000, an increase of \$2,000 from the 2021 budget.

Other revenues increase \$22,300 to \$153,000 largely due to increases in one-time donations for specific park projects. Other revenues in 2022 mainly include \$90,000 of landfill fee revenues, used to fund three-year maintenance plan items; and \$50,000 in donations for Retzer boardwalk and discovery trail improvements in the three-year maintenance plan.

General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$40,000, a decrease of \$40,000. The remaining fund balance of \$25,000 is budgeted for 2022 Planetarium/Retzer maintenance projects.

Personnel costs are increased by approximately \$98,600 or 2.8%. Increases include the cost to continue of existing staff mostly due to a \$51,800 increase in health insurance costs related to changes in employee plan selections. In addition, the budget includes an increase in extra help funding of nearly \$45,000 or 0.78 FTE to assist with increased demand and activity in the park system, partly offset by a decrease of \$8,100 in overtime costs.

Operating expenses increase \$76,100 to nearly \$977,900. Increases include: \$50,000 in contracted service costs related to \$31,000 associated with the tree inventory, and turkey stamp projects discussed previously and \$20,000 as a sub-award to the Waukesha County Land Conservancy to assist with the National Fish and Wildlife Foundation grant mentioned previously to conduct invasive species removal and host community workdays on areas along the Mukwonago River Greenway. The budget also includes a \$26,000 increase in snowmobile maintenance related to an increase in grant funding, a \$15,000 increase for credit card processing charges due to higher activity levels at park facilities, and a \$19,000 increase in planned 3-year maintenance plan projects. This is partially offset by a decrease of \$11,300 in various landscaping and cleaning supply costs at

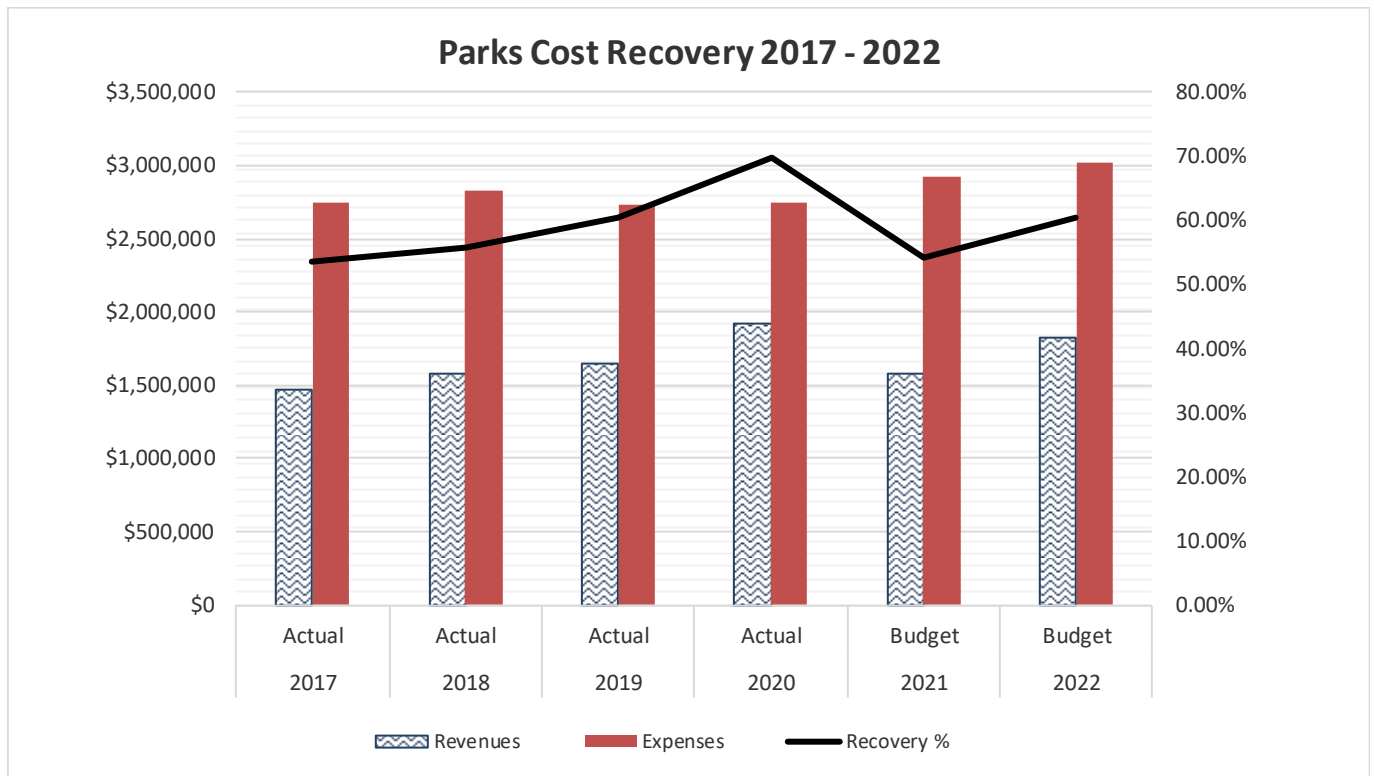
Parks Programs (Continued)

various park facilities to better reflect prior year experience, and a \$9,700 decrease in software costs associated with the removal of Cartegraph asset management software as the department explores alternative asset management solutions.

Interdepartmental charges increase about \$11,300 mainly due to a \$3,500 increase in vehicle fuel, maintenance, and replacement costs, a \$6,700 increase in insurance costs, and a \$2,000 increase in computer maintenance and replacement charges.

Fixed assets increase nearly \$86,000 related to planned projects in the 3-year maintenance plan.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Daily Entrance Stickers	88,690	73,000	74,300	74,900	1,900
Annual Stickers	26,554	21,200	22,600	22,800	1,600
Family Camping	5,477	4,655	3,850	5,100	445
Group Camping	1,178	1,000	1,083	1,170	170
Reserved Picnics/Pavilion/Lodge Rental	650	850	1,000	900	50
Annual Boat Launch Stickers	1033	600	800	850	250
Daily Boat Launch	16,557	14,000	10,000	12,000	(2,000)



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 58.45% of expenditures. The 2022 budget includes a cost recovery rate of 60.39%.

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	2022 Plan (e)	2023 Plan	2024 Plan
All Facilities	Mechanical Maintenance		\$5,878	\$10,000
All Facilities	Striping and Culvert maintenance	\$25,000	\$25,000	\$50,000
All Facilities	Concrete Repairs & Replacement		\$20,000	\$20,000
Expo	Arena (Door, Facility & Mechanical Repair and Maintenance)	\$22,000	\$13,500	\$33,334
Expo	Forum (Door, Mechanical , HVAC repairs/replacement and Annual Maintenance)	\$19,600	\$22,887	\$31,784
Expo	Site & Grounds (Service Gates & Fence Replacement)			\$8,000
Fox Brook	Mechanical & Appliance	\$6,113	\$5,500	
Fox Brook	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)		\$2,500	\$48,000
Fox Brook	Site & Grounds		\$3,000	
Fox Brook	Plumbing & HVAC			\$4,662
Fox River	Mechanical, Electrical & Appliance			
Fox River	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$2,500
Fox River	Site & Grounds			
Fox River	Plumbing & HVAC		\$11,524	\$3,400
Grounds	Mechanical, Electrical & Appliance		\$5,000	
Grounds	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$3,000		
Menomonee	Mechanical & Appliance	\$3,000	\$11,143	
Menomonee	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$25,000		
Menomonee	Site & Grounds		\$30,500	
Menomonee	Plumbing & HVAC	\$5,875	\$7,000	\$11,482
Minooka	Plumbing & HVAC			\$6,000
Mukwonago	Mechanical & Appliance			
Mukwonago	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$25,000
Mukwonago	Site & Grounds (a)	\$74,200		
Mukwonago	Plumbing & HVAC		\$3,547	\$9,602
Muskego	Mechanical & Appliance	\$1,500		
Muskego	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)			\$25,000
Muskego	Site & Grounds	\$6,143		
Muskego	Plumbing & HVAC	\$26,944	\$32,745	\$10,986

3-Year Maintenance and Major Projects Plan (Continued)

Location	Project	2022 Plan (e)	2023 Plan	2024 Plan
Naga-Waukee	Mechanical & Appliance			
Naga-Waukee	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$5,000	\$25,000	
Naga-Waukee	Site & Grounds (b)	\$96,000	\$32,600	
Naga-Waukee	Plumbing & HVAC	\$34,205	\$43,970	\$6,500
Nashotah	Mechanical & Appliance			
Nashotah	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$12,000	\$1,000	
Nashotah	Site & Grounds			
Nashotah	Plumbing & HVAC	\$10,000	\$2,700	\$1,500
Retzer	Mechanical & Appliance			
Retzer	Facility Repairs and Replacements (Roof, Doors, Windows, paint, etc.)	\$14,500		\$20,750
Retzer	Site & Grounds (c)	\$35,000	\$35,000	\$30,000
Retzer	Plumbing & HVAC (d)	\$35,570	\$48,506	
PLAN TOTAL		\$460,650	\$388,500	\$358,500

- (a) Community Development Block Grant funding of \$57,250 is designated for Mukwonago Park ADA Restroom Building Addition.
- (b) Recreational Boating Facilities Grant of \$40,500 is included to partly offset lake access launch repair costs of \$81,000 for this purpose.
- (c) Boardwalk and Discovery Trail donations totaling \$35,000 are designated for this purpose.
- (d) Planetarium/Retzer maintenance of \$25,000 is fund balance designated for this purpose.
- (e) Per the PLU 2020-2022 Strategic Plan, staff are seeking opportunities to obtain contributions for 3-year maintenance projects totaling \$20,000 per year through the utilization of the Department's Partnership Engagement Plan by December 31, 2022.

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
202005	Minooka Park Mountain Bike Infrastructure improvements	2023	\$757,300	0%	\$0	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
202204	Lake Country Trail Underpass	2025	\$2,888,900	0%	TBD	A
202212	Fox River Park Improvements	2022	\$313,000	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.

Performance Measure	2020 Actual	2021 Target	2021 Estimate	2022 Target	
Reported Slips and Falls	0	N/A	3	0	

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.01	6.91	6.91	7.25	0.34
General Government	\$985	\$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	\$100	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$635,287	\$649,843	\$649,843	\$659,195	\$9,352
Total Revenues	\$636,372	\$649,843	\$649,843	\$659,195	\$9,352
Personnel Costs	\$298,405	\$323,107	\$299,584	\$339,432	\$16,325
Operating Expenses	\$125,268	\$125,913	\$125,510	\$119,862	(\$6,051)
Interdept. Charges	\$176,226	\$200,823	\$200,823	\$199,901	(\$922)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$599,899	\$649,843	\$625,917	\$659,195	\$9,352
Rev. Over (Under) Exp.	\$36,473	\$0	\$23,926	\$0	\$0

Program Highlights

Personnel costs increase nearly \$16,300 to \$339,400 and include the cost to continue current staff levels, a 0.34 FTE increase in extra help and a 2.0% increase in extra help hourly rates to help maintain competitive wages.

Operating costs decrease by \$6,100 or nearly 5%, mainly due to reductions of \$5,700 in landscaping supplies, \$5,000 in various other supply accounts, and \$4,700 in equipment costs. This is partly offset by a \$10,000 increase in waste disposal costs to better reflect activity and prior year costs at various county facilities.

Interdepartmental charges decrease approximately \$900 mainly due to an \$800 decrease in expected fuel costs, as well as a reduction in road supply costs (e.g. road salt) of \$700. This is partly offset by an increase of \$1,000 in vehicle maintenance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 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.

Performance Measure	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Program Satisfaction	92%	95%	80%	85%	80%

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.36	8.28	8.28	8.29	0.00
General Government	\$3,510	\$0	\$414	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$58,168	\$109,000	\$84,000	\$110,000	\$1,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$12,956	\$30,000	\$15,000	\$39,000	\$9,000
Appr. Fund Balance	\$291	\$0	\$199	\$0	\$0
County Tax Levy (Credit)	\$541,352	\$537,918	\$537,918	\$533,918	(\$4,000)
Total Revenues	\$616,277	\$676,918	\$637,531	\$682,918	\$6,000
Personnel Costs	\$408,583	\$453,479	\$422,325	\$467,748	\$14,269
Operating Expenses	\$51,549	\$113,608	\$87,638	\$104,958	(\$8,650)
Interdept. Charges	\$93,663	\$109,831	\$109,831	\$110,212	\$381
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$553,795	\$676,918	\$619,794	\$682,918	\$6,000

Rev. Over (Under) Exp.	\$62,482	\$0	\$17,737	\$0	\$0
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Program Highlights

Charges for services revenues are budgeted at \$110,000, an increase of \$1,000 from the 2021 budget and include: workshop and special event fees of \$64,000, a decrease of \$1,000; land and office rental fees totaling \$21,000, a decrease of \$3,000; and \$25,000 for school programming, an increase of \$5,000 based on prior year and anticipated activity. Other revenues are budgeted at \$39,000, a \$9,000 increase from the 2021 budget. Donation revenue is budgeted at \$20,000 an increase of \$8,000 related to anticipated donations from the Friends of Retzer Nature Center for non-specific uses and will not be spent if funding does not materialize.

Personnel costs are budgeted to increase by \$14,300 to nearly \$467,700, mainly to reflect the cost to continue of existing staff, as well as a \$2,000 or 0.01 FTE increase in temporary extra help.

Operating expenses decrease nearly \$8,700 to \$105,000 mainly due to a \$4,500 decrease in merchandise for resale, and reductions in facility repair and maintenance costs of \$4,000 based on prior year costs. This is partly offset by an increase of \$8,300 in contracted services mostly related to the provision of portable amenities for Apple Harvest Festival (e.g. dumpsters, toilets, maintenance agreements, etc.).

Interdepartmental charges increase slightly by almost \$400 mainly due to increases in workers compensation and liability insurance charges.

Exposition Center

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.25	8.20	8.20	7.89	(0.31)
General Government	\$2,819	\$0	\$218,028	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$315,195	\$549,500	\$239,077	\$549,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,199	\$10,000	\$10,199	\$10,000	\$0
County Tax Levy (Credit)	\$177,685	\$210,958	\$210,958	\$224,606	\$13,648
Total Revenues	\$505,898	\$770,458	\$678,262	\$784,106	\$13,648
Personnel Costs	\$427,406	\$492,483	\$491,450	\$511,565	\$19,082
Operating Expenses	\$158,475	\$206,385	\$146,713	\$200,531	(\$5,854)
Interdept. Charges	\$71,609	\$71,590	\$71,590	\$72,010	\$420
Fixed Assets	\$931	\$0	\$0	\$0	\$0
Total Expenditures	\$658,421	\$770,458	\$709,753	\$784,106	\$13,648
Rev. Over (Under) Exp.	(\$152,523)	\$0	(\$31,491)	\$0	\$0

Program Highlights

Charges for services revenue are maintained at 2021 budgeted levels of \$549,500. Fees will be adjusted as necessary to maintain a competitive market position. General Fund balance appropriations of \$10,000 are included in 2022 to fund expenditures for a table and chair replacement program.

Personnel costs increase \$19,100, mainly due to the cost to continue existing staff levels. Extra help costs increase nearly \$5,800 mostly due to the cost to continue for temporary staff. The facility plans to purchase fewer hours in 2022, thus the decrease of 0.31 FTE, but is planning to reduce its balance of regular seasonal hours with higher-skilled lead seasonal hours; allowing staff greater flexibility. Operating expenses decrease approximately \$5,900 mainly due to decreases of \$5,000 in utility expenses as a result of new energy efficient upgrades as part of Expo Arena capital project #202006 completed in 2021. Interdepartmental charges increase slightly by about \$400 related to a \$1,600 increase in insurance charges partly offset by a \$700 decrease in communications charges and \$200 decrease 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 2022, the Department will continue working on a master plan for the lands around the Expo Center and Northview properties.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Banquet/Wedding	1	12	5	8	(4)
Consumer Sales	22	32	24	33	1
Entertainment/Sport	4	8	8	9	1
Fundraiser	3	4	1	4	0
Grounds Events	5	4	7	6	2
Hobby Shows	3	4	1	3	(1)
Meetings	27	36	15	41	5
Religious	1	3	2	3	0
Seminar	0	5	2	3	(2)
Trade Show	0	6	1	6	0
4 H	14	30	15	26	(4)
County Sponsored	22	36	23	35	(1)

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:

To expedite processes for customers, update the Permit and Licensing Guide to include approval processes for various land use, development or alteration projects and post to the website by December 31.

Performance Measures:

	2020 Actual	2021 Target	2021 Estimate	2022 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: Ensure the well-being of residents

Objective #1:

Expand and refine unique housing provisions for in-law units, senior housing and mixed use housing within county zoning ordinances to serve changing consumer preferences and demographic trends by December 31, 2022.

Planning & Zoning (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	9.00	8.00	8.00	8.00	0.00
General Government	\$1,184	\$0	\$513	\$0	\$0
Fine/Licenses	\$74,555	\$95,100	\$102,300	\$94,900	(\$200)
Charges for Services	\$50,751	\$54,250	\$59,350	\$56,250	\$2,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,665	\$1,550	\$2,050	\$2,300	\$750
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$769,070	\$768,453	\$768,453	\$767,482	(\$971)
Total Revenues	\$898,225	\$919,353	\$932,666	\$920,932	\$1,579
Personnel Costs	\$771,508	\$833,876	\$845,442	\$850,710	\$16,834
Operating Expenses	\$9,654	\$35,818	\$12,895	\$19,797	(\$16,021)
Interdept. Charges	\$47,816	\$49,659	\$49,828	\$50,425	\$766
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$828,978	\$919,353	\$908,165	\$920,932	\$1,579
Rev. Over (Under) Exp.	\$69,247	\$0	\$24,501	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, decrease slightly by \$200 to \$94,900 based on current and anticipated activity levels. Charges for services revenues are budgeted at \$56,300 and include \$41,300 in subdivision review revenues, an increase of \$2,000; and \$15,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at \$2,300 and is mostly related to the sale of maps.

Personnel costs increase \$16,800 or 2.0% to \$850,700 due to the cost to continue for existing staffing levels.

Operating expenses decrease \$16,000 to nearly \$19,800 mainly due to a \$16,000 decrease in third party temporary help based on actual usage.

Interdepartmental charges increase \$800, mainly due to a \$830 increase in computer maintenance and replacement charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
#. of Conditional Use reviews	11	20	13	13	(7)
# of Zoning Violations pursued	86	90	100	90	-
Site Plan reviews	21	30	24	25	(5)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of Zoning Permits	375	425	444	435	10
# of Board of Adjustment cases	22	20	25	21	1
# of Certified Survey Maps (CSMs) reviewed	33	30	40	32	2
# of Subdiv. Plat Reviews	31	18	45	35	17

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.

	2020 Actual	2021 Target(a)	2021 Estimate	2022 Target(a)
System samples	396	410	410	410
% sampled (a)	97%	97%	97%	97%
% with coliform bacteria (b)	3.9%	2%	3%	3%
% with nitrates	0%	<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.
- (b) Percent slightly higher for 2021 as facilities were not using as much water due to Covid and may be more likely to have unsafe samples.

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.

	2020 Actual	2020 Target	2021 Estimate	2022 Target
Maintenance notices sent (a)	9,888	7,000	5,391	9,000
Reminder notices sent	2,889	-	-	-
Citations Issued	145	-	-	-
% Maintenance Compliance	98.5%	-	95%	95%
WI Fund Grant (Septic Replacements)	0	0	0	0

- (a) Total number varies from year-to-year as a result of when properties were added to the maintenance program. Additionally, some owners maintain their septic systems on a more frequent schedule, not requiring a notice to be sent from the County.

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)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$74,111	\$36,000	\$42,899	\$36,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$85,518	\$91,000	\$92,005	\$91,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$127	\$5	\$0	\$0	(\$5)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$345,809	\$366,864	\$366,864	\$385,969	\$19,105
Total Revenues	\$505,565	\$493,869	\$501,768	\$512,969	\$19,100
Personnel Costs	\$400,810	\$394,941	\$407,158	\$410,415	\$15,474
Operating Expenses	\$28,926	\$55,049	\$32,199	\$55,916	\$867
Interdept. Charges	\$46,708	\$43,879	\$43,879	\$46,638	\$2,759
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$476,444	\$493,869	\$483,236	\$512,969	\$19,100
Rev. Over (Under) Exp.	\$29,121	\$0	\$18,532	\$0	\$0

Program Highlights

General government revenues remain at 2021 budgeted levels and include \$16,000 as part of the State’s Radon grant 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 are to remain at 2021 budgeted levels of \$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 \$15,500 or 3.8% to \$410,400 and funds the cost to continue existing staff levels.

Operating expenses increase by approximately \$900 mainly due to an increase in contracted laboratory services of \$500 and staff development costs of \$400.

Interdepartmental charges increase \$2,800 mainly due to a \$2,000 increase in postage costs to better reflect prior year actuals and \$600 in computer maintenance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0	0	0	0	0
# of on-site septic systems under Mandatory Maintenance (a)	33,000	33,000	33,000	33,000	0

(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.

Licensing

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.

	2020 Actual	2021 Target	2021 Estimate(c)	2022 Target
Number of licensed food establishments	1,682	1,655	1,680	1,680
Number of licensed Recreational Facilities	325	-	317	317
Number of inspections(b) - food	1,409	2,400	1,400	2,250
Number of inspections(b) – Rec.	123	-	245	325
Number of DPI school inspections(b)	68	-	45	100
# of inspections per Inspector (a)(b)	229	343	241	382

- a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one full time equivalent (FTE) devoted to food for every 280-320 inspections performed annually. WI DATCP factors in recreational program and DPI school inspections for purposes of determining staffing needs.
- b) Inspection types include: routine inspections, re-inspections, pre-license inspections, complaint investigations, outbreak investigations, and consultations.
- c) Activity data is reported utilizing the most recently completed license year. In this case the “actual” data is from the time period of July 1, 2019 – June 30, 2020. The “estimated” activity numbers for 2021 are utilizing the activity data from the July 1, 2020 – June 30, 2021 time frame. During that time many staff were temporarily reassigned to COVID response activities and we performed routine inspection activities on an as time permits basis (as allowed by DATCP).

Licensing (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00
General Government	\$123,668	\$0	\$0	\$0	\$0
Fine/Licenses	\$824,994	\$837,000	\$816,000	\$861,500	\$24,500
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,240	\$3,500	\$3,500	\$3,500	\$0
Other Revenue	\$0	\$500	\$0	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$184,645)	(\$197,065)	(\$197,065)	(\$183,164)	\$13,901
Total Revenues	\$768,257	\$643,935	\$622,435	\$682,336	\$38,401
Personnel Costs	\$551,273	\$570,140	\$584,825	\$606,559	\$36,419
Operating Expenses	\$22,720	\$34,084	\$29,805	\$35,084	\$1,000
Interdept. Charges	\$37,995	\$39,711	\$39,711	\$40,693	\$982
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$611,988	\$643,935	\$654,341	\$682,336	\$38,401
Rev. Over (Under) Exp.	\$156,269	\$0	(\$31,906)	\$0	\$0

(a) Tax Levy (Credit) reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

Program Highlights

License revenues increase \$24,500 to \$861,500, primarily due to an increase in restaurant license/inspection revenues of \$17,000 to \$590,000 as a result of prior year trends and a proposed rate restructuring at the state level in 2022. Additionally, retail food license revenues increase \$5,000 to \$178,000 based on prior year actuals. The budget also includes lodging fee revenues of \$17,500; an increase of \$500, and hotel and pool licensing revenues of \$76,000; 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 \$36,400 or 6.0% due to the cost to continue existing staff levels, largely driven by increases in health insurance costs due to changes in employee plan selection. Operating expenses increase \$1,000 mainly due to slight increases in staff training and travel costs. Interdepartmental charges increase nearly \$1,000 largely due to increases in computer maintenance and replacement charges.

Licensing (Continued)

Activity Data

# of Inspections/Consultations Performed	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
# of Restaurants	1,003	1,700	1,000	1,650	(50)
# of Retail Foods	406	600	400	600	0
# of School Food Services	68	100	50	100	0
# of Lodging	48	50	45	50	0
# of Public Pool, Camp & Rec/ED camp	175	275	200	275	0

# of Establishment Licenses issued	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Restaurants					
Temporary	60	90	80	80	(10)
Prepackaged	54	50	50	50	-
Full Service	1,035	1,025	1,025	1,025	-
Retail Food					
No Processing	183	150	175	175	25
Processing	350	350	350	350	-
Lodging					
Hotel/Motel	42	40	40	40	-
Bed and Breakfast	4	4	4	4	-
Tourist Rooming House	17	30	20	20	-
Recreation					
Public Pools	244	235	235	235	-
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. This objective pertains to non public water supply samples.

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of unsafe bacteria samples	23	60	60	60
Number of owner and staff-collected samples	770	1,200	900	900
% Reported same day	90%	100%	100%	100%

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of systems inspected	418	375	400	400
% systems inspected on same-day	100%	100%	100%	100%
Septic System Plan Reviews	191	150	165	165

Septic/Well/Lab Programs (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.50	5.00	5.00	5.00	0.00
General Government	\$17,201	\$0	\$0	\$0	\$0
Fine/Licenses	\$326,930	\$310,000	\$310,000	\$310,000	\$0
Charges for Services	\$72,768	\$85,000	\$90,000	\$90,000	\$5,000
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)	\$45,547	\$64,163	\$64,163	\$74,916	\$10,753
Total Revenues	\$462,446	\$460,163	\$465,163	\$475,916	\$15,753
Personnel Costs	\$336,705	\$369,102	\$362,165	\$381,481	\$12,379
Operating Expenses	\$31,212	\$45,496	\$46,562	\$47,669	\$2,173
Interdept. Charges	\$43,536	\$45,565	\$45,565	\$46,766	\$1,201
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$411,453	\$460,163	\$454,292	\$475,916	\$15,753
Rev. Over (Under) Exp.	\$50,993	\$0	\$10,871	\$0	\$0

Program Highlights

License revenue consists of septic permit revenues and are maintained at 2021 budgeted levels of \$310,000. Charges for services revenues increase \$5,000 to \$90,000 and include preliminary site assessment fees of \$35,000, an increase of \$5,000; and \$55,000 in water sample fees.

Personnel costs increase nearly \$12,400 due to the cost to continue existing positions. Operating expenses increase approximately \$2,200, mainly due to a \$1,000 increase in equipment costs and \$1,000 increase in mileage reimbursement costs. Interdepartmental charges increase by about \$1,200 related to higher computer maintenance and replacement charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
<u>Number of Septic Permits Issued</u>					
Conventional	211	210	210	210	0
Mound	190	170	170	170	0
Holding Tank	33	20	20	20	0
At Grade	12	10	10	10	0
Pressure Distribution	3	2	3	3	1

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.

	2020 Actual	2021 Target	2021 Estimate	2022 Target
Number of reported animal bites	714	650	650	650
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

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	2020 Actual	2021 Target	2021 Estimate	2022 Target
# Reports animal abuse/neglect	199	200	200	200
% followed up within 48 hours	100%	90%	90%	90%

Humane Animal (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.60	1.58	1.58	1.60	0.02
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$48,261	\$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)	\$100,775	\$105,849	\$105,849	\$91,836	(\$14,013)
Total Revenues	\$149,036	\$155,849	\$155,849	\$141,836	(\$14,013)
Personnel Costs	\$109,122	\$126,443	\$127,321	\$113,373	(\$13,070)
Operating Expenses	\$4,131	\$11,016	\$9,306	\$9,714	(\$1,302)
Interdept. Charges	\$17,663	\$18,390	\$18,390	\$18,749	\$359
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$130,916	\$155,849	\$155,017	\$141,836	(\$14,013)
Rev. Over (Under) Exp.	\$18,120	\$0	\$832	\$0	\$0

Program Highlights

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2021 budget.

Personnel costs decrease just over \$13,000 to \$113,400 due to turnover in the humane officer position, partly offset by a slight 0.02 FTE increase in extra help.

Operating expenses decrease \$1,300 mainly due to decreases in cellular communications charges. Interdepartmental charges increase by nearly \$400 due to increases in computer maintenance and replacement charges.

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$2,454	\$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	\$28,150	\$25,000	\$25,000	\$25,000	\$0
County Tax Levy (Credit)	\$153,036	\$152,467	\$152,467	\$156,755	\$4,288
Total Revenues	\$183,640	\$177,467	\$177,467	\$181,755	\$4,288
Personnel Costs	\$112,350	\$116,399	\$117,637	\$120,447	\$4,048
Operating Expenses	\$30,867	\$51,112	\$51,112	\$51,112	\$0
Interdept. Charges	\$9,444	\$9,956	\$9,956	\$10,196	\$240
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$152,661	\$177,467	\$178,705	\$181,755	\$4,288
Rev. Over (Under) Exp.	\$30,979	\$0	(\$1,238)	\$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 \$4,000 related to the cost to continue existing staff levels. Operating expenses remain at 2021 budgeted levels of approximately \$51,100 mainly for costs associated with providing environmental site assessments (e.g. phase 1 site assessments).

Hazardous Material (Continued)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	27	50	40	40	(10)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	51	51	51	51	0
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 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:	2020 Actual	2021 Target	2021 Estimate	2022 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	7	10	7	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	4	5	3	5

Land & Water Conservation (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	6.15	6.15	6.15	6.15	0.00
General Government	\$247,554	\$281,000	\$324,667	\$300,000	\$19,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$187,023	\$191,000	\$191,000	\$198,700	\$7,700
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$39,170	\$88,000	\$89,367	\$58,000	(\$30,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$272,841	\$259,915	\$259,915	\$247,263	(\$12,652)
Total Revenues	\$746,588	\$819,915	\$864,949	\$803,963	(\$15,952)
Personnel Costs	\$621,019	\$554,112	\$565,827	\$564,939	\$10,827
Operating Expenses	\$92,371	\$209,617	\$244,634	\$182,049	(\$27,568)
Interdept. Charges	\$54,513	\$56,186	\$56,186	\$56,975	\$789
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$767,903	\$819,915	\$866,647	\$803,963	(\$15,952)
Rev. Over (Under) Exp.	(\$21,315)	\$0	(\$1,698)	\$0	\$0

Program Highlights

General government revenues are budgeted to increase \$19,000 to \$300,000. This is related to an increase of \$40,000 to \$218,000 in 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. The increase is a result of the 2021-2023 Wisconsin State Budget and is partially offset by a decrease of \$21,000 to \$17,000 in Aquatic Invasive Species (AIS)/Great Lakes Restoration pass-thru grant funding. This program, in collaboration with lake organizations and Washington County, helps control the spread of invasive species in county lakes and streams. 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.

Charges for services revenues increase \$7,700 to \$198,700. Storm water permit revenue is budgeted to increase \$5,700 to \$80,300 based on a review of prior year actuals. Storm water education program fees are budgeted at \$67,000, remaining at 2021 budgeted 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 \$36,000, an increase of \$2,000 in lake organization contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Other revenue is budgeted at \$58,000, a reduction of \$30,000 from 2021 related to a decrease of \$20,000 in gravel pit royalties per the final year of a contract with a private operator mine gravel at the County owned mine, and \$10,000 in the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution based on historical program actuals. 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.

Personnel costs increase approximately \$10,800 or 1.9% mainly due to the cost to continue of existing staff levels.

Operating expenses decrease \$27,600, largely due to reductions pass-thru costs related to the AIS program discussed above, as well as a \$7,000 reduction in merchandise for resale related to the discontinuation of selling rain barrels and native plants mentioned previously. Interdepartmental charges increase approximately \$800 related to a \$780 increase in computer maintenance and replacement costs.

Land & Water Conservation (Continued)

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Number of Educational Presentations/Events	54	70	60	70	0
Number of Storm water Permits issued	82	80	80	80	0
Number of Construction Site Inspections	617	600	600	600	0
Number of Farm Compliance Inspections*	0	8	8	8	0

* 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:	2020 Actual	2020 Target	2021 Estimate	2022 Target
County HHW disposal costs per participating household	\$17.18	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (Continued)

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.25	0.35	0.35	0.35	0.00
General Government	\$48,863	\$69,000	\$71,311	\$69,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,353	\$65,000	\$65,000	\$65,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$310,535	\$310,000	\$310,000	\$310,000	\$0
Appr. Fund Balance	\$1,222	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	\$53,069	(\$19,528)	(\$19,528)	(\$18,907)	\$621
Total Revenues	\$415,042	\$424,472	\$426,783	\$425,093	\$621
Personnel Costs	\$20,527	\$26,841	\$27,025	\$27,458	\$617
Operating Expenses	\$258,377	\$395,572	\$419,572	\$395,505	(\$67)
Interdept. Charges	\$1,718	\$2,059	\$2,059	\$2,130	\$71
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$280,622	\$424,472	\$448,656	\$425,093	\$621
Rev. Over (Under) Exp.	\$134,420	\$0	(\$21,873)	\$0	\$0

(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.

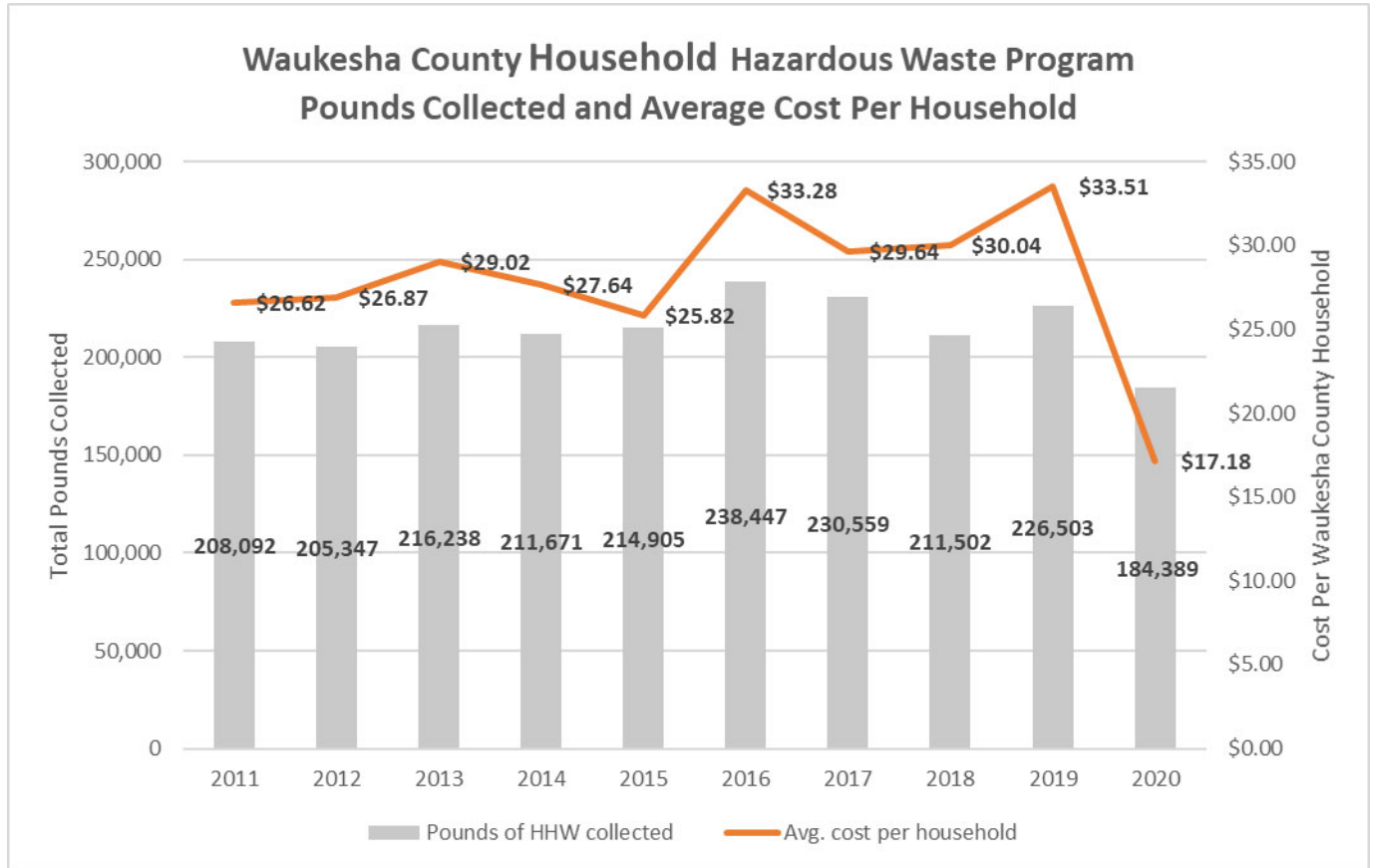
Other revenue includes \$154,000 from landfill siting agreements. In addition, the Emerald Park Landfill operator (Green For Life) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities.

Personnel costs increase \$600 or 2.3% for the cost to continue existing staffing levels.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Green For Life) 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. Green For Life (GFL) pays the County \$156,000 to administer all invoicing for the HHW program. Promotion of household product exchanges continue at two ongoing sites and four special event 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	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Households served at Hazardous Waste Collection	4,210	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	184,389	215,000	215,000	215,000	-
Pounds of HHW Per household	44	39	39	39	-
Number of Households using product exchange	17	200	100	200	-
Tons of office paper/containers recycled at County facilities/parks	229	250	250	250	-

Hazardous Waste and County Facilities Recycling (Continued)



*The 2020 cost per county household decreased to \$17.18 largely due to below average program costs attributable to drop-off sites closing for 8 weeks as a result of the Covid-19 pandemic, as well as two sites permanently closing in 2020, reducing fixed program costs. One new drop-off site is expected to open in 2021.

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government(a)	\$139,194	\$41,000	\$55,266	\$51,000	\$10,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$793,704	\$522,600	\$625,000	\$532,600	\$10,000
Interdepartmental	\$15,500	\$30,500	\$30,500	\$15,500	(\$15,000)
Other Revenue	\$196,153	\$195,000	\$195,000	\$195,000	\$0
Appr. Fund Balance	\$20,000	\$15,000	\$15,000	\$10,000	(\$5,000)
County Tax Levy (Credit)	\$10,119	\$3,011	\$3,011	\$34,160	\$31,149
Total Revenues	\$1,174,670	\$807,111	\$923,777	\$838,260	\$31,149
Personnel Costs	\$443,439	\$456,491	\$459,493	\$469,128	\$12,637
Operating Expenses(a)	\$346,419	\$305,445	\$331,645	\$323,152	\$17,707
Interdept. Charges	\$44,365	\$45,175	\$45,175	\$45,980	\$805
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$834,223	\$807,111	\$836,313	\$838,260	\$31,149
Rev. Over (Under) Exp.	\$340,447	\$0	\$87,464	\$0	\$0

(a) 2021 estimates for expenditures exceed the adopted budget due to 2020 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General governmental revenues increase \$10,000 to \$51,000 related to the state strategic initiative grant, expected to be used for orthophotography projects. Charges for services revenues increase \$10,000 to \$532,600, and consists of document recording fee revenues and reflects the estimated number of recorded documents. Interdepartmental revenues decrease \$15,000 to \$15,500, related to a one-time initiative as part of LIS staff's involvement in generating updated County Board district maps based upon the most recent 2020 census data. Remaining in the budget is a \$15,500 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 2021 budget. A fund balance appropriation of \$10,000 has been included in the 2022 budget to assist with the incorporation of the program into the general fund, a reduction of \$5,000.

Personnel costs increase \$12,600 to fund cost to continue existing staffing levels. Operating expenses increase nearly \$17,700 to \$323,200, partly to reflect increases in available state grant funds 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. Interdepartmental charges increase almost \$800 mainly due to an increase of \$600 in administrative overhead 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 4.65 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.

Performance Measure:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
PLU Annual Department customer service average rating	4.83	4.83	4.65	4.70	4.65

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	8.21	8.40	8.40	8.37	(0.03)
General Government	\$31,876	\$0	\$42,523	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1	\$0	\$0	\$0	\$0
Interdepartmental	\$82,499	\$92,080	\$92,080	\$102,080	\$10,000
Other Revenue	(\$758)	\$1,700	\$200	\$0	(\$1,700)
Appr. Fund Balance	\$14,215	\$0	\$11,626	\$0	\$0
County Tax Levy (Credit)	\$790,215	\$822,840	\$822,840	\$853,544	\$30,704
Total Revenues	\$918,048	\$916,620	\$969,269	\$955,624	\$39,004
Personnel Costs	\$766,201	\$782,136	\$813,313	\$815,377	\$33,241
Operating Expenses	\$62,568	\$76,410	\$70,329	\$76,036	(\$374)
Interdept. Charges	\$55,002	\$58,074	\$58,071	\$64,211	\$6,137
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$883,771	\$916,620	\$941,713	\$955,624	\$39,004
Rev. Over (Under) Exp.	\$34,277	\$0	\$27,556	\$0	\$0

Program Highlights

Interdepartmental revenues increase \$10,000 to \$102,100 and include reimbursement for staff time for management assistance to the Material Recovery Facility (MRF), golf course operations, and the Community Development Fund (new in 2022).

Other revenues decrease \$1,700 to \$0 to better reflect historical actuals of miscellaneous revenues recovered.

Personnel costs increase just over \$33,200 to \$815,400 mainly due to the cost to continue of existing staff, partially offset by a slight 0.03 FTE decrease in overtime costs.

Operating expenses decrease slightly by \$400 mainly due to a decrease in communications charges.

Interdepartmental charges increase \$6,100 mainly due to an increase of \$5,300 in insurance costs and \$800 in computer ownership costs.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
Revenues						
General Government (a) (b)	\$2,816,018	\$2,912,013	\$19,201,564	\$6,460,506	\$3,548,493	121.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$59,947	\$64,585	\$64,585	\$63,900	(\$685)	-1.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,039,195	\$440,000	\$971,264	\$390,000	(\$50,000)	-11.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,915,160	\$3,416,598	\$20,237,413	\$6,914,406	\$3,497,808	102.4%
Expenditures						
Personnel Costs	\$323,252	\$360,227	\$342,751	\$360,602	\$375	0.1%
Operating Expenses (a)	\$3,502,124	\$2,975,603	\$19,742,616	\$6,451,982	\$3,476,379	116.8%
Interdept. Charges	\$74,336	\$80,768	\$130,782	\$101,822	\$21,054	26.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,899,712	\$3,416,598	\$20,216,149	\$6,914,406	\$3,497,808	102.4%
Rev. Over (Under) Exp.	\$15,448	\$0	\$21,264	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.69	3.69	3.69	3.69	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	3.73	3.73	3.73	3.73	0.00

(a) The 2021 estimate includes the 2020 carryover of encumbered funds totaled \$3.7 million, and ordinance 175-087 carried over approved and available expenditure appropriations of \$35,700 for the CDBG program, \$1,922,900 for the HOME program, \$1,279,200 for CDBG-CV (coronavirus) grant program operating expenditures and \$90,900 for interdepartmental expenditures. Later, through enrolled ordinance 176-27, the budget was increased by \$21,777 for an additional HUD allocation to the CDBG program. Also, additional Emergency Rental Assistance funding from the Coronavirus Response and Relief Supplemental Appropriations Act was appropriated through ordinance 175-75 with \$12.1 million directly from the U.S. Treasury and through ordinance 176-7 with \$14.4 million through the State of Wisconsin Emergency Rental Assistance Program. American Rescue Plan Act Grant funding totaling \$5.3 million was appropriated through enrolled ordinance 176-26 to help create affordable housing and assist individuals experiencing or at risk of experiencing homelessness.

(b) The 2022 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.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	2.64	2.64	2.64	2.20	(0.44)
General Government (a)	\$1,724,848	\$1,464,022	\$3,028,847	\$1,500,000	\$35,978
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$19,500	\$12,900	\$12,900	\$12,900	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$284,304	\$240,000	\$771,264	\$190,000	(\$50,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,028,652	\$1,716,922	\$3,813,011	\$1,702,900	(\$14,022)
Personnel Costs	\$178,566	\$241,659	\$175,151	\$195,100	(\$46,559)
Operating Expenses (a)	\$1,774,919	\$1,421,941	\$3,563,260	\$1,455,891	\$33,950
Interdept. Charges	\$52,711	\$53,322	\$53,336	\$51,909	(\$1,413)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,006,196	\$1,716,922	\$3,791,747	\$1,702,900	(\$14,022)
Rev. Over (Under) Exp.	\$22,456	\$0	\$21,264	\$0	\$0

(a) 2021 estimate represents amounts including the 2020 carryover of encumbrances totaling \$2,144,150 and a 2020 ordinance carryover of \$21,923 through a separate ordinance. The 2021 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$35,603 above the adopted budget and appropriated by enrolled ordinance #175-87 and #176-27 to balance to HUD's records.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,500,000, an increase of \$36,000 from the 2021 budget.

Charges for services of \$12,900, unchanged from the 2021 budget, are from fees for servicing CDBG housing loans.

Other revenues decrease \$50,000 to \$190,000, mainly due to a decrease in program income of \$50,000 to \$150,000, related to a repayment by the City of Waukesha, Housing Development, and Housing Rehabilitation programs.

Personnel costs decrease nearly \$46,600 or 19% due to the shift of 0.35 FTE of the community development manager and 0.09 FTE fiscal specialist to the HOME program and Emergency Rental Assistance grant program (CDBG-OTHER) to better reflect their time spent servicing those grants. This decrease is partially offset by the cost to continue of the remaining staff.

Overall, operating expenses increase \$34,000, mainly due to a \$81,700 increase in subgrantee grants to communities, partially offset by a \$50,000 decrease in program income funded projects.

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 by the CDBG Board.

Performance Measure: Community Objective	Funding Target % of annual Allocation(a)	2021 Actual(b)	2022 Estimate
Housing	18%	21	22
Economic Development	26%	5	5
Public Service (outside neighborhood stabilization areas)	15%	15	15
Public Service (within neighborhood stabilization areas)	10%	11	10
Facilities	11%	26	24
Administration	20%	20	18
Unallocated	0%	2	6

(a) Funding Target % of Annual Allocation is taken from the 2020-2024 Waukesha County Consolidated Plan.

(b) 2020 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2021. 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, housing rehabilitation, and tenant based rent assistance. An emphasis is placed on providing funding to Community Housing Development Organizations (CHDO's).

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	1.09	1.09	1.09	1.30	0.21
General Government (a)	\$615,450	\$1,447,991	\$4,364,285	\$2,710,506	\$1,262,515
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$40,447	\$51,685	\$51,685	\$51,000	(\$685)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$754,891	\$200,000	\$200,000	\$200,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,410,788	\$1,699,676	\$4,615,970	\$2,961,506	\$1,261,830
Personnel Costs	\$96,194	\$118,568	\$106,293	\$137,958	\$19,390
Operating Expenses (a)	\$1,299,977	\$1,553,662	\$4,482,231	\$2,773,635	\$1,219,973
Interdept. Charges	\$21,625	\$27,446	\$27,446	\$49,913	\$22,467
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,417,796	\$1,699,676	\$4,615,970	\$2,961,506	\$1,261,830
Rev. Over (Under) Exp.	(\$7,008)	\$0	\$0	\$0	\$0

(a) 2021 estimate includes the 2020 carryover of encumbrances totaling \$1,009,312 and a 2020 ordinance carryover of \$1,454,167 through a separate ordinance. The 2021 budget was modified to account for additional grant funding and PI received above budget in prior years totaling \$468,744 above the adopted budget and appropriated by enrolled ordinance #175-87.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$2,710,500, an increase of \$1,262,500 from the 2021 budget, mainly due to \$1,250,000 in HOME-American Rescue Plan Act funding to create affordable housing and services to assist individuals at risk or experiencing homelessness.

Charges for services decrease nearly \$700 to \$51,000 and reflect fees for servicing HOME housing loans.

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 nearly \$19,400 or 16% due to the cost to continue existing staffing levels, as well as the shift of 0.21 FTE from the CDBG program area (0.18 FTE community development manager and 0.03 FTE fiscal specialist) to the HOME-American Rescue Plan Act grant program to better reflect staff time servicing this grant.

Operating expenses increase \$1,220,000 to \$2,773,600 mainly due to a \$1.2 million increase in subgrantee grants to communities, mostly related to the HOME-American Rescue Plan Act grant funding.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

Quality Pillar: Ensuring Affordable Housing Options

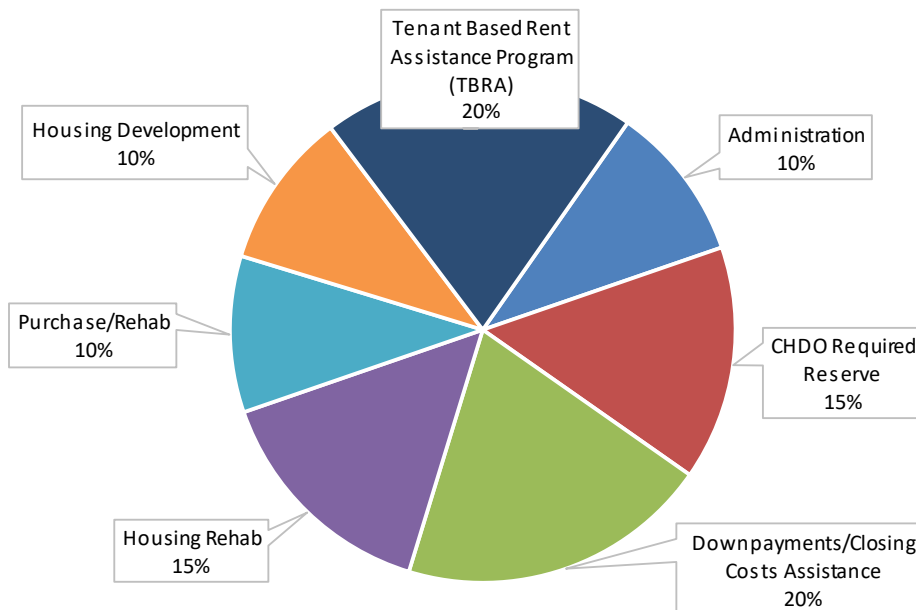
Objective #3: Ensure Waukesha County residents have affordable housing located near high opportunity areas of job growth.

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 high opportunity areas of job growth by December 2022.

Performance Measure:

	Year 2020 Actual	Year 2021 Goal	Year 2022 Goal
50% of HOME and CDBG funded affordable housing projects will be located in high opportunity areas of the County by December 2022.	25%	50%	50%

2021 Actual Allocation of HOME Program Funding Award at \$1,464,022



* 2021 allocation based on the Home Board Recommendation.

Other 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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.23	0.23
General Government (a)	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
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	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
Personnel Costs	\$48,492	\$0	\$61,307	\$27,544	\$27,544
Operating Expenses (a)	\$427,228	\$0	\$11,697,125	\$2,222,456	\$2,222,456
Interdept. Charges	\$0	\$0	\$50,000	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$475,720	\$0	\$11,808,432	\$2,250,000	\$2,250,000
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

(a) 2021 Estimate includes estimated spending related to Emergency Rental Assistance grant funding received in 2021 through enrolled ordinance 175-75.

Program Highlights

Federal revenues from the US Department of Treasury totals \$2,250,000 to provide for emergency rental assistance.

Personnel costs increase \$27,500 or 0.23 FTE related to the transfer of the community development manager and fiscal specialist's time in monitoring and reviewing the emergency rental assistance grant program.

Operating expenses in 2022 total \$2,222,500, primarily related to Emergency Rental Assistance funding to assist individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.

Grant Title	Funding Source	Funding Administration	Grant End Date	2020 Actual Award	2021 Budgeted Award	2021 Estimated Award	2022 Budget
CDBG Entitlement	US Dept of Housing & Urban Dev (HUD)	HUD	Annual Cycle	\$1,464,022	\$1,499,625	\$1,499,625	\$1,499,625
HOME Investment Partnership	US Dept of Housing & Urban Dev (HUD)	HUD	Annual Cycle	\$1,447,991	\$1,460,506	\$1,460,506	\$1,460,503
Emergency Rental Assistance #1a	US Dept. of Treasury	US Dept. of Treasury	Sept. 30, 2022	\$0	\$12,082,684	\$12,082,684	\$0
Emergency Rental Assistance #1b	US Dept. of Treasury	WI Dept. of Administration	Sept. 30, 2022	\$0	\$14,398,531	\$0	\$0
CDBG-CV (COVID-19)(a)	US Dept of Housing & Urban Dev (HUD)	HUD	Dec. 31, 2021	\$2,196,332	\$0	\$1,720,612	\$0
Emergency Rental Assistance #2	US Dept. of Treasury	US Dept. of Treasury	Sept. 30, 2025	\$0	\$0	\$0	\$2,250,000
HOME-American Rescue Plan Act (ARPA) (b)	US Dept of Housing & Urban Dev (HUD)	HUD	Dec. 31, 2030	\$0	\$5,293,334	\$0	\$1,250,000

(a) 2021 estimated award for CDBG-CV funds represents carried over funds from 2020.

(b) Per Community Development staff, HOME-ARPA funds are not expected to be spent until 2022, due to revised program guidelines and specifications being finalized in Q3 and Q4 of 2021.

CDBG Entitlement This grant allocates 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.

HOME Investment Partnership This grant is part of a consortium with Jefferson, Ozaukee, and Washington counties. Primarily, its purpose is to focus on owner occupied or rental housing initiatives for low- and moderate-income persons through new development, down payment assistance, homebuyer counseling, and housing rehabilitation.

Emergency Rental Assistance #1a This grant allocates US Treasury Department funds as part of the December 2020 Consolidated Appropriations Act to assist income-eligible households with rent and utility costs, including arrearages as a result of COVID-19.

Emergency Rental Assistance #1b This grant allocates US Treasury Department funds, by way of the State of Wisconsin, as part of the December 2020 Consolidated Appropriations Act to assist income-eligible households with rent and utility costs, including arrearages as a result of COVID-19.

CDBG-CV (COVID-19) This grant funding allocates US Department of Housing and Urban Development (HUD) funds as part of the March 2020 CARES Act to be used to prevent, prepare for, and respond to COVID-19. Allowable uses of the funding include mortgage and rental assistance, small business assistance, homeless programs, food/nutrition and medical assistance.

Emergency Rental Assistance #2 This grant allocates US Department of Housing and Urban Development (HUD) funds to assist individuals unable to pay their rent or utilities as a result of the COVID-19 pandemic, as well as aid in housing stability.

HOME-American Rescue Plan Act (ARPA) This grant allocates US Department of Housing and Urban Development (HUD) funds as part of the March 2021 American Rescue Plan Act to create affordable housing and services to assist individuals experiencing or at risk of experiencing homelessness via the development of non-congregate shelter units, supportive services, tenant-based rental assistance, and the development of affordable housing.

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	45.9%
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	\$1,071,022	\$1,457,602	\$1,294,898	\$2,127,318	\$669,716	45.9%
Expenditures						
Personnel Costs	\$130,431	\$107,005	\$106,955	\$115,850	\$8,845	8.3%
Operating Expenses	\$940,523	\$1,350,525	\$1,173,612	\$2,011,393	\$660,868	48.9%
Interdept. Charges	\$66	\$72	\$72	\$75	\$3	4.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,071,020	\$1,457,602	\$1,280,639	\$2,127,318	\$669,716	45.9%
Rev. Over (Under) Exp.	\$2	\$0	\$14,259	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.94	0.76	0.76	0.76	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	0.94	0.76	0.76	0.76	0.00

Program Highlights

Workforce Innovation Opportunity Act revenue from the State of Wisconsin - Department of Workforce Development (DWD) is budgeted at \$1,814,800, an increase of \$438,400 related to the economic impacts of the COVID-19 pandemic. The annual funding 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 remained flat. The budget also includes an increase of \$231,300 in statewide employment recovery dislocated worker grant funding, appropriated by the county board in 2021 (ordinance 175-67).

Personnel costs increased by nearly \$8,800 or 8.3% to reflect the cost to continue of 0.76 FTE Workforce Development Board Director as well as changes to employee plan selections of health insurance. Operating expenses increase about \$660,900 reflecting the grant increases above to nearly \$2,011,400, which include \$1,968,400 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	\$89,803	\$138,063
WIOA Adult	US Dept. of Labor	WI Dept. of Workforce Development	\$284,219	\$241,487	\$241,488	\$388,319
WIOA Dislocated Worker	US Dept. of Labor	WI Dept. of Workforce Development	\$346,203	\$291,030	\$291,031	\$405,240
WIOA Youth	US Dept. of Labor	WI Dept. of Workforce Development	\$324,518	\$275,727	\$275,727	\$449,006
WIOA Rapid Response	US Dept. of Labor	WI Dept. of Workforce Development	\$61,516	\$52,289	\$67,009	\$67,009
Windows to Work	WI Dept. of Corrections	WI Dept. of Corrections	\$95,000	\$90,250	\$90,250	\$90,250
WIOA Statewide Employment Recovery	US Dept. of Labor	WI Dept. of Workforce Development	\$0	\$0	\$275,000	\$0

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.

WIOA Statewide Employment Recovery: This one-time grant provides supplemental funding to serve additional individuals who meet the WIOA Dislocated Worker Program eligibility criteria.

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 PY20-21)										
Program	Q2 Unsubsidized Employment		Q4 Unsubsidized Employment		Median Earnings (Qtrly)		Credential Attainment Rate		Measurable Skill Gain	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Adult	83%	89.9%	82%	84.8%	\$7,000	\$8,252	63%	76.6%	42%	56.4%
Dislocated Worker	85%	88.9%	81%	85.7%	\$9,000	\$10,371	63%	84.8%	45%	58.8%
Youth	81%	83%	82%	88.1%	\$4,600	\$6,500	54%	60%	32%	43.9%

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.

Measurable Skill Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and

who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

In addition to the above indicators, other highlights from the PY19-20 program year include:

- 353 total program participants.
- 190 were placed in employment with the others either attending an educational program or receiving other program services.
- 45 received formal on-the-job training with local employers.
- 8 businesses provided incumbent worker training to 45 employees.
- 71 individual training accounts were provided for occupations in 12 different occupational areas including health science, business management, transportation logistics, manufacturing, and information technology.
- Average hourly wages upon placement for adults, dislocated workers, and youth were \$21.22, \$23.82, and \$13.77, 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	2020	2021	2021	2022	Change From 2021	
	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	\$1,550,720	\$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	\$1,950,720	\$400,000	\$400,000	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$0	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$337,500	\$0	\$337,500	\$0	0.0%
Total Expenditures	\$0	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$1,950,720	\$0	\$400,000	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2018 – 2022

Revenue Source	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0	\$0
Landfill Siting	\$0	\$0	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Total Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Revenues Over/(Under) Expenditures	\$0	\$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.

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

Performance Measure:	2020 Actual	2021 Target	2021 Estimate	2022 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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,803	\$0	\$2,273	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,712,515	\$1,953,500	\$2,103,126	\$2,145,000	\$191,500	9.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$5,790	\$12,000	\$12,000	\$12,000	\$0	0.0%
Appr. Fund Balance	\$210,951	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,931,059	\$1,965,500	\$2,117,399	\$2,157,000	\$191,500	9.7%
Expenditures						
Personnel Costs	\$1,317,496	\$857,613	\$825,613	\$876,278	\$18,665	2.2%
Operating Expenses	\$985,834	\$584,221	\$588,812	\$698,374	\$114,153	19.5%
Interdept. Charges	\$686,576	\$597,749	\$597,749	\$587,714	(\$10,035)	-1.7%
Fixed Assets (Memo) (c)	\$20,238	\$10,000	\$18,972	\$65,900	\$55,900	559.0%
Total Expenditures	\$2,989,906	\$2,039,583	\$2,012,174	\$2,162,366	\$122,783	6.0%
Operating Income/(Loss)	\$941,153	(\$74,083)	\$105,225	(\$5,366)	\$68,717	N/A
Cash Flow From Operations (b)	\$879,696	\$2,070	\$180,725	\$96,243	\$94,173	4549.4%
Position Summary (FTE)						
Regular Positions	6.82	4.90	4.90	3.90	(1.00)	
Extra Help	20.21	9.74	9.74	12.60	2.86	
Overtime	0.72	0.44	0.44	0.44	0.00	
Total FTEs	27.75	15.08	15.08	16.94	1.86	

(a) In 2020, 2021, and 2022 interest income is budgeted in and accounted for by management only in the Naga-Waukeee 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 excellence

Objective #1: 80% customer satisfaction rating for golf experience and events.

Performance measure: 80% of participants reported good or very good rating for Golf experience and events.

Objective #2: Provide enhanced opportunities at Waukesha County Golf Courses for local business outings for companies that may be looking for smaller and time sensitive events.

Performance measure: Market, plan and host one (1) new small business outing per month from May to September at both Naga-Waukee and Moor Downs Golf Courses for groups of 12-32 players.

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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	12.01	11.58	11.58	12.28	0.70
General Government (c)	\$0	\$0	\$2,132	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,834,453	\$1,664,500	\$1,715,500	\$1,751,000	\$86,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,970	\$9,000	\$9,000	\$9,000	\$0
Appr. Fund Balance	\$456	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,837,879	\$1,673,500	\$1,726,632	\$1,760,000	\$86,500
Personnel Costs	\$645,220	\$699,051	\$667,051	\$666,074	(\$32,977)
Operating Expenses (excl. Depr. Exp)	\$398,114	\$426,199	\$418,599	\$479,475	\$53,276
Depreciation Expense	\$62,556	\$63,204	\$62,151	\$87,711	\$24,507
Interdept. Charges	\$438,716	\$499,541	\$499,541	\$474,265	(\$25,276)
Fixed Assets (Memo) (a)	\$20,238	\$0	\$0	\$65,900	\$65,900
Total Expenditures	\$1,544,606	\$1,687,995	\$1,647,342	\$1,707,525	\$19,530
Operating Income/(Loss)	\$293,273	(\$14,495)	\$79,290	\$52,475	\$66,970
Cash Flow From Operations (b)	\$355,373	\$48,709	\$141,441	\$140,186	\$91,477

- (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.
- (c) The 2021 estimate contains unbudgeted general government revenue related to COVID-19 response reimbursement.

Naga-Waukee Golf Course (Continued)

Program Highlights

Overall revenues are increased \$86,500 from the 2021 budget to \$1,760,000, to better reflect prior and current year activity.

Personnel costs decrease by nearly \$33,000 or 4.7% to \$666,100 largely due to the abolishment of 1.00 FTE golf course superintendent. This reduction is partially offset by an increase of 1.70 FTE temporary extra help or \$51,900.

Operating expenses increase by \$53,300 mainly related to a \$20,000 brush removal project in areas throughout the course, \$10,000 increase in annual golf cart replacement purchases from 12 units to 16, \$9,000 for the purchase of new tee signs, and \$7,000 for pro-shop carpet replacement. Scheduled depreciation increases nearly \$24,500 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges decrease by nearly \$25,300 due to a \$21,600 decrease in workers compensation charges based on prior year experience in the golf system, as well as a decrease of \$14,100 in calculated vehicle replacement charges. This is partly offset by an increase of \$5,200 in vehicle repair and fuel costs, \$2,500 in administrative overhead costs, \$2,000 increase in property and liability insurance charges, and a \$1,500 in department management charges.

Scheduled fixed asset purchases of \$66,000 is related to the following: \$35,000 for replacement reel and bedknife grinders, \$12,000 for site entrance landscaping improvements, \$12,000 for new patio furniture, and \$6,900 for a new hydraulic lift for the preparation and cleaning of equipment.

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	66,854	64,000	65,400	65,700	1,700
Golf Car Rentals	28,851	28,250	28,250	29,000	750
9 Hole Play	16,644	17,500	16,300	16,700	-800
18 Hole Play	25,105	23,250	24,550	24,500	1,250

Naga-Waukee Golf Course Revenue				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$1,025,569	\$925,000	\$950,000	\$975,000
Golf Cars	\$392,780	\$360,000	\$360,000	\$370,000
Food	\$250,019	\$200,000	\$225,000	\$225,000
Merchandise	\$99,078	\$110,000	\$110,000	\$110,000
Misc. Revenue	\$69,977	\$78,500	\$79,500	\$80,000
Total Revenue	\$1,837,423	\$1,673,500	\$1,724,500	\$1,760,000

Wanaki Golf Course

Program Description

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

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	11.58	0.00	0.00	0.00	0.00
General Government	\$1,803	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,434,861	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,810	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$200,352	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,639,826	\$0	\$0	\$0	\$0
Personnel Costs	\$508,061	\$0	\$0	\$0	\$0
Operating Expenses (excl. Depr. Exp)	\$335,111	\$0	\$0	\$0	\$0
Depreciation Expense	\$73,014	\$0	\$0	\$0	\$0
Interdept. Charges	\$146,402	\$0	\$0	\$0	\$0
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,062,588	\$0	\$0	\$0	\$0
Operating Income/(Loss)	\$577,238	\$0	\$0	\$0	\$0
Cash Flow From Operations (b)	\$449,900	\$0	\$0	\$0	\$0

(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

In 2020, Wanaki Golf Course was sold to a private golf course operator. Starting with the 2021 golf season, Wanaki was re-opened as a private course that is open for public play. Per terms of the sale, Wanaki will be deed restricted for golf course purposes for eight years.

Wanaki Golf Course (continued)

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	36,932	0	0	0	0
Golf Car/Cart Rental	22,454	0	0	0	0
9 Hole Play	23,840	0	0	0	0
18 Hole Play	17,046	0	0	0	0

Wanaki Golf Course Revenue				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$849,515	\$0	\$0	\$0
Golf Cars	\$231,516	\$0	\$0	\$0
Food	\$237,196	\$0	\$0	\$0
Merchandise	\$98,058	\$0	\$0	\$0
Misc.	\$23,189	\$0	\$0	\$0
Total	\$1,439,474	\$0	\$0	\$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.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.16	3.50	3.50	4.66	1.16
General Government	\$0	\$0	\$141	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$443,201	\$289,000	\$387,626	\$394,000	\$105,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$10,143	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$453,354	\$292,000	\$390,767	\$397,000	\$105,000
Personnel Costs	\$164,215	\$158,562	\$158,562	\$210,204	\$51,642
Operating Expenses (excl. Depr. Exp)	\$103,115	\$81,869	\$94,713	\$117,290	\$35,421
Depreciation Expense	\$13,924	\$12,949	\$13,349	\$13,898	\$949
Interdept. Charges	\$101,458	\$98,208	\$98,208	\$113,449	\$15,241
Fixed Assets (Memo) (a)	\$0	\$10,000	\$18,972	\$0	(\$10,000)
Total Expenditures	\$382,712	\$351,588	\$364,832	\$454,841	\$103,253

Operating Income/(Loss)	\$70,642	(\$59,588)	\$25,935	(\$57,841)	\$1,747
Cash Flow From Operations (b)	\$74,423	(\$46,639)	\$39,284	(\$43,943)	\$2,696

- (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 increased \$105,000 to \$394,000, mainly related to higher greens fees of \$85,000 related to an increase of 3,000 rounds. In addition, golf car rental revenues are increased \$28,000 based on prior and current year activity. This increase is partly offset by a reduction of \$7,000 in foot golf revenues, which is proposed to be eliminated in 2022.

Personnel costs increase about \$51,600 to \$210,200 largely due to increasing extra help 1.16 FTE for a head attendant part-time position.

Operating expenses increase by \$35,400 to \$117,300, largely due to \$10,000 for a protective netting barrier to prevent accidents and damage to patron's vehicles at the Waukesha County Community Health Clinic, \$6,000 for increased water and sewer charges, \$4,000 in increased landscaping supplies, \$4,000 for new patio furniture, and a \$4,000 increase in merchandise for resale expenses.

Scheduled Depreciation is increased by \$900 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges have increased \$15,200 mainly due to a \$13,900 increase in vehicle replacement charges, and \$700 in vehicle repair charges, partly offset by a \$500 decrease in communications charges.

Fixed asset expenses decrease \$10,000 to \$0.

Moor Downs Golf Course (continued)

Activity

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
9 Hole Rounds	24,995	17,000	19,300	20,000	3,000
Golf Car Rental	14,589	10,300	13,100	13,100	2,800
Foot Golf Rounds	867	555	555	0	(555)

Moor Downs Golf Course Revenue*				
	2020 Actual	2021 Budget	2021 Estimate	2022 Budget
Green Fees	\$281,535	\$185,000	\$250,000	\$260,000
Foot Golf	\$4,263	\$7,000	\$7,000	\$0
Golf Cars	\$106,706	\$62,000	\$90,000	\$90,000
Concessions	\$31,966	\$25,000	\$28,500	\$30,000
Merchandise	\$16,275	\$10,000	\$12,000	\$14,000
Misc. Revenues	\$2,466	\$3,000	\$3,126	\$3,000
Total Revenue	\$443,211	\$292,000	\$390,626	\$397,000

*Foot golf is discontinued in the 2022 budget.

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	2020 Actual	2021 Adopted Budget	2021 Estimate	2022 Budget	Change From 2021 Adopted Budget	
					\$	%
Revenues						
General Government	\$2,086	\$0	\$820	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,034,054	\$1,092,500	\$989,578	\$1,101,930	\$9,430	0.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	-\$2,100	\$13,000	\$10,288	\$10,000	(\$3,000)	-23.1%
Appr. Fund Balance	\$16,153	\$0	\$879	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,050,193	\$1,105,500	\$1,001,565	\$1,111,930	\$6,430	0.6%
Expenditures						
Personnel Costs	\$576,915	\$570,050	\$549,379	\$579,579	\$9,529	1.7%
Operating Expenses (b)	\$495,889	\$541,901	\$540,532	\$559,388	\$17,487	3.2%
Interdept. Charges	\$109,348	\$112,468	\$112,998	\$112,454	(\$14)	0.0%
Fixed Assets (Memo) (c)	\$2,731	\$50,000	\$25,000	\$0	(\$50,000)	-100.0%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,182,152	\$1,224,419	\$1,202,909	\$1,251,421	\$27,002	2.2%
Operating Income/(Loss) (b)	(\$131,959)	(\$118,919)	(\$201,344)	(\$139,491)	(\$20,572)	N/A
Cash Flow From Operations (a)	(\$25,006)	\$9,535	(\$70,084)	\$2,180	(\$7,355)	-77.1%

Position Summary (FTE)

Regular Positions	4.91	4.16	4.16	4.16	0.00
Extra Help	4.00	3.98	3.98	4.24	0.26
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.91	8.14	8.14	8.40	0.26

- (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 annual comprehensive 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:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Naga-Waukee: Prime hours utilized	64%	64%	70%	70%	70%
Eble: Prime hours utilized	59%	60%	70%	50%	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:	2019 Actual	2020 Actual	2021 Target	2021 Estimate	2022 Target
Naga-Waukee: Non-prime hours utilized	24%	36%	25%	30%	25%
Eble: Non-prime hours utilized	24%	40%	25%	20%	25%

CURRENT CONTRACT ICE COMPARISON: PRIME	2019	2020	2021	2022	2022 % Increase
Eble	\$275.00	\$275.00	\$275.00	\$275.00	0.00%
Naga-waukee	\$275.00	\$275.00	\$275.00	\$275.00	0.00%
Other Area Ice Arenas (Average)	\$273.00	N/A	N/A	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2019	2020	2021	2022	2022 % Increase
Eble	\$240.00	\$240.00	\$240.00	\$240.00	0.00%
Naga-waukee	\$240.00	\$240.00	\$240.00	\$240.00	0.00%
Waukesha Summer	\$200.00	\$205.00	\$205.00	\$205.00	0.00%
Other Area Ice Arenas (Average)	\$234.00	N/A	N/A	N/A	N/A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.21	4.20	4.20	4.20	0.00
General Government	\$536	\$0	\$410	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$502,741	\$539,500	\$532,019	\$544,470	\$4,970
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$5,882	\$10,000	\$10,288	\$10,000	\$0
Appr. Fund Balance	\$8,854	\$0	\$879	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$518,013	\$549,500	\$543,596	\$554,470	\$4,970
Personnel Costs	\$276,246	\$292,338	\$292,338	\$299,682	\$7,344
Operating Expenses (excl. Depr. Exp)	\$193,425	\$244,036	\$239,475	\$236,561	(\$7,475)
Depreciation Expense (a)	\$74,171	\$76,172	\$78,052	\$81,802	\$5,630
Interdept. Charges	\$52,477	\$56,377	\$56,907	\$56,968	\$591
Fixed Assets (Memo) (b)	\$2,731	\$25,000	\$25,000	\$0	(\$25,000)
Total Expenditures	\$596,319	\$668,923	\$666,772	\$675,013	\$6,090
Operating Income/(Loss) (a)	(\$78,306)	(\$119,423)	(\$123,176)	(\$120,543)	(\$1,120)
Cash Flow From Operations (c.)	(\$12,989)	(\$43,251)	(\$46,003)	(\$38,741)	\$4,510

(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 annual comprehensive 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 nearly \$5,000 to \$544,500, mainly due to an increase of \$10,300 in contracted ice rentals based on higher utilization amongst leagues and area schools and a \$2,500 increase in hockey league programming, partially offset by reductions in concessions of \$10,000 based on prior year trends.

Personnel costs increase \$7,300 to \$299,700 and fund the cost to continue existing staffing levels.

Operating expenses, excluding budgeted depreciation, decrease about \$7,500 mainly due to a \$5,000 decrease in merchandise for resale-concessions expenses and a \$1,250 decrease in outside printing. Depreciation is scheduled to increase by \$5,600 to nearly \$81,800 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase slightly by \$600 mainly due to a \$1,000 increase in vehicle replacement charges, and \$300 increase in communications charges, largely offset by a decrease of \$1,600 in property insurance.

Activity	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021 vs. 2022 Budget Change
Contract Ice Hours (a)	1,215	1,550	1,531	1,675	125
Public Skating Attendance (b)	4,886	12,000	10,000	12,100	100
No. of Skate Rentals	2,821	5,500	5,000	5,000	(500)

(a) Contract Ice hours includes hours related to Learn to Skate Programming in addition to ice time reservations

(b) Public Skating attendance includes open hockey attendance participants.

Naga-Waukee Ice Arena Revenue

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	2021 vs. 2022 Budget Change
Public Skating	\$87,905	\$92,500	\$92,748	\$95,545	\$3,045
Learn to Skate Program	\$20,467	\$25,000	\$25,271	\$24,000	(\$1,000)
WCHL - Hockey League	\$85,196	\$80,000	\$80,000	\$82,500	\$2,500
Contracted Ice	\$292,116	\$300,000	\$300,000	\$310,425	\$10,425
Concession	\$16,821	\$40,000	\$32,000	\$30,000	(\$10,000)
Investment Income	\$5,454	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$429	\$5,000	\$5,288	\$5,000	\$0
Total	\$508,388	\$549,500	\$542,307	\$554,470	\$4,970

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Staffing (FTE)	4.70	3.94	3.94	4.20	0.26
General Government	\$1,550	\$0	\$410	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$531,313	\$553,000	\$457,559	\$557,460	\$4,460
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	(\$7,982)	\$3,000	\$0	\$0	(\$3,000)
Appr. Fund Balance	\$7,299	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$532,180	\$556,000	\$457,969	\$557,460	\$1,460
Personnel Costs	\$300,669	\$277,712	\$257,041	\$279,897	\$2,185
Operating Expenses (excl. Depr. Exp)	\$179,358	\$169,411	\$168,918	\$181,156	\$11,745
Depreciation Expense (a)	\$48,935	\$52,282	\$54,087	\$59,869	\$7,587
Interdept. Charges	\$56,871	\$56,091	\$56,091	\$55,486	(\$605)
Fixed Assets (Memo) (b)	\$0	\$25,000	\$0	\$0	(\$25,000)
Total Expenditures	\$585,833	\$555,496	\$536,137	\$576,408	\$20,912
Operating Income/(Loss) (a)	(\$53,653)	\$504	(\$78,168)	(\$18,948)	(\$19,452)
Cash Flow From Operations (c.)	(\$12,017)	\$52,786	(\$24,081)	\$40,921	(\$11,865)

(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 annual comprehensive 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 about \$4,500 to \$557,500, mainly due to an increase in contracted ice time of \$10,000 and hockey league revenue of \$2,500 to better reflect prior year trends. Public skating rates and lesson fees are adjusted as necessary to maintain market position. This increase is partly offset by decreases of \$8,000 in concessions revenues and \$4,000 in public skating to better reflect prior year experience.

Personnel costs increase approximately \$2,200 to \$279,900, mainly due to decreases in salary costs of \$18,800 related to staff turnover, offset by increases in health insurance costs of \$9,300 due to changes in employee plan selection as well as increases in temporary extra help of \$9,300 or 0.26 FTE to provide additional assistance to staff related to the unfunding of the 0.75 FTE administrative assistant position in the 2021 budget.

Eble Ice Arena (continued)

Operating expenses are being increased by approximately \$11,700 mainly due to a \$11,000 increase in facility repair and maintenance costs based on prior year trends, as well as a \$1,500 increase in small equipment for the purchase of a new edger. These increases are partially offset by a \$2,000 decrease in merchandise for resale expenses. Budgeted depreciation expense increases \$7,600 to about \$59,900 based on prior year and future fixed asset acquisitions.

Interdepartmental charges decrease almost \$7,600 mainly due to a \$900 decrease in insurance charges, partly offset by a \$700 increase in administrative overhead.

Activity	2020	2021	2021	2022	2021 vs. 2022
	Actual	Budget	Estimate	Budget	Budget Change
Contract Ice Hours (a)	1,251	1,550	1,260	1,628	78
Public Skating Attendance (b)	4,969	13,000	11,900	13,600	600
No. of Skate Rentals	3,413	10,500	6,000	5,000	(5,500)

(c) Contract Ice hours includes hours related to Learn to Skate Programming in addition to ice time reservations

(d) Public Skating attendance includes open hockey attendance participants.

Eble Ice Arena Revenue					
	2020	2021	2021	2022	2021 vs. 2022
	Actual	Budget	Estimate	Budget	Budget Change
Public Skating	\$120,286	\$110,000	\$93,559	\$105,795	(\$4,205)
Learn to Skate Program	\$6,675	\$20,000	\$20,000	\$24,000	\$4,000
WCHL – Hockey League	\$72,425	\$80,000	\$80,000	\$82,500	\$2,500
Contracted Ice	\$312,479	\$300,000	\$230,000	\$310,165	\$10,165
Concession	\$19,448	\$40,000	\$31,000	\$32,000	(\$8,000)
Merch/Bds/Misc	\$2,133	\$6,000	\$3,000	\$3,000	(\$3,000)
Total	\$533,445	\$556,000	\$457,559	\$557,460	\$1,460

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	2020	2021	2021	2022	Change From 2021	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,059,639	\$1,000,000	\$984,070	\$982,337	(\$17,663)	-1.8%
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	\$1,701,846	\$1,743,288	\$2,475,377	\$2,077,650	\$334,362	19.2%
Appr. Fund Balance (a)	\$105,672	\$130,000	\$148,330	\$55,000	(\$75,000)	-57.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,867,157	\$2,873,288	\$3,607,777	\$3,114,987	\$241,699	8.4%
Expenditures						
Personnel Costs	\$394,409	\$386,660	\$388,512	\$392,829	\$6,169	1.6%
Operating Expenses (b)	\$2,152,118	\$2,527,463	\$2,503,871	\$2,587,211	\$59,748	2.4%
Depreciation Expense	\$660,260	\$684,961	\$669,251	\$678,242	(\$6,719)	-1.0%
Interdept. Charges	\$130,713	\$140,751	\$141,844	\$132,909	(\$7,842)	-5.6%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,337,500	\$3,739,835	\$3,703,478	\$3,791,191	\$51,356	1.4%
Operating Income/(Loss)	(\$470,343)	(\$866,547)	(\$95,701)	(\$676,204)	\$190,343	N/A
Cash Flow From Operations (d)	\$84,245	(\$311,586)	\$425,220	(\$52,962)	\$258,624	N/A

Position Summary (FTE)

Regular Positions	4.53	4.43	4.43	4.43	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	4.53	4.43	4.43	4.43	0.00

(a) MRF Appropriated fund balance is used for:

	2020 Actual	2021 Budget	2021 Est.	2022 Budget
MRF Equipment Repair/Replacement (1)	\$85,000	\$130,000	\$130,000	\$55,000
Purchase Order/Carryover from 2020 to 2021	\$0	\$0	\$18,330	\$0
Purchase Order/Carryover from 2019 to 2020	\$20,672	\$0	\$0	\$0
Total Fund Balance Appropriation	\$105,672	\$130,000	\$148,330	\$55,000

1. 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 2021 Estimates includes 2020 budget appropriation carryovers and open encumbrances, which modified the 2021 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 '21	Estimated Operating Impact	A=Annual T=One-Time
202008	Joint MRF Fire Suppression System	2021	\$247,000	100%	\$0	A

Program Highlights

General government revenue, which consists of the State Recycling Grant, are budgeted to decrease nearly \$17,700 to \$982,300. The decrease more accurately reflects the City of Muskego's withdrawal from the County program, which was previously reflected in the 2021 budget.

Other revenues increase \$334,400, largely due to an increase of \$254,000 in recycling revenue due to an increase in the price per ton for recycling at \$85/ton, up from \$65/ton in the 2021 budget. In addition, total equipment replacement fund (ERF) revenues increase \$120,000 due to the inclusion of 3rd party tonnage contributions in the 2022 budget. County tonnage is budgeted to decrease slightly to 29,500, and 10,000 third- party tons processed at the Joint MRF. This increase is partially reduced by a decrease of \$50,000 in investment income based on lower actual returns in prior years.

Appropriated Recycling Fund balance includes \$55,000 to partially fund the MRF Equipment Replacement/Maintenance Plan.

Personnel costs increase approximately \$6,200 or 1.6%, mainly due to the cost to continue existing staff levels and benefits changes.

Operating expenses increase \$59,700 to \$2,587,200. Budgeted residue and disposal costs increase \$61,000 to more accurately reflect higher disposal costs and the percentage of incoming tonnage that is unrecyclable. Scheduled equipment replacements increase \$45,000 to \$400,000 to reflect the usage and aging of equipment at the facility. Operating increases are partially offset by a decrease of \$62,000 in processing fees due to the reduction of anticipated tonnage processed by the private MRF operator (partly offset by inflationary increases). Staff is working with municipal partners to create a dividend strategy responsive to net program revenue levels which maintains a financially sustainable business operation model.

Interdepartmental charges are reduced nearly \$7,800 to nearly \$133,000 mainly due to a \$7,000 reduction of property insurance charges.

Activity Data	2020 Actual	2021 Budget	2021 Estimate	2022 Budget	Budget Change
Tons processed at County compost facility	4,289	4,000	4,000	4,000	0
Tons of office paper and containers recycled – County	229	250	250	250	0
Number of participants in education presentation/events	2,400	6,000	4,000	6,000	0

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

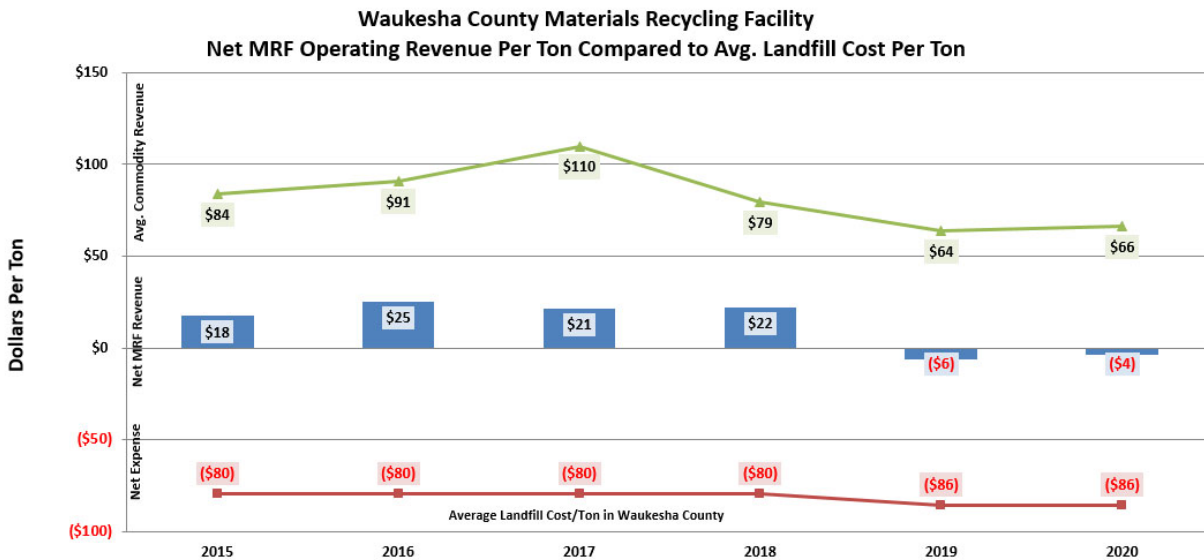
Quality Pillar: High standards of service excellence

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.

2020 Benchmark	2021	2022	2023	2024
81%	81%	83%	85%	85%

The following chart shows for the past six years the net (per ton) MRF operating costs/revenues ((\$4) in 2020). 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 \$66/ton. These costs and revenues are compared to the average landfill tip fees for solid waste in Waukesha County. The 2020 landfill disposal charge held to an average of \$86/ton (\$91 at Emerald Park and \$80 at Orchard Ridge). The six year net average operating gain is \$12.63 per ton and when added to average landfill costs there is a \$94.13 per ton advantage to recycling.



Tonnage for 2016 thru 2019 includes two communities that joined the County recycling program (Village of Vernon and the City of Muskego). 2020 saw an increase in tonnage due to shifting work patterns and an increase of cardboard due to online shopping. However, with one community leaving the County recycling program in 2021, tonnage is expected to decrease slightly in 2022 to 29,500 Tons.

