

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

Functional Area Summary by Agency

	2008	2009	2009	2010	Change from 2009	
	Actual	Adopted Budget (b)	Estimate (a)	Budget (b)	Adopted Budget \$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE *						
Revenues (a) (b)	\$17,879,367	\$19,652,691	\$19,506,559	\$18,599,906	(\$1,052,785)	-5.4%
County Tax Levy	\$8,116,352	\$8,238,894	\$8,238,894	\$9,083,794	\$844,900	10.3%
Expenditures (a)	\$24,302,562	\$26,655,610	\$27,749,618	\$26,903,557	\$247,947	0.9%
Rev. Over (Under) Exp.	\$109,095	-	(\$783,512)	-	-	NA
Oper Income/(Loss) (c)	\$1,584,062	\$1,235,975	\$779,347	\$780,143	(\$455,832)	-36.9%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	\$2,417,645	\$3,638,540	\$2,720,450	\$2,952,700	(\$685,840)	-18.8%
County Tax Levy (d)	(\$1,659,833)	(\$1,736,393)	(\$1,736,393)	(\$1,097,683)	\$638,710	-36.8%
Expenditures	\$1,639,324	\$1,902,147	\$1,868,092	\$1,855,017	(\$47,130)	-2.5%
Rev. Over (Under) Exp.	(\$881,512)	-	(\$884,035)	-	-	NA
UW-EXTENSION						
Revenues (a)	\$293,421	\$224,303	\$388,769	\$363,138	\$138,835	61.9%
County Tax Levy	\$307,426	\$312,646	\$312,646	\$326,994	\$14,348	4.6%
Expenditures (a)	\$560,620	\$536,949	\$678,389	\$690,132	\$153,183	28.5%
Rev. Over (Under) Exp.	\$40,227	-	\$23,026	-	-	NA
FED. LIBRARY SYSTEM						
Revenues (b)	\$1,341,289	\$1,411,736	\$1,425,422	\$1,445,295	\$33,559	2.4%
County Tax Levy	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%
Expenditures	\$3,973,514	\$4,164,025	\$4,112,553	\$4,219,195	\$55,170	1.3%
Rev. Over (Under) Exp.	\$31,603	-	\$65,158	-	-	NA
PARKS AND LAND USE						
Revenues (a) (b)	\$13,827,012	\$14,378,112	\$14,971,918	\$13,838,773	(\$539,339)	-3.8%
County Tax Levy	\$6,804,931	\$6,910,352	\$6,910,352	\$7,080,583	\$170,231	2.5%
Expenditures (a)	\$18,129,104	\$20,052,489	\$21,090,584	\$20,139,213	\$86,724	0.4%
Rev. Over (Under) Exp.	\$918,777	-	\$12,339	-	-	NA
Oper Income/(Loss) (c)	\$1,584,062	\$1,235,975	\$779,347	\$780,143	(\$455,832)	-36.9%

(a) The 2009 revenue and expenditure estimates exceed the 2009 Adopted Budget due to subsequent separate ordinances increasing appropriations.

(b) The 2010 Budget includes various Fund Balance appropriations totaling \$1,765,771 which includes \$770,600 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; \$490,300 in the Parks and Land Use from the General Fund; \$300,000 from the Parks Tarmann Parkland Acquisition Fund; \$108,219 from the Parks and Land Use Land Information Systems Fund; and \$96,652 from the Federated Library State Aids, Federal & Misc. Fund. The 2009 Budget includes various Fund Balance appropriations totaling \$1,442,067 which includes \$761,400 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; \$395,000 in the Parks and Land Use from the General Fund; \$217,165 from the Parks and Land Use Land Information Systems Fund; \$21,190 from the Parks and Land Use Golf Course Fund; and \$47,312 from the Federated Library State Aids, Federal & Misc. Fund.

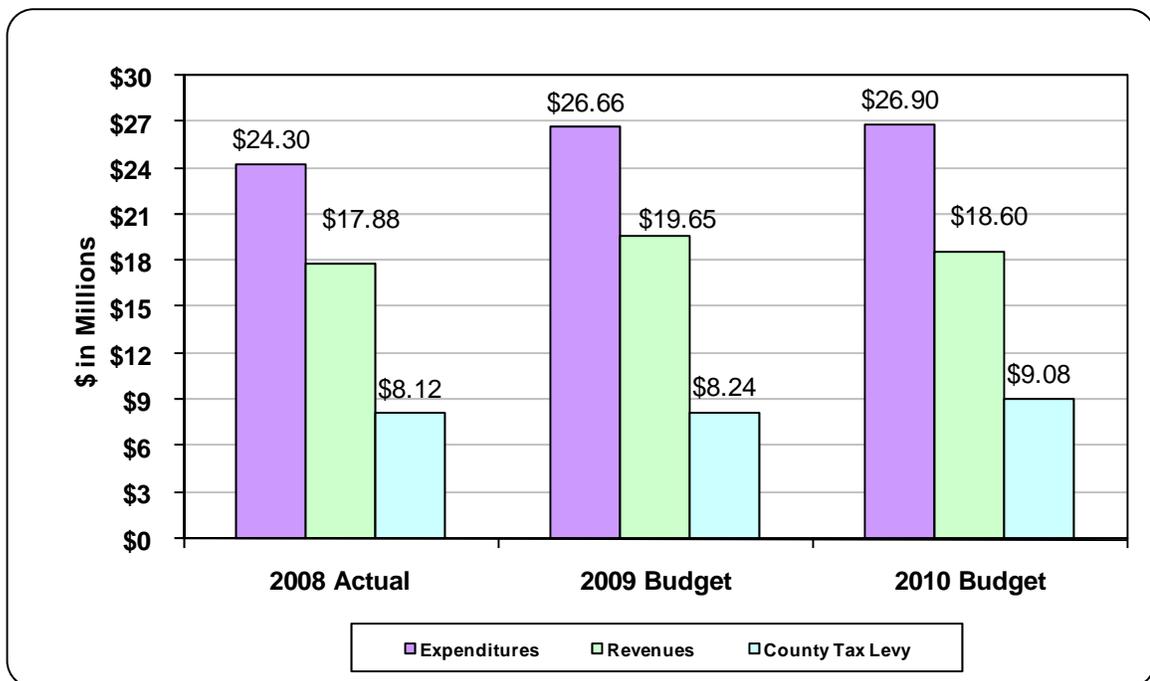
(c) Operating income amounts generated from Enterprise Fund operations are retained earnings within Enterprise Fund Balance and do not result in a reduction of Tax Levy funding for other operations.

(d) Revenues in excess of expenditures are used to reduce tax levy funding for other general government operations.

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 responsibility of an elected official, handles legal documents pertaining to Real Estate, Vital Statistics and Tax Listings. The **University of Wisconsin-Extension** Office offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library**, which is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. 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 (manages the Contracted Materials Recycling Facilities and Solid Waste Programs) and environmental health of its citizens through education, public cooperation, and regulation; and administers the County land planning and zoning functions.



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 2010 Expenditure Budget for this functional area totals \$26,903,557, after adjustments to exclude proprietary fund capitalized fixed asset item purchases, an increase of \$247,947 or 0.9% from the 2009 Adopted Budget. Revenues in the 2010 Budget, including \$1,765,771 of various Fund Balance appropriations, total \$18,599,906 a decrease of \$1,052,785 or a drop of 5.4% from the 2009 base budget. The Tax Levy necessary to fund this functional area totals \$9,083,794, an increase of \$844,900 or 10.3% from the 2009 Budget, mainly due to significant revenue reductions related to the downturn in the Real Estate Market impacting the Register of Deeds Office and Parks and Land Use Budget.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Register of Deeds** Charges for Service revenues are budgeted to decline by \$685,840 to \$2,952,700, mostly due to a reduction in budgeted real estate transfer fees of \$775,000 to \$1,225,000, reflecting a significant decline in the number and value of real estate transactions, due to the downturn in the real estate market. This is partially offset by a budgeted increase in document recording fees of \$62,400 to \$1,373,000, based on estimated 2009 document recording activity. Declining revenues are partially offset by a reduction in the tax levy credit (program revenues exceeding expenditures) used to help fund other County programs, by \$642,710 or 37% to \$1,093,683, which is equivalent to an increase in tax levy allocated to this Department.
- **UW Extension** General Government revenues (and corresponding expenditures) are budgeted to increase by \$130,100 to \$289,250, including the federal Drug Free Communities (DFC) grant, which adds \$125,000 to the base adopted budget in 2010, to be used to continue and strengthen the Waukesha County Drug Free Communities Coalition. These coalition partnerships are used to help reduce underage alcohol consumptions and other drug abuse. Federal Community Development Block Grant (CDBG) funding for community development work in the City of Waukesha's three Neighborhood Revitalization Strategy Areas (NRSAs) increases by \$20,150 to \$130,000, allowing the Department to increase the level of state contract community educators serving these neighborhoods by 0.35 FTE (an additional 730 hours) to 2.10 FTE. In addition, the City of Waukesha is expected to approve an award of \$29,250 in CDBG funding to pilot a NRSA Planning Board project to update one of the neighborhoods' five-year strategic plans and help coordinate and evaluate grant funded activities within that neighborhood.
- **The Federated Library System** County Library Tax Levy increases by 0.8% or \$21,611 to \$2,773,900. Of this Tax Levy, \$2,768,434 is due to the Federated Library funding Levy formula, which multiplies aggregate local municipal library operating expenses (excluding capital) by non-library (True Non-Resident (TNR)) community resident usage as a percent of total County-wide library usage. The remaining \$5,466 is due to Wisconsin State Statute 43.12, which requires Waukesha and other counties to pay for their TNR residents' use of adjacent County's libraries (except for in Milwaukee County).
- **Parks and Land Use General Fund** General Government revenues are budgeted to decline by \$91,444 to \$457,573, mostly due to the state's 2009-11 adopted biennial budget eliminating the Recycling Efficiency Initiative (REI) grant, which was budgeted at \$117,400 in 2009. This grant revenue has allowed the County to provide yard-waste composting services to municipalities at no cost and to fund a portion of the County's electronic appliance recycling (E-cycling) program. To continue these services, \$120,300 in REI grant revenues received in prior years above expenditures, and accounted for in the Material Recycling Facility (MRF) Fund, is budgeted as appropriated MRF Fund Balance. In future years, if the grant fund balance ends, a tip fee may need to be implemented to cover the costs of the yard waste composting efforts.
- **Parks and Land Use General Fund** License revenue is budgeted to decline by \$65,000 to \$1,044,500, mostly due to a reduction in budgeted septic system and zoning permits by \$85,000 to \$225,000 and \$20,000 to \$140,000, respectively, resulting largely from the recent downturn in the real estate development market. This is partially offset by higher budgeted restaurant and retail food license/inspection fees by \$37,000 to \$540,000, partly due to higher activity experienced as the County begins assuming food service inspection duties from the State for some area schools.
- **Parks and Land Use General Fund** Charges for Service revenue are budgeted to decline by \$75,689 to \$1,922,886, mostly due to a reduction in budgeted Exposition Center rental and event fees by \$54,575 to \$625,000, mainly resulting from the loss of a major event. Also, subdivision review fees are reduced by \$30,000 to \$35,000, mostly related to the recent downturn in the real estate development market. This is partially offset by an increase in various Parks revenues (e.g., entrance fees, boat launch fees) by \$29,086 to \$860,886 mostly due to increases in the number or customers.
- **Parks and Land Use General Fund** Other Revenues increase by \$72,000 to \$441,600, mostly due to an increase in Landfill Siting Fee revenues being allocated to the Parks General Fund operations, to help fund Parks maintenance and repair projects. These revenues help partially offset other Parks revenues decreases, resulting from the economic downturn (mentioned above), and their use is planned to be phased down in future budgets as these real estate related revenues rebound to more normal levels.
- **Parks and Land Use; (Multiple Funds)**, in an effort to limit the growth in personnel costs and overall spending, is unfunding 2.75 FTE regular positions, which is estimated to generate a cost avoidance of \$162,430. This includes 1.00 FTE Parks Maintenance worker in the Grounds Maintenance Division of Parks Operations; 1.00 FTE Parks Maintenance worker in the Golf Courses Enterprise Operations; and a 0.75 FTE Clerk I in the Ice Arenas Enterprise Operations. To assist with tasks performed in these funds, additional lower cost temporary extra help and related benefits of 0.59 FTE (1,230 hours) or \$15,000 is budgeted in the Parks General Fund; 0.25 FTE (520 hours) or \$5,640 in Golf Courses Operations; and 0.40 FTE (830 hours) or \$9,350 in the Ice Arenas Operations.
- **Parks and Land Use Tarmann Fund** landfill siting revenues decrease by \$300,000 to \$100,000, in order to shift landfill siting revenues to the Parks General Fund and LIS Funds, both to help offset significant declines in revenues related to the downturn in the real estate market, as discussed previously. This is replaced by appropriated Tarmann Fund Balance budgeted at \$300,000.
- **Parks and Land Use Material Recycling Facility (MRF) Fund**, total revenues decline by \$383,300, and include a reduction of \$300,000 to \$700,000 for the County's share (50%) of material sales (Other Revenues), due to an anticipated decrease in material sale prices and lower volume of materials received, both resulting from the recent economic downturn; a reduction in the state's Recycling Grant to Counties and Municipalities by \$50,000 to \$1,250,000; and a reduction in the vendor's recycling tip fee charge paid to the County (Charges for Service) for every ton of material received of \$42,500 to \$120,000. Operating expenditures increase by \$137,035, mainly due to an increase in the recycling disbursements paid to municipalities for participating in the County's recycling program by \$158,100 to \$1,070,600. Overall, MRF operating income is budgeted to decline by \$517,731 to \$803,076 in 2010.

**BUDGETED POSITIONS 2009-2010
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2008 Year End	2009 Adopted Budget	2009 Modified Budget	2010 Budget	09-10 Change
REGISTER OF DEEDS	General	26.00	25.00	25.00	25.00	0.00
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	93.70	90.70	90.70	89.70	(1.00)
	Golf Course	8.60	8.60	8.60	7.60	(1.00)
	Ice Arenas	5.70	5.70	5.70	4.95	(0.75)
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use		112.00	109.00	109.00	106.25
TOTAL REGULAR POSITIONS		148.00	144.00	144.00	141.25	(2.75)
TOTAL EXTRA HELP		73.60	79.61	79.92	80.41	0.80
TOTAL OVERTIME		4.91	3.62	3.62	3.62	0.00
TOTAL BUDGETED POSITIONS		226.51	227.23	227.54	225.28	(1.95)

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

2010 BUDGET ACTIONS:

Federated Library

Reduce Temporary Extra Help by 0.08 FTE

UW-Extension

Increase Extra Help 0.01 FTE

Parks - General

Unfund 1.0 FTE Parks Maintenance Worker

Increase Extra Help 0.59 FTE

Parks - Golf Courses

Unfund 1.0 FTE Parks Maintenance Worker

Increase Extra Help 0.25 FTE

Parks - Ice Arenas

Unfund 0.75 FTE Clerk I

Increase Extra Help 0.40 FTE

Parks - Land Information Systems

Eliminate 0.37 FTE of Extra Help

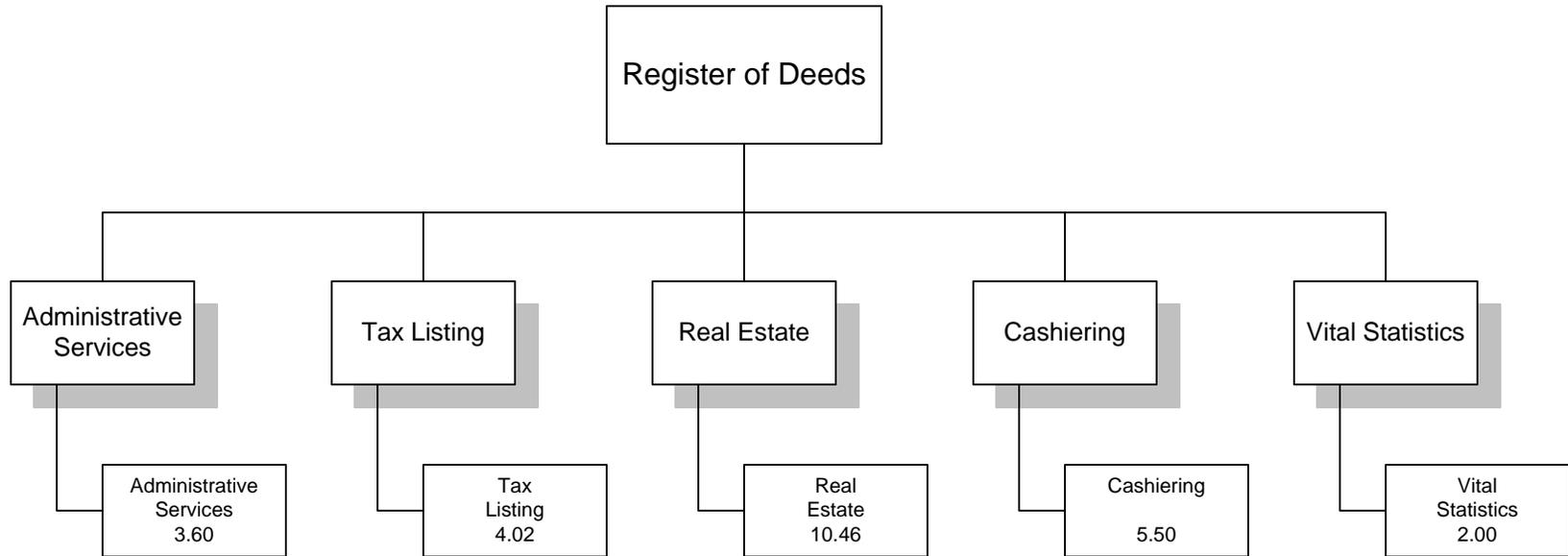
2009 CURRENT YEAR ACTIONS:

UW-Extension

Increase Extra Help 0.31 FTE

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



25.58 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:

1. A depository for safekeeping and public inspection of all legal documents pertaining to Real Estate and Vital Statistics.
2. Analysis and creation of accurate ownership and descriptions of parcels in Waukesha County to aid assessors in local municipalities.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (b)	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Service	\$2,417,645	\$3,638,540	\$2,720,450	\$2,952,700	(\$685,840)	-18.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$0	\$0	\$0	\$0	\$0	NA
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
County Tax Levy (Credit)(a)	(\$1,659,833)	(\$1,736,393)	(\$1,736,393)	(\$1,097,683)	\$638,710	-36.8%
Total Revenues Sources	\$757,812	\$1,902,147	\$984,057	\$1,855,017	(\$47,130)	-2.5%
Personnel Costs	\$1,292,269	\$1,421,101	\$1,405,898	\$1,457,016	\$35,915	2.5%
Operating Expenses	\$57,876	\$98,881	\$98,881	\$70,097	(\$28,784)	-29.1%
Interdept. Charges	\$289,179	\$382,165	\$363,313	\$327,904	(\$54,261)	-14.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$1,639,324	\$1,902,147	\$1,868,092	\$1,855,017	(\$47,130)	-2.5%
Rev. Over (Under) Exp.(b)	(\$881,512)	-	(\$884,035)	-	-	NA

Position Summary (FTE)

Regular Positions	26.00	25.00	25.00	25.00	0.00
Extra Help	0.00	0.28	0.00	0.28	0.00
Overtime	0.00	0.30	0.14	0.30	0.00
Total	26.00	25.58	25.14	25.58	0.00

- (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) Tax Levy of \$13,710 is being shifted from the End User Technology Fund to the Register of Deeds Office to cover the phasing in of the full cost of technology ownership based on the new charging method, which better reflects technology resources being used by departments, as recommended by Internal Audit.
- (c) The Department is estimating that they will finish unfavorably in 2009 due to the downturn in real estate market affecting real estate related revenue receipts.

Major Departmental Strategic Outcomes and Objectives for 2010**County-Wide Key Strategic Outcome: An economically vibrant county**

Objective 1: Promote Real Estate and other local business by minimizing risk and turn around time involved in property transactions processed by the Register of Deeds (ROD). (Real Estate and Cashiering)

Key Outcome Indicator: The Real Estate Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department's benchmark for making documents available to the public is 8 business days, and the benchmark for distributing documents is 30 calendar days. In light of the anticipated implementation of new Land Records System (Tract Index) software in 2009, the ROD benchmarks will remain at the current levels for the next budget year.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
# of days when a document is recorded after the benchmark of 8 business days*	0	0	3**	0
# of days when a document is mailed out after the benchmark of 30 calendar days	0	0	0	0

* Benchmark reduced from 10 to 8 days in 2008

** Department expects to exceed turnaround benchmark due to increased document volume in 2009 and temporary staff reassignment to testing work related to implementation of new Land Records System (Tract Index) software.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 2: Provide desired services to clients efficiently. (Administrative Services)

Key Outcome Indicator: Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests. This shift appears to have leveled off over the past year. Some of the reduction in walk-in requests is probably due to a decrease in activity in the Real Estate market over the past year.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Total transactions via Internet	1,493	1,800	1,873	2,000
Walk-in help requests	5,692	6,000	5,500	5,500
Phone-in help requests	6,137	6,000	6,000	5,750

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 3: 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 Statistics)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback regarding interaction with employees and use of the self-service Vital Records station is an indication of quality and facility of service. The Department began surveying walk-in customers in the Vital Records area in mid-2006. This survey will be somewhat re-configured to record the specific type of business customers that come to the Register of Deeds office for; e.g. Tax Listing questions, Vital Records requests, Real Estate Document recording, or requesting copies of Real Estate Documents

	2008	2009	2009	2010
Performance Measure:	Actual	Target	Estimate	Target
% Positive responses to survey	97%	97%	98%	98%

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 4: Provide desired services to clients efficiently. (Real Estate and Cashiering)

Key Outcome Indicator: Replace the in-house developed Tract Index System with an off-the-shelf product that would be supported by the selected vendor.

	2008	2009	2009	2010
Performance Measure:	Actual	Target	Estimate	Target
Time it takes to complete the indexing process and make the document available to the public. The current benchmark is 8 days, which the department achieved 100% in 2007.	Less than 8 days	Less than 8 days	Less than 8 days*	7 days or less
Staff time savings using the new system.	-	N/A	N/A	TBD

* The new LRS (Tract Index) implementation is on track to be complete in early 2010.

Current and Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '09	Estimated Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (a)	2009	\$900,000	95%	\$22,000	A
200414	Countywide Cashiering (b)	2009	\$970,000	65%	\$43,250	A
200622	Tract Index Replacement (c)	2009	\$331,500	85%	\$45,000	A

Refer to Capital Project section of the budget book for additional detail.

- (a) Project is coordinated by Department of Administration. Annual ongoing costs including software and licensing costs will be split between the Register of Deed's Office (45% or \$9,641), the Treasurer's Office (45% or \$9,641), and the Department of Administration (10% or \$2,142).
- (b) Project is coordinated by Department of Administration. Estimated operating costs reflect annual county-wide costs to be built into the End User Technology Fund budget to be built into the End User Technology Fund budget.
- (c) Project sponsored by Register of Deeds. A Request for Proposal (RFP) was completed in 2008 with project implementation taking place in 2009 with expected completion in early 2010.

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	3.60	3.60	3.60	3.60	0.00
Charges for Services	\$1,198,764	\$2,008,140	\$991,500	\$1,246,500	(\$761,640)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)(a)	(\$1,640,248)	(\$1,648,243)	(\$1,648,243)	(\$880,644)	\$767,599
Total Revenues	(\$441,484)	\$359,897	(\$656,743)	\$365,856	\$5,959
Personnel Costs	\$300,329	\$310,043	\$309,519	\$311,981	\$1,938
Operating Expenses	\$14,539	\$30,720	\$30,720	\$31,711	\$991
Interdept. Charges	\$18,016	\$19,134	\$19,134	\$22,164	\$3,030
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$332,884	\$359,897	\$359,373	\$365,856	\$5,959

Rev. Over (Under) Exp.	(\$774,368)	-	(\$1,016,116)	-	-
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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 revenue are budgeted to decrease by \$761,640 to \$1,246,500, mostly due to a decrease in real estate transfer fees by \$775,000 to \$1,225,000, reflecting the downturn in the real estate market and to be closer to 2008 actuals and the 2009 estimate. Under current state statute, the Register of Deeds office collects \$0.30 per \$100 of the consideration amount from any home sale not exempted. Of this revenue, the County retains 20%, and the state is allocated 80%. Because the revenue collected is based on the value of the home sold, and such sales not being exempt from the transfer fee, the current real estate market impacts this revenue in two ways: First, a reduction in property value as well as the volume of properties sold has significantly reduced the revenue from each individual sale, as well as the total number of sales, respectively. Second, an increase in the number of exempt filings (e.g., properties sold by Sheriffs auction, which are most often exempt from this fee), reduce the percentage of total transfers that include transfer fee revenue. The Tax Levy credit in this program area decreases by \$767,599, mainly due to a reduction in revenues described above.

Personnel costs increase by \$1,938 or 0.6%, mostly due to the cost to continue 3.60 FTE staffing levels. Operating expenditures are budgeted to increase by \$991, mostly due to an increase in book binding and repair to catch up with an accumulation of needed repairs to bound Real Estate volumes. Interdepartmental charges increase by \$3,030, mainly due to an increase in End User Technology Fund (EUTF) computer charges by \$2,634, due to the phasing in of the full cost of technology ownership based on the new charging method, which better reflects technology resources being used by departments, as recommended by Internal Audit. Tax Levy of \$13,710 is being shifted from EUTF, to limit the impact of this cost phase in, for net increase in EUTF charges of only \$2,107 across the Department as a whole.

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Real estate is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Real estate 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.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	10.00	10.46	10.11	10.46	0.00
Charges for Services	\$1,015,868	\$1,427,900	\$1,527,520	\$1,504,700	\$76,800
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)(a)	(\$598,634)	(\$624,620)	(\$624,620)	(\$768,412)	(\$143,792)
Total Revenues	\$417,234	\$803,280	\$902,900	\$736,288	(\$66,992)
Personnel Costs	\$408,816	\$471,171	\$459,197	\$487,493	\$16,322
Operating Expenses	\$27,223	\$31,030	\$31,030	\$12,525	(\$18,505)
Interdept. Charges	\$223,973	\$301,079	\$282,227	\$236,270	(\$64,809)
Fixed Asset	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$660,012	\$803,280	\$772,454	\$736,288	(\$66,992)
Rev. Over (Under) Exp.	(\$242,778)	-	\$130,446	-	-

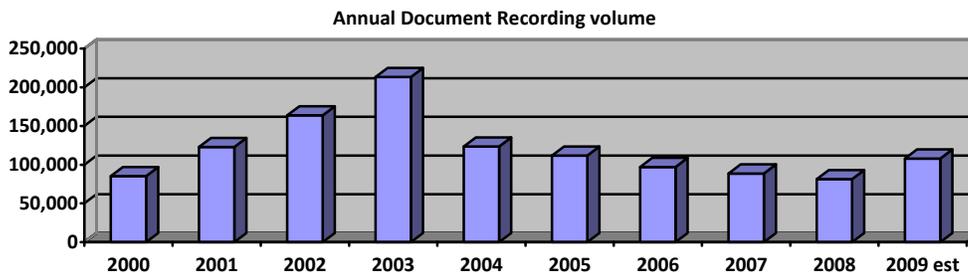
(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.



Program Highlights

As defined in statute, document recording fees are \$11 for the first page and \$2 for each additional page, of which, the local County Register of Deeds office keeps \$4 for the first page and \$2 for each additional page. It is important to note the County has no control over the number of pages filed (e.g., mortgages, land contracts, etc.) or the per page charge, which is determined by statute.

Summary of Recording Fees		
Recording Fees	First Page	Additional Pages
State of Wisconsin	\$2	\$0
County Land Info. Syst. Office	\$5	\$0
ROD Retains	\$4	\$2
Total Fees	\$11	\$2



Charges for Services revenue increase by \$76,800 to \$1,504,700, primarily due to an increase in document recording fees by \$62,400 to \$1,373,400, assuming an increase in the number of pages recorded from 540,500 in the 2009 budget (115,000 documents at an average of 4.7 pages per document) to 577,700 in the 2010 budget (109,000 documents at an average of 5.3 pages per document), based on current year document recording activity. Revenues generated from the Department's online subscription service and Internet copy sales are budgeted to increase by \$28,400 to \$75,300, which is partially offset by a decrease in over-the-counter document copy sales by \$14,000 to \$56,000, as customers shift to using more online resources. The tax levy credit in this program area increases by \$143,792, mostly due to increases in revenue, discussed above, and a decreases in expenditures, discussed below.

Personnel costs increase by \$16,322 or 3.5%, mostly due to the cost to continue 10.46 FTE staff, and due to an increase in health insurance costs by \$11,293, mainly from changes in employee decisions regarding health and dental insurance plans. Operating expenditures are budgeted to decrease by \$18,505, mostly due to the removal of Optical Character Recognition (OCR) software licensing and related fees of \$18,750, as this functionality is expected to be included in the new Land Records System (Tract Index). Consistent with other Capital projects, the Capital Projects fund is expected cover the licensing and support costs of the new System during the first year of implementation (2010). However, following the first year, in the 2011 Budget, the Register of Deeds Office is planning to absorb these additional operating costs.

Interdepartmental charges decrease by \$64,809, mostly due to a reduction in imaging and microfilming charges by \$72,433, largely because the Department of Administration-Records Management Division is planning to reduce imaging and microfilming charges by 16%, from \$0.38 to \$0.32 for the 2010 budget, resulting from efficiencies expected to be achieved in imaging operations. In addition, the new Land Records System (Tract Index) is expected to include imaging functionality, reducing imaging services needed to be purchased from Records Management. This reduction is partially offset by a small increase in allocated End User Technology Fund (EUTF) computer charges of \$6,387.

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	6.40	5.50	5.42	5.50	0.00
County Tax Levy	\$385,403	\$334,240	\$334,240	\$336,892	\$2,652
Total Revenues	\$385,403	\$334,240	\$334,240	\$336,892	\$2,652
Personnel Costs	\$245,382	\$289,278	\$286,378	\$298,064	\$8,786
Operating Expenses	\$7,260	\$15,350	\$15,350	\$5,397	(\$9,953)
Interdept. Charges	\$17,789	\$29,612	\$29,612	\$33,431	\$3,819
Total Expenditures	\$270,431	\$334,240	\$331,340	\$336,892	\$2,652
Rev. Over (Under) Exp.	\$114,972	-	\$2,900	-	-



Program Highlights

County Tax Levy in this program increases by \$2,652 to \$336,892 due to expenditure increases described below.

Personnel costs increase by \$8,786 or 3%, reflecting cost to continue for 5.5 FTEs. Operating expenditures decrease by \$9,953, due to a \$10,000 cost eliminated due to the removal of the Fidlar Cashiering software licensing and related support costs, in anticipation of the implementation of the new countywide cashiering system. The costs of licensing and support of the new countywide cashier system are planned to be absorbed and allocated through the End User Technology (EUTF) Internal Service Fund.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	199	300	200	225	(75)*
Total pages recorded	355,972	540,500	577,7000	577,700	37,200**

* This reduction is due to the downturn in the real estate development market.

** This increase is due to the higher number of pages per documents estimated to be recorded.

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	4.00	4.02	4.01	4.02	0.00
Charges for Services	\$11,890	\$14,500	\$11,430	\$11,500	(\$3,000)
County Tax Levy	\$261,824	\$270,589	\$270,589	\$281,156	\$10,567
Total Revenues	\$273,714	\$285,089	\$282,019	\$292,656	\$7,567
Personnel Costs	\$236,856	\$253,634	\$254,236	\$260,783	\$7,149
Operating Expenses	\$2,229	\$15,036	\$15,036	\$13,309	(\$1,727)
Interdept. Charges	\$14,075	\$16,419	\$16,419	\$18,564	\$2,145
Total Expenditures	\$253,160	\$285,089	\$285,691	\$292,656	\$7,567
Rev. Over (Under) Exp.	\$20,554	-	(\$3,672)	-	-



Program Highlights

Charges for Services revenue decreases by \$3,000 to \$11,500 from the 2009 budget, reflecting copy sales from over the counter purchases shifting to online transactions. County Tax Levy increases in the Tax Listing program by \$10,567 or about 3.9%, mostly to cover personnel cost increases, described below.

Personnel costs increase by \$7,149 or 2.8%, reflecting the cost to continue for 4.02 FTE staffing levels. Operating expenditures decrease by \$1,727, mostly due to a decrease in the anticipated licensing fees charged to the Register of Deeds Office (and the Treasurer’s Office) by \$1,759 to \$9,641 for the new Tax Listing System software, because part of this cost will now also be shared with the Department of Administration.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,712	99,000	99,000	99,500	500
Number of tax listings updated by Tax Listing staff*	31,112	41,000**	32,000**	33,000**	(8,000)
Number of Property Transfers Processed	9,359	14,000	8,457	10,000	(4,000)

* This estimate is based on current year statistics as reported by the current Register of Deeds Tax File application, and reflects double entry in both the current and the new Tax File systems.

** This estimate assumes completion of the new Tax Listing system installation in 2009, and no double entry of data in 2010.

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Program Description

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

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
Charges for Services	\$191,123	\$188,000	\$190,000	\$190,000	\$2,000
County Tax Levy (Credit)(a)	(\$68,178)	(\$68,359)	(\$68,359)	(\$66,675)	\$1,684
Total Revenues	\$122,945	\$119,641	\$121,641	\$123,325	\$3,684
Personnel Costs	\$100,886	\$96,975	\$96,568	\$98,695	\$1,720
Operating Expenses	\$6,625	\$6,745	\$6,745	\$7,155	\$410
Interdept. Charges	\$15,326	\$15,921	\$15,921	\$17,475	\$1,554
Total Expenditures	\$122,837	\$119,641	\$119,234	\$123,325	\$3,684

Rev. Over (Under) Exp.	\$108	-	\$2,407	-	-
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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 \$2,000 or 1% to \$190,000, based on current year and 2008 actual revenues received for vital records copies. The Tax Levy Credit for this program decreases by \$1,684, which amounts to a Tax Levy increase to partially fund the expenditure increase below.

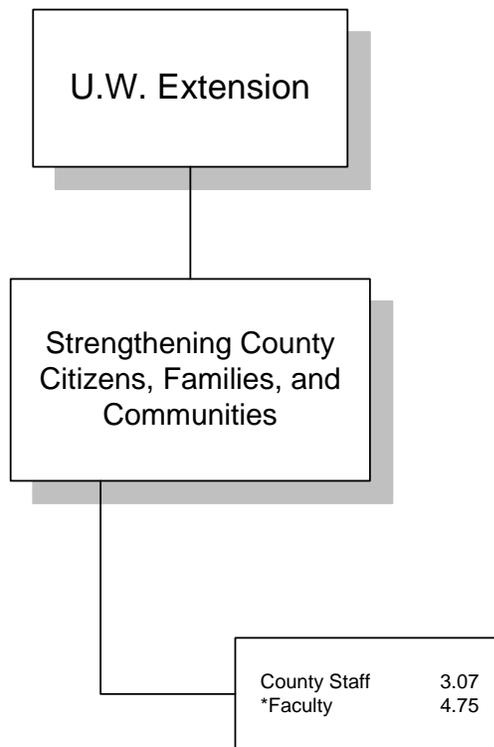
Personnel costs increase by \$1,720 to \$96,975, reflecting costs to continue for 2.00 FTE employees.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Number of Certificates Filed					
Birth	5,665	7,100	7,100	5,700	(1,400)
Death	2,956	3,900	3,900	3,500	(400)
Marriage	1,965	2,700	2,700	2,500	(200)
Number of Certified Copies Issued					
Birth	9,289	12,000	12,000	10,000	(2,000)
Death	34,940	32,000	32,000	35,000	3,000
Marriage	7,497	6,500	6,500	7,500	1,000

U.W. EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.07 TOTAL FTE'S

* State 133 Contract UW-Extension Faculty and Academic Staff funded by State/County/Grant/Fee sources.

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

Waukesha County University of Wisconsin–Extension (UWEX), in partnership with the state UW Cooperative Extension Office, delivers research based information to improve the quality of life for families in the areas of youth development, family living, community resource development, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (a)	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$162,146	\$159,150	\$237,550	\$289,250	\$130,100	81.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$26,036	\$35,854	\$57,168	\$26,470	(\$9,384)	-26.2%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$21,914	\$29,299	\$68,979	\$47,418	\$18,119	61.8%
Appr. Fund Balance	\$83,325	\$0	\$25,072	\$0	\$0	N/A
County Tax Levy	\$307,426	\$312,646	\$312,646	\$326,994	\$14,348	4.6%
Total Revenue Sources (a)	\$600,847	\$536,949	\$701,415	\$690,132	\$153,183	28.5%
Expenditures						
Personnel Costs	\$163,542	\$170,085	\$181,569	\$180,390	\$10,305	6.1%
Operating Expenses	\$311,840	\$289,558	\$418,799	\$415,199	\$125,641	43.4%
Interdept. Charges	\$85,238	\$77,306	\$78,021	\$94,543	\$17,237	22.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a)	\$560,620	\$536,949	\$678,389	\$690,132	\$153,183	28.5%
Rev. Over (Under) Exp.	\$40,227	-	\$23,026	-	-	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help (a)	0.27	0.06	0.31	0.07	0.01
Overtime	0.00	0.00	0.00	0.00	0.00
Total County Positions	3.27	3.06	3.31	3.07	0.01
Additional Human Res.					
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00
Grant Funded State 144 Contract (c)	1.75	1.75	1.75	2.10	0.35
Americorp VISTA Workers (d)	3.45	3.45	3.00	3.45	0.00
Wisconsin Nutrition Education Program (e)	7.10	7.60	7.60	8.60	1.00
Total (Non-County)	17.05	17.55	17.10	18.90	1.35

- (a) The 2009 estimate for expenditures and revenues exceeds the adopted budget due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
- (b) State UW Extension 133 contract educators are funded with approximately 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.
- (c) The State 144 Contract for UW-Extension community educator staff is paid 100% through Community Development Block Grants (CDBG) and other grant and program revenue. Additional grant and other revenues may be identified and requested for appropriation through ordinances during 2010 to increase the level of 144 contract educator community support.
- (d) Community Development Block Grant (CDBG) revenues are anticipated to fund 1.0 FTE Americorp VISTA worker (Volunteer in Service to America), with the other 2.0 FTE provided at no charge to the County through a cost share agreement with the Federal Americorps Program.
- (e) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Cooperative Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Extension with approximately \$204,000 of County in-kind match in 2010.

Strengthening County Citizens, Families & Communities

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, families, 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 economic development. Waukesha County UW Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and mental health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development. The number of educational program participants served (reflecting participation where single individuals may attend multiple educational programs) in 2008 was 38,289, budgeted for in 2009 is 35,435, estimated for 2009 is 38,445, and budgeted for 2010 is 38,500.



Program Highlights

General Government revenues increase by \$130,100 to \$289,250 from the 2009 budget, including the federal Drug Free Communities (DFC) grant, which adds \$125,000 to the base adopted budget in 2010, to be used to continue and strengthen the Waukesha County Drug Free Communities Coalition. These coalition partnerships are used to help reduce underage alcohol consumption and other drug abuse. Federal Community Development Block Grant (CDBG) funding for community development work in the City of Waukesha’s three Neighborhood Revitalization Strategy Areas (NRSAs) increases by \$20,150 to \$130,000 (including \$40,000 in CDBG funding from the City of Waukesha Department of Community Development for work in the West Side neighborhood). In addition, the City of Waukesha is expected to approve an award of \$29,250 in CDBG funding for the UW Extension Office to pilot a NRSA Planning Board project to help coordinate and evaluate grant funded activities and update the five-year strategic plan in the Phoenix Heights NRSA. Contingent upon future funding, the NRSA Board is planned to extend its work to the other two NRSA neighborhoods.

Charges for Service revenue base budget, which consist mostly of horticultural and community planning/zoning workshop and other fees, is reduced by \$9,384 to \$26,470, to be closer to the 2009 estimate. Higher 2009 estimated Charges for Service revenue include contract revenues for helping develop comprehensive plans for the City of Waukesha and Village of Chenequa.

Other Revenues increase by \$18,119 to \$47,418, mostly due the Healthy West Side Initiative grant from the Greater Milwaukee Foundation, estimated to add \$30,000 to the base adopted budget in 2010, to help revitalize the City of Waukesha Neighborhood by working to strengthen neighborhood organizations and develop potential re-designs for neighborhood streetscapes and park space. The state is reducing its non-grant funded cost reimbursements provided for the County resources used by \$11,250 to \$3,750. County Tax levy support for this Department increases by \$14,348 or 4.6% to \$326,994, or 47% of base budget expenditures.

Personnel costs increase by \$10,305 to \$180,390, mostly due to the cost to continue 3.0 FTE County employed administrative and clerical support staff, and an increase in health insurance costs by \$5,781 to \$38,613, resulting from a change in a part-time position’s health plan from single to family. Temporary extra help increases by \$498 or 0.01 FTE (20 hours) to \$1,783 for 0.07 FTE (150 hours) for the Farmers’ Market Garden Gleaning Project, continued with County Tax Levy funding after the anticipated loss of CDBG funding for this project.

Operating expenditures increase by \$125,641 to \$415,199, mostly due to the increase in grant awards in this budget, including the DFC grant (mentioned above), which funds two half-time project coordinators and part of the 133 Contract and clerical support costs of \$88,900, and required program evaluations, promotional services, training and travel related expenses and supplies, estimated to cost \$21,700. In addition expenditures for the state “144 contract” community educator services increase by \$35,962 to \$132,026, which are grant funded (for 2.10 FTE), an anticipated increase in community educator staff time of 0.35 FTE (730 hours).

Interdepartmental Charges increase by \$17,237 to \$94,543, partially due to an increase in End User Technology Fund (EUTF) Charges by \$12,921 to \$65,372, mostly offset by tax levy of \$11,348 shifted in from EUTF (for a net increase of only \$1,573) to help cover the phasing in of the full-cost of computer resources being used, recommended by Internal Audit. In addition, Countywide indirect cost recovery charges increase by \$7,203 to \$15,313, related to the higher grant awards anticipated in the 2010 budget.

State 133 Contract Educator and County-Employed Administrative/Clerical Positions

State funding support is approximately 60% of position costs for the UW Extension Director/Family Living Educator; the Community Resource Development Educator; the 4-H & Youth Development Educator; the Commercial Horticulture Educator; and the Consumer Horticulture Educator. These contract educators are State employees, and are required to take 8 unpaid furlough days in state fiscal year (FY) 2010 (beginning July 1, 2009) and FY 2011, based on the 2009-11 Adopted State Budget. In addition, the State Legislature froze state employee salaries for 2010. State officials estimate the salary freeze and furloughs will lower educator salary and benefit costs by 3.065% in 2010. The table below details the estimated local share of funding for these positions.

Position	Local Share Amounts paid by County Tax Levy	Local Share Amounts Paid by County Grants/Fees/Contracts
UW Extension Director	\$47,835	\$0
Community Resource Development Educator	\$0	\$33,214
4-H & Youth Development Educator	\$31,582	\$0
Commercial Horticulture Educator	\$0	\$27,714
Consumer Horticulture Educator	\$20,385	\$0
County Employed Clerical Support (3.0 FTE)	\$145,308	\$32,932
Total	\$245,110	\$93,860

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: To continue to increase small business development by teaching Going Solo: Building a Family Business to families in the Neighborhood Revitalization Strategy Areas of Waukesha. (Community Resource Development Educator, pending grant funding)

Key Outcome Indicator: Assist in the startup of two new businesses.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Number of new businesses	4	2	2	2
Number of employees	12	4	5	5

Objective 2: Provide specialized training for farmers' market managers to increase sales and sustainability in the business. (Commercial Horticulture Educator)

Key Outcome Indicator: The success of farmers' markets are dependent upon the skills and effectiveness of the market manager. In Waukesha County, the market manager retention rate averages less than 5 years. Farmers' market managers and vendors will develop skills to design marketing strategies to increase consumer sales.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Farmers market managers developing marketing strategies	NA	6 (20%)	16 (53%)	35 (100%)

Objective 3: Conduct web based independent study certification course for municipal planning commission members to increase knowledge and skills for effective implementation of the Comprehensive Smart Growth Plan.

Key Outcome Indicator: 3a: Percent increase in knowledge by program participants. 3b: Percent who now understand their role as a plan commissioner (pre and post test). 3c: Percent who applied knowledge to decisions made as plan commissioner (follow up evaluation).

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
3a: Percentage of participants who report an increase in knowledge	75%	75%	80%	85%
3b: Percentage who understand role	75%	75%	80%	85%
3c: Percentage who applied knowledge in decision making	60%	70%	80%	85%

County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 4: Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Garden Gleaning Programs).

Key Outcome Indicators 4a: Percent increase in consumption of fruits and vegetables by program participants (pre and post test). 4b: A 2% increase (from the current-year estimate) in fresh produce collected through farmers' markets and collection sites for donations to at risk families. 4c: Through participation in the County-wide food pantry survey completed in 2008, participants have identified barriers to accessing healthy, affordable food and community services (this will no longer be monitored after 2009).

Performance Measure:	2008 Actual (a)	2009 Target	2009 Estimate	2010 Target
4a: Percentage of participants who report an increase in fruit and vegetable consumption	66%	50%	55%	60%
4b: Pounds of produce donated (a)	15,270 lbs	28,560 lbs	25,000 lbs	28,500 lbs
4c: % of participants identifying barriers	NA	60%	80%	NA

(a) The lower 2008 actual pounds of produce donated is mostly due to severe flooding during June 2008.

Objective 5: Increase family self-sufficiency through participation in community gardening. (Consumer Horticulture Educator)

Key Outcome Indicators 5a: Participant assessment of economic savings realized by gardening. A survey will be taken of participants to report their progress. **5b:** Explore expansion of community garden, with the addition of 5 new rental garden plots.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
5a: Percentage of participants who report a savings (number of participants)	70%	70% (150)	75% (195)	75% (245)
5b: Garden Plot Revenue Generator	\$2,712	\$3,334	\$3,042	\$3,435
5b: Garden Plots Rented	80	92	91	96

Objective 6: Design a curriculum to develop the capacity of adult and youth residents to provide leadership in their neighborhoods and reduce crime by training residents to develop four new neighborhood block clubs and three youth clubs. Conduct advanced educational training with neighborhood leaders. (Community Development Block Grant and Greater Milwaukee Foundation Grant)

Key Outcome Indicator: Train 18 adult neighborhood residents with 50% assuming a leadership role within their community. For 2010 create 3 new neighborhood block clubs to increase community engagement and stability in the neighborhoods. Develop 2 youth leadership clubs with 35% of graduates assuming a leadership role.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
New Neighborhood Block Clubs	6	4	3	3
Adult Graduates in Leadership Roles	N/A	35%	55%	50%
Increase in Youth Leadership Clubs	1	3	2	2
% Youth Graduates in Leadership Roles	20%	25%	30%	35%

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 7: Conduct training series on Latino Culture and Values to increase staff effectiveness when working with Latino families. (.50 FTE Latino Project Coordinator; 4th and final year of UW Extension Quad County State grant funding)

Key Outcome indicator: By conducting a post program survey, participants will evaluate the usefulness of the information received during the training. The Department will measure the percentage of program respondents who indicate the training will be **very useful** in their interactions with people from Latino/Hispanic cultures and the percentage who indicate the program will be **very useful** in providing services to Latino/Hispanic audiences.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
The training was very useful during interactions	78%	72%	74%	75%
The training was very useful in providing services	65%	65%	65%	65%

Objective 8: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW Extension Specialists and the University of Wisconsin System. (UW Extension Staff)

Key Outcome Indicator: Total hours and dollar estimates invested in Waukesha County by UW Extension Specialists in educational consultation, professional development trainings, research and analysis.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Survey Analysis	175	100	75	100
Comprehensive & Strategic Planning	52	175	110	100
4-H Volunteer Training	120	150	130	140
Horticulture Business & Volunteer Training	195	174	180	175
UW Ext. Staff Professional Development	319	275	300	275
Community Education Consultation	212	160	150	200
Total Hours of UWEX Specialist Support	1,073	1,034	945	990
Estimated dollar value (\$75.00/hour)	\$80,475	\$77,550	\$70,875	\$74,250

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 9: Membership in the 29 Waukesha County 4-H Clubs has remained constant with 76% living in cities, while 24% of the members live in small rural communities, in a country setting or on a farm. Expand youth participation by 5% and adult leadership by 6.5% in 4-H. Increase number of age appropriate projects for youth. (4-H and Youth Development Educator)

Key Outcome Indicator: Five percent increase from 2008 actual in the number of adult leaders and 5% increase in the number of youth participants. One new educational project developed, annually.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Adults Volunteer Leaders	385	410	*393	410
Youth Participants	1,070	1,155	**1,020	1,122
New Projects Developed	3	1	1	1

* Due to parents working longer hours/multiple jobs, fewer adults were available to serve as volunteer leaders.

** The decrease in youth participants is due to more individuals graduating from this program than being newly recruited during 2009.

Objective 10: To become a Master Gardener Volunteer individuals receive 36 hours of training by UW Extension Horticulture Educators. In addition, annually the volunteers receive an additional 18 hours of advanced training. Trained Master Gardener Volunteers donate time on an ongoing basis, providing educational programs to residents, families, schools, organizations and community groups in Waukesha County. (Commercial and Consumer Horticulture)

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Trained Master Gardener Volunteers*	274	245	290	290
Volunteer hours donated	11,502	10,600	11,900	11,985
Estimated dollar value (\$10.00/hour)	\$115,020	\$106,000	\$119,000	\$119,850

*Trained Master Gardener Volunteers providing ongoing volunteer time on an annual basis.

Objective 11: Recruit, train and retain volunteers to support educational programs and outreach. (UW Extension and Volunteer in Service to America (VISTA) Staff)

Key Outcome Indicator: Number of trained volunteers and investment of hours in educational outreach.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Trained volunteers	963	850	1,038	1,038
Volunteer hours donated	38,289	51,114	38,445	38,000
Estimated dollar value (\$10.00/hour)	\$382,890	\$511,140	\$384,450	\$380,000

Objective 12: Implement the Federal Drug Free Communities Program to 1) develop a countywide coalition which will 2) reduce the use and abuse of drugs, alcohol and tobacco by youth in Waukesha County. (Drug Free Communities Grant)

Key Outcome Indicator:

12a: Number of active coalition members; 12b: coalition support from municipalities; 12c: coalition participation by school districts 12d. number municipalities cooperating in the Parents Who Host, alcohol reduction campaign 12e. pounds of prescription drugs collected through the Drug Collection and Awareness Program

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
12a: Number of active coalition members	25	50	75	85
12b: Number of active municipalities	4	5	5	6
12c: Number of school districts	4	4	5	6
12d: Parents who Host Campaigns	NA	NA	3	5
12e: Pounds of prescription drugs collected	NA	NA	2,500 lbs	4,000 lbs

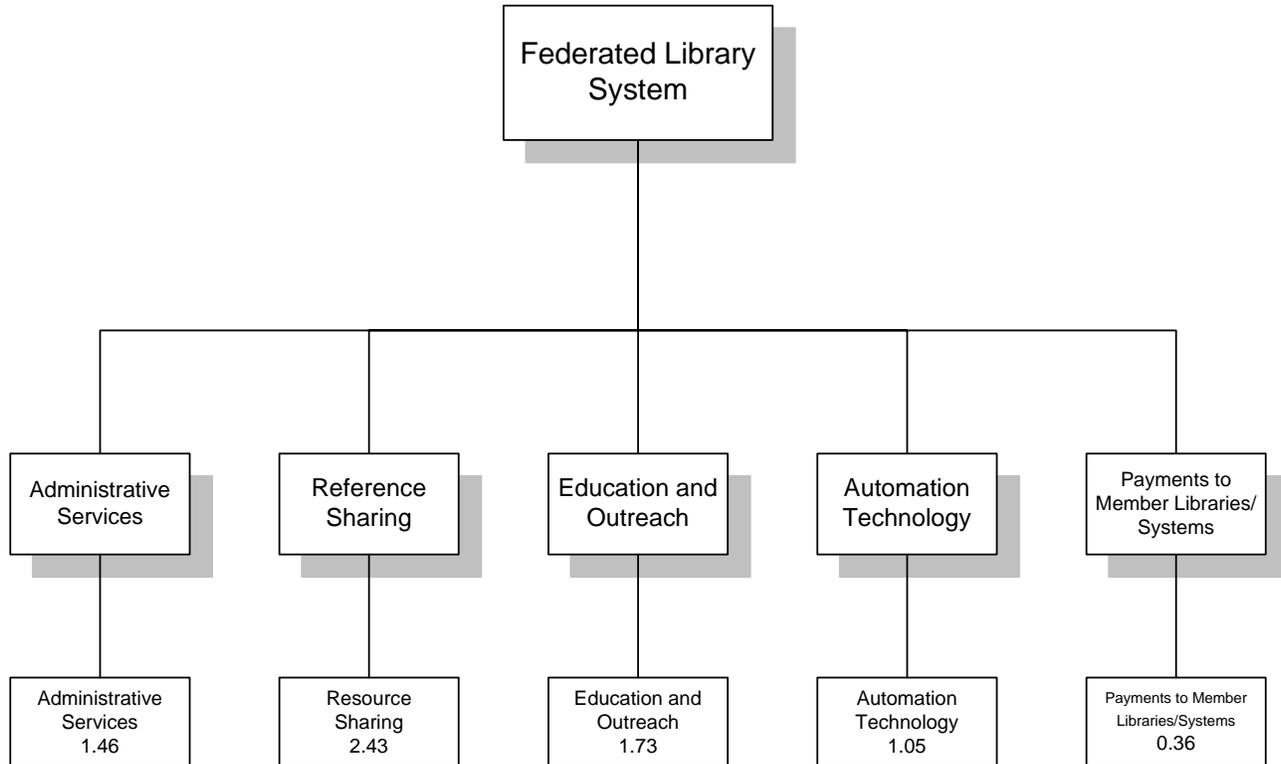
Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts Awarded for 2008	Amounts Awarded for 2009(a)(c)(e)	Amounts awarded for 2010 (a) (b)(d)(e)(c)
CDBG West-Side Neighborhood Revitalization Strategy Area	CDBG	City of Waukesha	\$45,000	\$39,850	\$40,000
CDBG Haertel Field Revitalization	CDBG	County	\$45,000	\$35,000	\$45,000
CDBG Phoenix Heights Revitalization	CDBG	County	\$45,000	\$35,000	\$45,000
CDBG Sussex Community Development (a)	CDBG	Village of Sussex	\$0	\$4,000	\$5,000
Farmers Market-Gleaning (b)	County	County	\$3,000	\$2,000	\$3,000
CDBG NRSA Planning Board Grant	CDBG	City of Waukesha	\$0	\$0	\$29,250
Drug Free Communities Coalition Grant (c)	Federal	County	N/A	\$125,000	125,000
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant (d)	Private	County	N/A	\$35,000	Pending
Coordination & Development of Wisconsin Statewide Farmer's Market Association (e)	Federal	County	N/A	\$35,300	(e)
Business Improvement District Strategic Planning for Waukesha Grant	City	City of Waukesha	\$7,500	N/A	N/A
Village of Chenequa Comprehensive Planning Agreement	State	Village of Chenequa	N/A	\$9,400	N/A
City of Waukesha Comprehensive Planning Agreement	State	City of Waukesha	N/A	\$30,225	N/A
Sub Total County UW Ext. Administered Grants			\$145,500	\$350,775	\$292,250
Subtotal State/Nonprofits/Other Administered Grants (f)	Various	Various	\$446,800	\$671,600	\$599,800
Total UW Extension Grants			\$592,300	\$1,022,375	\$892,050

- (a) The Community Development Block Grant (CDBG) Sussex Community Development award was made to the Village of Sussex. Waukesha County UW Extension is a subcontractor on this project.
- (b) 2010 CDBG funding for the Farmers' Market Garden Gleaning project is not awarded. However, the 2010 budget includes \$3,000 in base budget dollars to continue this program.
- (c) The 2009 DFC grant was awarded in late 2008, and (after an approved carryover) is mainly being spent during 2009. The 2010 DFC grant was awarded during 2009 and is planned to be used mainly in 2010, with any unspent grant revenues planned to be requested for carryover into the 2011 budget year.
- (d) Notification for the second year of the Healthy West Side Neighborhood Initiative grant award is anticipated to be made during the first quarter of 2010. This budget assumes this award will be \$30,000.
- (e) Based on verbal notification, the formal grant award for the Coordination and Development of a Wisconsin Statewide Farmers' Market Association program is anticipated in the fourth quarter 2009, along with an ordinance requesting to accept and appropriate grant funds and expenditures. If approved, any unspent funds are planned to be requested for carryover into 2010.
- (f) These State/Non-Profit and Other Administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County Residents: 2008 Wisconsin Nutrition Education Program (WNEP) Actuals of \$446,841 (including, Supplemental Food Assistance Program (SNAP) education \$385,613; Expanded Food and Nutrition Education Program (EFNEP) \$51,248; and Summer Youth EFNEP \$9,980). 2009 WNEP Budget of \$521,451 (including, SNAP education \$457,828; EFNEP \$50,000; Summer Youth EFNEP \$13,623); Waukesha Youth Collaborative \$13,000; Quad County Latino Project \$33,000; Wisconsin Commercial Horticulture website \$32,760; Boerner Diagnostic Center \$33,379; and Teaching Garden Life Skills (and more) to Jail Inmates \$38,048. 2010 WNEP Budgeted of \$567,794 (including, SNAP education \$512,794; EFNEP \$55,000; Summer Youth EFNEP Unknown at this time); Waukesha Youth Collaborative \$13,000; and Quad County Latino Project \$19,049.

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.03 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

It is the mission of the Waukesha County Federated Library System (WCFLS) to ensure access to a high quality of customer service to all county residents by working in partnership with member public libraries to develop and coordinate effective cooperative library services.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
County Library Fund						
Revenue	\$0	\$0	\$0	\$0	\$0	NA
County Tax Levy (TNR)	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%
Expenditures	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%
Rev. Over (Under) Exp.	-	-	-	-	-	NA
State Aids, Federal & Misc.						
Revenue (a)	\$1,341,289	\$1,411,736	\$1,425,422	\$1,445,295	\$33,559	2.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$1,309,686	\$1,411,736	\$1,360,264	\$1,445,295	\$33,559	2.4%
Rev. Over (Under) Exp.	\$31,603	-	\$65,158	-	-	NA
Total All Funds						
Revenue (a)	\$1,341,289	\$1,411,736	\$1,425,422	\$1,445,295	\$33,559	2.4%
County Tax Levy (TNR)	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%
Expenditures	\$3,973,514	\$4,164,025	\$4,112,553	\$4,219,195	\$55,170	1.3%
Rev. Over (Under) Exp.	\$31,603	-	\$65,158	-	-	NA
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.10	0.02	0.02	(0.08)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	7.11	7.03	7.03	(0.08)	

- (a) Revenues include State Aids Fund Balance appropriation of \$30,389 in 2008 Actual; \$47,312 in the 2009 Budget; and \$96,652 in the 2010 Budget. Fund Balance appropriation in 2010 includes a potential one time local match dollars for a state Department of Public Instruction (DPI) led ARRA (federal stimulus funds) project to upgrade the Waukesha County Federated Library System's (WCFLS) Wide Area Network (\$80,000), a portion of the full text-database expenses (\$8,652), and a redesign of WCFLS's Web Site (\$8,000).



County Fund

Federated Library

Fund Purpose

This fund is for the special levy that charges residents that live in non-library (True Non-Resident – TNR) communities for access to borrowing privileges at any of the sixteen public libraries in the County. The County Library tax is levied only on those communities that do not have public libraries. These charges are included on the County Tax Levy. In 2008, the County began levying a tax to raise money for intercounty borrowing to pay surrounding counties for Waukesha County use by County-taxed residents per Wisconsin State Statute 43.12. The 2010 intercounty amount is \$5,466.

County Fund Financial Summary	2008 Actual (a)	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 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 (TNR)	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%	
Total Revenue Sources	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%	
Expenditures							
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A	
Operating Expenses	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%	
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A	
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A	
Total Expenditures	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611	0.8%	
Rev. Over (Under) Exp. (a)	-	-	-	-	-	N/A	

No positions are budgeted in this fund. The Federated Library Director carries out administration of this County Fund Budget and staff are budgeted within the State Aids fund.

By County Code 11-4, the usage of the 16 libraries by residents of the 18 communities without libraries determines the largest portion County library funding amount. For purposes of the 2010 Budget, those residents borrowed 17.39% of the materials at libraries, and the ordinance calls for them to be taxed for 17.39% of the library operating costs. For 2010, this portion of the Library Tax Levy increases by \$22,083 or 0.8%. Of this amount, higher library operating costs account 1.0% and lower relative TNR circulation accounts for -0.2%. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). This portion of the Library Tax decreases by \$472 to \$5,466 for total net increase in Library Tax Levy of \$21,611 to \$2,773,900.

How the County Special Library Tax Levy is Calculated:

The county ordinance (11-4) specifies that WCFLS 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 17.387% for 2010) by County taxed residents in true non-resident (TNR) communities as shown below.

Category	2009	2010	Change
Expenditures (2 years prior)	\$16,018,437	\$16,530,329	3.2%
Revenues (2 years prior)	- \$16,609,673	- \$17,107,858	3.0%
Overage or (lapse) - 2 years prior	(\$591,236)	(\$577,529)	-2.3%
Projected budget - year prior	+ \$16,356,250	+ \$16,499,979	0.9%
Calculated allowable expenditures	\$15,765,014	\$15,922,450	1.0%
Countywide TNR percent 2 years prior	x 17.421%	x 17.387%	-0.2%
County levy (TNR % times allowable expenditures)	\$2,746,351	\$2,768,434	0.8%
Intercounty Funding per State Statute 43.12	+ \$5,938	+ \$5,466	-7.9%
Total	\$2,752,289	\$2,773,900	0.8%

Payments to Member Libraries/Systems

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

There are 19 municipalities that own and operate 16 libraries in Waukesha County. The County taxes the other 18 communities without libraries. Waukesha County Federated Library System (WCFLS) distributes all County funds to libraries so that they can provide service to residents that would otherwise have no library services. With these arrangements in place, all residents of Waukesha County have library access to all libraries in the County. The State then provides funds for additional services. WCFLS works with representatives of adjacent library systems and counties to develop funded borrowing agreements on behalf of WCFLS member libraries that are close to Waukesha County's borders.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	0.36	0.36	0.36	0.36	0.00
General Government	\$227,613	\$268,144	\$268,144	\$273,723	\$5,579
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (TNR)	\$2,663,828	\$2,752,289	\$2,752,289	\$2,773,900	\$21,611
Total Revenues	\$2,891,441	\$3,020,433	\$3,020,433	\$3,047,623	\$27,190
Personnel Costs	\$36,010	\$37,760	\$39,575	\$38,306	\$546
Operating Expenses	\$2,852,249	\$2,982,673	\$2,980,173	\$3,009,317	\$26,644
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,888,259	\$3,020,433	\$3,019,748	\$3,047,623	\$27,190
Rev. Over (Under) Exp.	\$3,182	-	\$685	-	-



Program Highlights

General Government revenues include payments from the Lakeshores Library System partnership with Racine and Walworth Counties to Waukesha Federated member libraries for their use of libraries in the County, which increases by \$8,263, or 6.1% to \$143,507. This increase is due to State law changes, and the resulting revised contract calls for additional funds. This increase is partially offset by a decrease in State Library System Aids allocated to this program by \$2,684 to \$130,216. Overall State Library System Aids are budgeted to decrease by \$39,467 or 3.7% to \$1,032,213, based on the reductions in the State's 2009-11 adopted biennial budget.

County Library Tax Levy increases by \$21,611 or 0.8% to \$2,773,900. The Library Tax Levy increase is associated with higher member library operating costs, partially offset by a lower proportion of circulation going to residents of non-library communities (see previous page for the Library Tax Levy calculation, and see activity data, below).

Personnel Costs increase by \$546 or 1.4% to \$38,306, mostly due to the cost-to-continue for 0.36 FTE allocated to this program. Operating expenditures increase by \$26,644 to \$3,009,317, mostly due to higher payments of County Library Tax Levy to member libraries in Waukesha County and in adjacent counties by \$21,611, as mentioned above.

By County Code 11-4 the usage of the 16 libraries by residents of the 18 communities without libraries determines the county library funding amount. For purposes of the 2010 budget, those residents borrowed 17.39% of the materials at libraries and the County ordinance requires them to be taxed for 17.39% (the circulation %) of the library operating costs.

Activity	2008 Budget	2009 Budget	2010 Budget	2009 - 2010 Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	809,924	817,635	833,193	15,558
Percent Non Library Community Borrowing of Total County Borrowing	17.29%	17.42%	17.39%	Less than 1%
Budget Year	2008	2009	2010	2008-2010 Average
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	\$15.4 Mil.	\$15.8 Mil.	\$15.9Mil.	\$15.7Mil.
Percent Increase Library Allowable Operating Costs	2.96%	2.56%	1.0%	2.17%

Payments to Member Libraries/Systems (cont.)

How the 2010 Special County Tax Distribution Formula is Distributed:

In August 2008, the County Board adopted a new Library Tax Levy Distribution formula to take effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee (chaired by a County Board Supervisor). The Committee evaluated funding formula options with the major policy goals of **fairness, stability and clarity**.

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 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. 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 in 2010. (See 2009-2010 Library Tax Levy Distribution table, below.) 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.

2009-2010 Library Tax Levy Distribution

Library	2009 Distribution	2010 Distribution	09 vs. 10 Change	\$	09 vs. 10 Change	%
Big Bend	\$19,161	\$18,203	(\$958)		-5.0%	
Brookfield	\$298,367	\$293,367	(\$5,000)		-1.7%	
Butler	\$478	\$468	(\$10)		-2.1%	
Delafield	\$226,946	\$242,193	\$15,247		6.7%	
Eagle (Alice Baker)	\$12,374	\$15,825	\$3,451		27.9%	
Elm Grove	\$36,584	\$34,755	(\$1,829)		-5.0%	
Hartland	\$223,248	\$224,858	\$1,610		0.7%	
Menomonee Falls	\$9,183	\$8,724	(\$459)		-5.0%	
Mukwonago	\$323,776	\$325,676	\$1,900		0.6%	
Muskego	\$34,631	\$35,289	\$658		1.9%	
New Berlin	\$4,535	\$5,199	\$664		14.6%	
North Lake	\$43,089	\$40,935	(\$2,154)		-5.0%	
Oconomowoc	\$251,136	\$253,036	\$1,900		0.8%	
Pewaukee	\$60,969	\$71,664	\$10,695		17.5%	
Sussex-Lisbon (Pauline Haass)	\$71,936	\$73,303	\$1,367		1.9%	
Waukesha	\$1,129,938	\$1,124,939	(\$4,999)		-0.4%	
Subtotal Payments to Waukesha Co. Member Libraries	\$2,746,351	\$2,768,434	\$22,083		0.8%	
InterCounty Payments	\$5,938	\$5,466	(\$472)		-7.9%	
Total Library Tax Levy Distribution	\$2,752,289	\$2,773,900	\$21,611		0.8%	



Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library services to all residents of the County through services offered by the federated library system to the 16 member libraries. State aid makes up the majority of revenues and is distributed to the library system through a State statutory formula. The Wisconsin Division for Libraries, Technology and Community Learning (DLTCL) must approve the budget based on whether DLTCL determines that the Library System has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Waukesha County Federated Library System Board develops the budget for these State aids based on the amount of funds that the DLTCL estimates. In addition to State aids, the Library System applies for Federal and other grant funds whenever possible to enhance its program of service for the member libraries and the citizens of Waukesha County. Grants are applied for on a project specific basis. Additionally, WCFLS negotiates with neighboring library systems for reimbursement dollars to cover the cost of library borrowing by their residents at member libraries in the Waukesha County Library System. Currently, the System has such a contract with the Lakeshores Library System (Racine and Walworth Counties).

State Aids, Federal & Misc. Fund	2008 Actual	2009 Adopted Budget (a)	2009 Estimate	2010 Budget (a)	Change From 2009 Adopted Budget	
					\$	%
Financial Summary						
Revenues						
General Government	\$1,248,992	\$1,287,424	\$1,311,110	\$1,267,643	(\$19,781)	-1.5%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$25,000	\$35,000	\$30,000	\$45,000	\$10,000	28.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$36,908	\$42,000	\$37,000	\$36,000	(\$6,000)	-14.3%
Appr. Fund Balance (a)	\$30,389	\$47,312	\$47,312	\$96,652	\$49,340	104.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,341,289	\$1,411,736	\$1,425,422	\$1,445,295	\$33,559	2.4%
Expenditures						
Personnel Costs	\$556,427	\$628,588	\$593,873	\$599,838	(\$28,750)	-4.6%
Operating Expenses (a)	\$671,252	\$694,824	\$678,117	\$753,971	\$59,147	8.5%
Interdept. Charges	\$82,007	\$88,324	\$88,274	\$91,486	\$3,162	3.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,309,686	\$1,411,736	\$1,360,264	\$1,445,295	\$33,559	2.4%
Rev. Over (Under) Exp.	\$31,603	-	\$65,158	-	-	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.10	0.02	0.02	(0.08)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	7.11	7.03	7.03	(0.08)	

(a) Fund Balance appropriations in 2009 included \$35,000 for potential retirement sick leave and vacation payout expenses that are not anticipated to be needed. Fund Balance appropriation in 2010 includes a potential one time local match dollars for a state Department of Public Instruction (DPI) led ARRA (federal stimulus funds) project to upgrade the Waukesha County Federated Library System's (WCFLS) Wide Area Network (\$80,000), a portion of the full-text database expenses (\$8,652) and a redesign of WCFLS's Web Site (\$8,000).

Major Departmental Strategic Outcomes and Objectives for 2010**County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill**

Objective 1: Continue to improve operational efficiency so that the County's library tax remains below the State average. The State average benchmark is \$130 for a \$272,100 house, 28% higher than the Waukesha average. The average tax in library communities is \$114 and in a non-library community taxed by the county the rate is \$63. The combined average is \$102.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
Value of an average home in Waukesha Co.	\$281,600	\$281,100	\$281,100	\$272,100
37 community average library tax	\$105	\$103	\$101	\$102

County-Wide Key Strategic Outcome: A well planned county

Objective 2: Implement Standards incorporated in County Ordinances 11-4 (County Funding Formula) and 11-5 (Alternative Qualification for Exemption), and described in the Library Services Plan. Standards include hours open, staffing levels, materials budgets, size of materials collections, and the Library service effort ratio. By State Law - ss. 43.11 (3)(d), Wis. Stat., the County Board must act on exemptions to County levy for any non-complying municipalities by September 1 of each year.

Key Outcome Indicator: Libraries meeting minimum County standards for hours open, collection size, staffing levels, and materials spending, or alternatively, by achieving library service effort ratio. If a library community fails to meet these standards, they will lose their exemption from the True Non-Resident (TNR) Tax Levy.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
Libraries meeting standards as specified in County Code	16 of 16	16 of 16	16 of 16	16 of 16

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 3: Local Planning efforts. Make local planning efforts for member libraries a major priority, especially for those four member libraries that are presently below State (but not County) standards. Set up procedure to ensure that all libraries have plans whether or not they work with the system to develop them.

Key Outcome Indicator: Local library plans developed with assistance from Waukesha County Federated Library System (WCFLS) staff and total plans in place.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
WCFLS Assisted plans	9	11	9	9
Plans meeting WCFLS criteria	5	5	5	7
Total plans in place	14	16	14	16

Two libraries, Delafield and New Berlin, do not have plans in place but are working on them. Five libraries need to update their plans to be current.

Administrative Services

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative and clerical support.

	2008 Actual	2009 Budget (a)	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.44	1.54	1.46	1.46	(0.08)
General Government	\$422,813	\$219,942	\$219,942	\$130,457	(\$89,485)
Other Revenue	\$36,908	\$40,000	\$34,000	\$34,000	(\$6,000)
Appr. Fund Balance	\$522	\$35,000	\$35,000	\$96,652	\$61,652
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$460,243	\$294,942	\$288,942	\$261,109	(\$33,833)
Personnel Costs	\$101,930	\$145,809	\$110,607	\$109,208	(\$36,601)
Operating Expenses	\$75,924	\$65,960	\$64,415	\$66,006	\$46
Interdept. Charges	\$78,082	\$83,173	\$83,123	\$85,895	\$2,722
Total Expenditures	\$255,936	\$294,942	\$258,145	\$261,109	(\$33,833)
Rev. Over (Under) Exp.	\$204,307	-	\$30,797	-	-



Program Highlights

General Government revenues decrease by \$89,485 to \$130,457, due to a reduction in State Library Aids allocated to this program. Other Revenues, consisting of investment income, decreases by \$6,000 due to projected lower rates of interest earnings. Appropriated State Aids Fund Balance increases by \$61,652 to \$96,652, and includes \$80,000 for a potential one-time local match for a state Department of Public Instruction (DPI) led ARRA (federal stimulus funds) project to upgrade the Waukesha County Federate Library System's (WCFLS) Wide Area Network; \$8,652 for a portion of the full-text database costs; and \$8,000 for a redesign of WCFLS's website, which are budgeted for in the Automation, Education and Outreach and Resource Sharing program areas, respectively. For Administrative ease, this State Aids fund balance appropriation is budgeted in this Administrative Services program, which in effect, frees up State Library Aid revenue to cover the related expenditures in each applicable program area, mentioned later.

Personnel costs decrease by \$36,601 to \$109,208, mostly due to budgeting for a one-time retirement payout for accumulated sick leave and vacation time in 2009, not repeated in the 2010 budget. In addition, temporary extra help is budgeted to decrease by \$2,880 or 0.08 FTE (170 hours) to 0.02 FTE (40 hours) partially offset by the cost to continue increases for 1.46 FTE's allocated to this program.

The administrative budget includes costs to continue to apply for National Association of Counties (NACO) Achievement Awards – WCFLS has received nine awards in the last eight years.

Resource Sharing

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Federated Library System works to aid in member library collection development and to provide system-wide services that improve collection access and assist in member library operations. Specific program activities include the coordination of interlibrary loan services within the County, and the processing/filling of requests for materials that are not found within the System via requests to libraries outside the County. Activities also include delivery services between System member libraries and academic libraries in the County allowing Waukesha County residents to borrow library materials from and return them to any System member library.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	2.43	2.43	2.43	2.43	0.00
General Government	\$316,234	\$443,040	\$441,039	\$446,181	\$3,141
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$316,234	\$443,040	\$441,039	\$446,181	\$3,141
Personnel Costs	\$168,442	\$182,590	\$180,984	\$185,807	\$3,217
Operating Expenses	\$267,719	\$259,230	\$246,311	\$259,146	(\$84)
Interdept. Charges	\$1,014	\$1,220	\$1,220	\$1,228	\$8
Total Expenditures	\$437,175	\$443,040	\$428,515	\$446,181	\$3,141
Rev. Over (Under) Exp.	(\$120,941)	-	\$12,524	-	-



Program Highlights

General Government revenues increase by \$3,141 to \$446,181, mostly due to an increase in payments from member libraries (and two libraries in Milwaukee County) for their share of the full-text database maintenance costs by \$4,047 to \$57,147. The Federated Library's share is budgeted at \$42,853, for a total estimated cost of full-text databases of \$100,000.

Personnel costs increase by \$3,217 or 1.8% to \$185,807, reflecting the cost to continue 2.43 FTE staffing levels. Operating expenditures consist mostly of interlibrary loan delivery costs of \$139,621, an increase of \$5,741, and full-text database costs of \$100,000, an increase of \$2,000, discussed above. These increases are offset by a one-time purchase of web-design software budgeted at \$6,500 in 2009 and not repeated in the 2010 Budget, and several smaller operating expenditure reductions.

Automation Technology

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Federated Library System works with the member libraries to maintain and develop automated systems to aid in the efficient delivery of library services.

	2008 Actual	2009 Budget (a)	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.05	1.05	1.05	1.05	0.00
General Government	\$99,791	\$131,089	\$131,089	\$190,798	\$59,709
Charges for Services (a)	\$25,000	\$35,000	\$30,000	\$45,000	\$10,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$29,867	\$12,312	\$12,312	\$0	(\$12,312)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$154,658	\$178,401	\$173,401	\$235,798	\$57,397
Personnel Costs	\$101,249	\$105,510	\$105,439	\$107,386	\$1,876
Operating Expenses	\$55,570	\$70,350	\$62,260	\$125,458	\$55,108
Interdept. Charges	\$2,654	\$2,541	\$2,541	\$2,954	\$413
Total Expenditures	\$159,473	\$178,401	\$170,240	\$235,798	\$57,397
Rev. Over (Under) Exp.	(\$4,815)	-	\$3,161	-	-

(a) Charges for Service revenues are from the CAFÉ (Computer Access for Everyone) Consortium, to fund a portion of the WCFLS Library Automation Coordinator's position cost. The 2009 estimate is less than 2009 budget due to an error in the 2009 CAFÉ budget. WCFLS recognizes this error, and will adjust the time that this position will spend on CAFÉ automation in 2009, accordingly.



Program Highlights

General Government revenues increase due to an increase in State Library Aids allocated to this program budget by \$59,709 to \$173,398. The remaining \$17,400 of base revenue consists of an annual library automation block grant. Charges for Service revenue increase by \$10,000 to \$35,000, due to the CAFÉ (Computer Access for Everyone) computer consortium of member libraries increasing their cost share for WCFLS's shared automation coordinator position from 35% to 44%, up to a maximum of 50% by the 2012 Budget at the latest.

Personnel costs increase by \$1,876 to \$107,386, reflecting the cost to continue 1.05 FTE staffing levels allocated to this program. Operating expenditures increase by \$55,108 to \$125,458, mostly due to budgeting for a one-time local match, estimated at \$80,000, for a state Department of Public Instruction (DPI) led ARRA (federal stimulus funded) project to upgrade the WCFLS's Wide Area Network (WAN). This is partially offset by a decrease in one-time technology purchases, normally funded with the \$17,400 automation block grant, mentioned above. Instead, due to the reduction in State Library Aids (mentioned previously), this block grant revenue is budgeted to help fund full-text database costs.

Education and Outreach

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Provide services and activities that include the offering of continuing education opportunities for library staff and board members and education/outreach programs for youth and special needs library users.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.73	1.73	1.73	1.73	0.00
General Government	\$182,541	\$225,209	\$250,896	\$226,484	\$1,275
Other Revenue	\$0	\$2,000	\$3,000	\$2,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$182,541	\$227,209	\$253,896	\$228,484	\$1,275
Personnel Costs	\$148,796	\$156,919	\$157,268	\$159,131	\$2,212
Operating Expenses	\$83,618	\$68,900	\$77,247	\$67,944	(\$956)
Interdept. Charges	\$257	\$1,390	\$1,390	\$1,409	\$19
Total Expenditures	\$232,671	\$227,209	\$235,905	\$228,484	\$1,275
Rev. Over (Under) Exp.	(\$50,130)	-	\$17,991	-	-



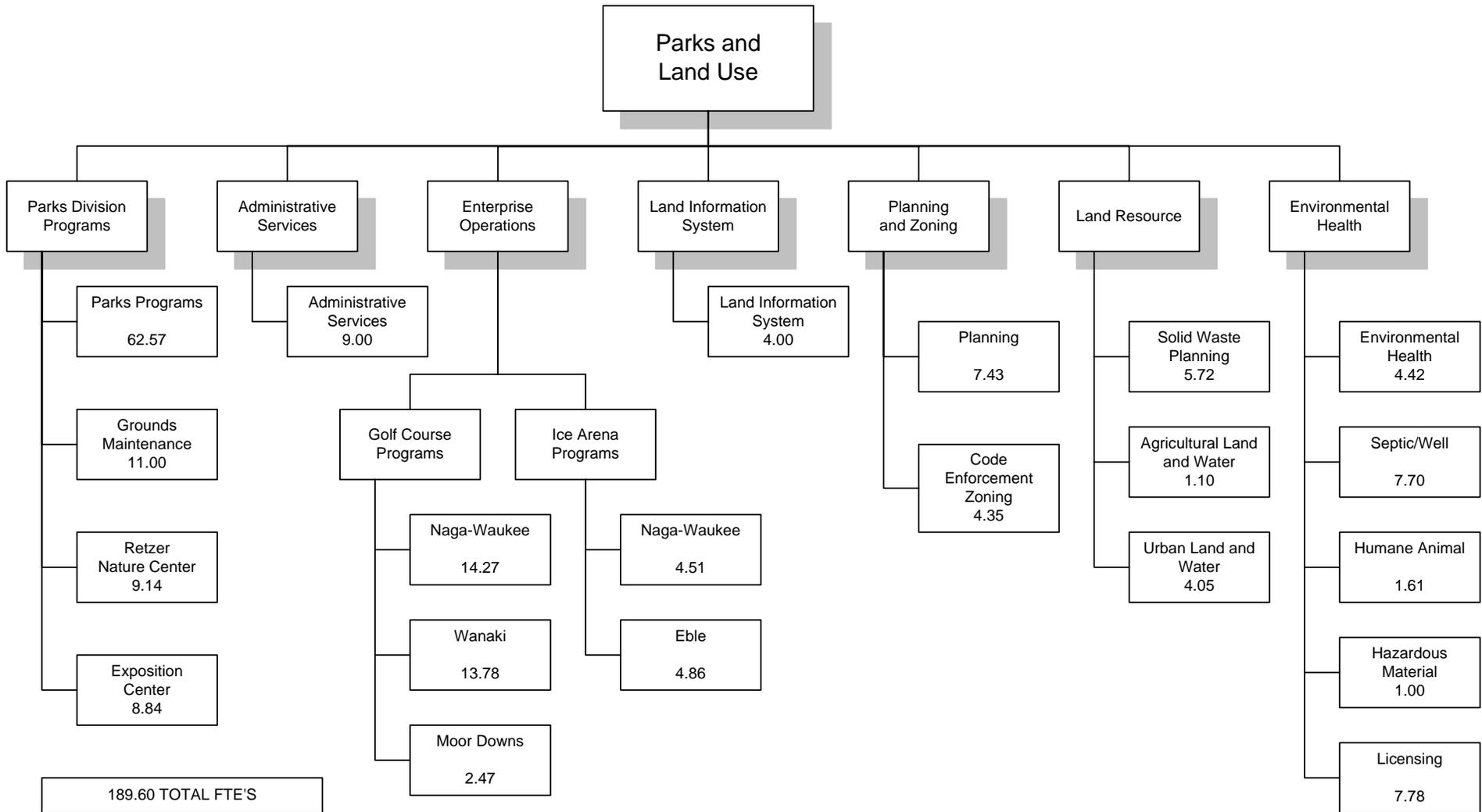
Program Highlights

General Government revenues increase by \$1,275 to \$226,484, and include a non-competitive federal/state Library Sciences and Technology Act (LSTA) grant, which adds \$9,300 to the base budget. This grant funding is required to be used to purchase adaptive equipment designed to assist special needs patrons at member libraries (e.g., such as sound amplifiers for the hearing impaired attend who attend public meetings at member libraries). In addition, member library contributions towards the library trustee recognition event increase by \$1,500 to \$2,500. This is partially offset by a decrease in State Library Aids allocated to this program by \$6,101 to \$209,108, and by a decrease in the member library fees used to pay for licenses permitting them to show feature films by \$3,424 by \$5,576.

Personnel costs increase by \$2,212 or 1.4% to \$159,131, reflecting the cost to continue 1.73 FTE allocated to this program. Operating expenditures decrease by \$956 to \$67,944, reflecting a loss of State Library Aid funding, mentioned above, including the discontinuing of the WCFLS marketing initiative, which was budgeted at \$6,000 in 2009, and several over smaller operating expenditure reductions. These reductions are partially offset by \$9,300 in LSTA grant funded expenditures for adaptive equipment to assist special needs library patrons (mentioned above) and \$8,000 for a one-time redesign of the WCFLS website, mentioned previously, planned to be funded with fund balance appropriation for the one-time local cost share.

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



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.

All Funds

Parks & Land Use

Statement of
Purpose/Summary**Statement of Purpose**

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

Financial Summary	2008	2009	2009	2010	Change From 2009	
	Actual	Adopted Budget (a)	Estimate (b)	Budget (a)	Adopted Budget	
					\$	%
General Fund						
Revenues (a)(b)	\$4,984,342	\$4,921,957	\$5,384,040	\$4,865,654	(\$56,303)	-1.1%
County Tax Levy	\$6,804,931	\$6,910,352	\$6,910,352	\$7,080,583	\$170,231	2.5%
Expenditures (b)	\$11,484,675	\$11,832,309	\$12,282,053	\$11,946,237	\$113,928	1.0%
Rev. Over (Under) Exp.	\$304,598	-	\$12,339	-	-	N/A
Land Information System Fund						
Revenues (a)	\$655,573	\$742,165	\$728,788	\$715,519	(\$26,646)	-3.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$629,274	\$742,165	\$728,788	\$715,519	(\$26,646)	-3.6%
Rev. Over (Under) Exp.	\$26,299	-	-	-	-	N/A
Tarmann Fund						
Revenues (a)(b)	\$600,271	\$1,000,000	\$1,918,000	\$1,000,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$12,391	\$1,000,000	\$1,918,000	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$587,880	-	-	-	-	N/A
Golf Courses						
Revenues (a)	\$2,998,500	\$3,486,090	\$3,188,390	\$3,395,000	(\$91,090)	-2.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,221,880	\$3,458,511	\$3,325,550	\$3,380,897	(\$77,614)	-2.2%
Operating Inc./ (Loss)(c)	(\$223,380)	\$27,579	(\$137,160)	\$14,103	(\$13,476)	-48.9%
Ice Arenas						
Revenues	\$996,138	\$1,004,000	\$983,300	\$1,022,000	\$18,000	1.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,075,593	\$1,116,411	\$1,066,858	\$1,059,036	(\$57,375)	-5.1%
Operating Inc./ (Loss)(c)	(\$79,455)	(\$112,411)	(\$83,558)	(\$37,036)	\$75,375	-67.1%
Materials Recycling Fund						
Revenues (a)	\$3,592,188	\$3,223,900	\$2,769,400	\$2,840,600	(\$383,300)	-11.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,705,291	\$1,903,093	\$1,769,335	\$2,037,524	\$134,431	7.1%
Operating Inc./ (Loss) (c)	\$1,886,897	\$1,320,807	\$1,000,065	\$803,076	(\$517,731)	-39.2%
Total All Funds						
Revenues (a)(b)	\$13,827,012	\$14,378,112	\$14,971,918	\$13,838,773	(\$539,339)	-3.8%
County Tax Levy	\$6,804,931	\$6,910,352	\$6,910,352	\$7,080,583	\$170,231	2.5%
Expenditures (b)	\$18,129,104	\$20,052,489	\$21,090,584	\$20,139,213	\$86,724	0.4%
Rev. Over (Under) Exp. (c)	\$918,777	-	\$12,339	-	-	N/A
Operating Inc./ (Loss)(c)	\$1,584,062	\$1,235,975	\$779,347	\$780,143	(\$455,832)	-36.9%
Position Summary All Funds (FTE)						
Regular Positions	112.00	109.00	109.00	106.25	(2.75)	
Extra Help	73.33	79.17	78.94	80.04	0.87	
Overtime	4.90	3.31	3.31	3.31	0.00	
Total	190.23	191.48	191.25	189.60	(1.88)	

- (a) The 2010 revenue budget includes Fund Balance appropriations of \$1,669,119, including \$490,300 within General Fund operations; \$770,600 within the Materials Recycling Facility (MRF) Fund, \$300,000 within the Tarmann Fund and \$108,219 within the Land Information Systems Fund. The 2009 Revenue Budget includes Fund Balance appropriations of \$1,394,755, including \$395,000 within General Fund operations; \$761,400 within the Materials Recycling Facility (MRF) Fund; \$217,165 within the Land Information Systems Fund; and \$21,190 within the Golf Course Fund.
- (b) The 2009 revenue and expenditures estimates exceed the 2009 Adopted Budget due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
- (c) Total expenditures and net operating income exclude capitalized Fixed Asset purchases 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.



General Fund

Parks & Land Use

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, water and septic inspections/permit issuance.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (a)	2010 Budget (b)(c)	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government(d)	\$574,115	\$549,017	\$873,200	\$457,573	(\$91,444)	-16.7%
Fine/Licenses	\$997,185	\$1,109,500	\$1,038,500	\$1,044,500	(\$65,000)	-5.9%
Charges for Services	\$1,906,631	\$1,998,575	\$1,944,600	\$1,922,886	(\$75,689)	-3.8%
Interdepartmental	\$479,745	\$500,265	\$499,500	\$508,795	\$8,530	1.7%
Other Revenue	\$358,694	\$369,600	\$357,100	\$441,600	\$72,000	19.5%
Apr. Fund Balance (a)(b)	\$667,972	\$395,000	\$671,140	\$490,300	\$95,300	24.1%
County Tax Levy (c)	\$6,804,931	\$6,910,352	\$6,910,352	\$7,080,583	\$170,231	2.5%
Total Revenue Sources	\$11,789,273	\$11,832,309	\$12,294,392	\$11,946,237	\$113,928	1.0%
Expenditures						
Personnel Costs	\$8,149,916	\$8,306,859	\$8,291,674	\$8,385,638	\$78,779	0.9%
Operating Expenses (a)(d)	\$1,962,748	\$1,950,323	\$2,221,486	\$1,972,675	\$22,352	1.1%
Interdept. Charges (c)	\$1,203,537	\$1,181,127	\$1,165,593	\$1,295,424	\$114,297	9.7%
Fixed Assets (a)	\$168,474	\$394,000	\$603,300	\$292,500	(\$101,500)	-25.8%
Total Expenditures	\$11,484,675	\$11,832,309	\$12,282,053	\$11,946,237	\$113,928	1.0%
Rev. Over (Under) Exp.	\$304,598	-	\$12,339	-	-	N/A

Position Summary (FTE)

Regular Positions	93.70	90.70	90.70	89.70	(1.00)
Extra Help	47.41	52.88	52.88	53.47	0.59
Overtime	4.13	2.54	2.54	2.54	0.00
Total Positions	145.24	146.12	146.12	145.71	(0.41)

- (a) 2009 Estimate for expenditures and revenues exceed the adopted budget due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
- (b) The 2010 Revenue Budget includes Fund Balance appropriations of \$490,300 (\$395,300 from the MRF Fund and \$95,000 from the General Fund: \$80,000 to assist with maintenance projects and \$15,000 for the Brownfield recycling initiative).
- (c) Tax Levy includes \$ 32,231 being shifted from the End User Technology Fund, for technology expenditure increases above 3%, to cover the phasing-in of the full cost of technology resources being used, for the new charging methodology, as recommended by Internal Audit.
- (d) The 2009 estimate exceeds the 2009 adopted budget due to a \$345,586 carry over of funds related to the Smart Growth Planning grant.

CURRENT AND PROPOSED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '09	Estimated Operating Impact (a)(b)	A=Annual T=One-Time
9703	Pavement Management Plan	Ongoing	\$460,000/Yr	Ongoing	\$0	NA
200918 (a)	Energy Efficiency and Conservation Block Grant	2011	\$1,651,900	10%	TBD	TBD
200916 (b)	Expo Center Remodel	2010	\$252,300	90%	(\$1,800)	NA
200822 (c)	Assets & Facility Management System	2010	\$383,000	75%	TBD	TBD
200504	Menomonee Park Maintenance Bldg.	2010	\$637,200	100%	TBD	A
200609 (d)	Retzer Nature Center Maintenance Bldg.	2010	\$759,000	100%	TBD	A
200802 (e)	Exposition Center Arena Roof	2011	\$460,000	10%	TBD	A
200014	Bikeway Improvement	2012	\$1,450,000	50%	\$3,000	A
200505	Restroom Renovations	2014	\$3,075,000	15%	TBD	A

- (a) Projects may result in a reduction in energy consumption of 20% for interior lighting and up to 65% for exterior lighting, geothermal and waste heat collection. Project coordinated with Department of Public Works.
- (b) Energy efficient light upgrades are estimated to generate an energy savings of \$150/month.
- (c) Project coordinated with Department of Public Works.
- (d) Utility costs expected to be reduced through the use of Geo-Thermal and Solar Cells.
- (e) Expected reduction in maintenance costs, to be determined.

Solid Waste Planning, Implementation & Education

Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the State solid waste management hierarchy. Participate in a consolidated approach to managing the County's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees. Provide educational and technical assistance to local officials, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.

In partnership with municipalities, that provide one-third of the contractor costs, and the Emerald Park Landfill (EPL) Standing Committee, that provides funds under a landfill expansion agreement, to coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) that maximizes service to residents and minimizes the cost to the County and municipalities. Provide an Agricultural Hazardous Waste collection program that is grant funded, utilizing the same facilities and staffing as the HHW program.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Based on the recycling system/facility study, develop an education and implementation plan to increase recycling and decrease waste to landfills. Decrease or maintain recycling system cost while responding to future market forces, community needs, and municipal budget constraints.

Performance Measures:

1. Using tons from 2006 as a baseline (24,000 tons), measure increased tons recycled at the County (contractor operated) Material Recycling Facility (MRF), with a goal of a 5% increase (to 25,200 tons) by 2011. (See MRF budget for data.)
2. Maintaining net recycling processing costs below landfill costs and within reasonable market expectations. (See MRF Fund budget for data.)

Solid Waste Planning, Implementation & Education (Cont.)

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Maintain service at three ongoing Household Hazardous Waste (HHW) sites and five satellite collections in the County with a cost per participant equal to or less than \$26.

Key Outcome Indicators: County cost per participant for HHW collected is equal to or less than \$26.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
County HHW disposal costs per participating household	\$22.22	\$22.00	\$22.00	\$22.00

	2008 Actual (a)	2009 Budget (a)	2009 Estimate	2010 Budget(b)(c)	Budget Change
Staffing (FTE)	5.39	5.72	5.72	5.72	0.00
General Government	\$206,573	\$268,517	\$268,000	\$147,073	(\$121,444)
Charges for Services	\$0	\$5,200	\$5,200	\$5,200	\$0
Interdepartmental	\$32,706	\$37,765	\$37,500	\$38,595	\$830
Other Revenue	\$121,398	\$124,500	\$124,500	\$225,000	\$100,500
Appr. Fund Balance (c)	\$308,987	\$275,000	\$291,355	\$395,300	\$120,300
County Tax Levy/(Credit) (b)	\$4,400	(\$4,186)	(\$4,186)	(\$103,857)	(\$99,671)
Total Revenues	\$674,064	\$706,796	\$722,369	\$707,311	\$515
Personnel Costs	\$343,322	\$370,277	\$357,603	\$375,675	\$5,398
Operating Expenses	\$284,057	\$324,650	\$336,000	\$319,250	(\$5,400)
Interdept. Charges	\$11,252	\$11,869	\$11,600	\$12,386	\$517
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$638,631	\$706,796	\$705,203	\$707,311	\$515

Rev. Over (Under) Exp.	\$35,433	-	\$17,166	-	-
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- (a) The 2008 actuals and 2009 budget are restated for comparative purposes, due to the combining of the Household/Agricultural Hazardous Waste program with the Solid Waste Planning, Implementation and Education Program.
- (b) Levy reflects revenues over expenses, which are used to offset expenses within other department programs.
- (c) Material Recycling Facility fund balance of \$275,000 is used to offset solid waste program costs and an additional \$120,300 is used to fund the composting and E-cycling programs.

Program Highlights



General Government revenues are budgeted to decrease by \$121,444 to \$147,073, mostly due to the State eliminating the Recycling Efficiency Initiative (REI) Grant, which is budgeted at \$117,400 in 2009. This grant revenue has allowed the County to provide yard-waste composting services to municipalities at no charge and helped provide a portion of the County's electronic appliance recycling (E-cycling) program. To continue these services, \$120,300 in prior-year REI grant revenues received in excess of expenditures, and accounted for the Material Recycling Facility (MRF), is appropriated as MRF Fund Balance (mentioned below). General Government revenues also includes \$97,073 in state Recycling Grant revenues, budgeted to fund 0.75 FTE of a full-time Recycling Specialist position and program interns. (The remaining \$1,250,000 of Recycling Grant revenue is budgeted for MRF operations). In addition, General Government revenues include \$35,000 for municipal payment share of the Clean Sweep program, to cover approximately one-third of the costs of program, net of the estimated state grant of \$15,000 (which also declines by \$5,000 from the 2009 budget, due to additional reductions in the State's Budget). The County's share of the estimated net Clean Sweep program costs is approximately \$80,000 of the total program cost of \$115,000.

Other Revenue increases by \$100,500 to \$225,000, mostly due to a \$100,000 increase in landfill siting fee revenues allocated to the Parks General Fund operations. This increase is intended to help temporarily offset decreases in various Parks License and Charges for Service revenues (related to the downturn in the real estate development market, discussed later), in order to help maintain necessary funding for Parks maintenance and repair projects.

Solid Waste Planning, Implementation & Education (Cont.)

Appropriated Fund Balance consists of MRF accumulated interest earnings of \$275,000, appropriated to cover Solid Waste program operations and \$120,300 for yard-waste composting and E-cycling Services, mentioned previously. There is no tax levy funding in this program, in fact a tax levy credit (from revenues over expenditures) are used mainly to fund the Household hazardous waste program.

Personnel costs increase by \$5,398 to \$375,675 and include the cost to continue current staffing levels.

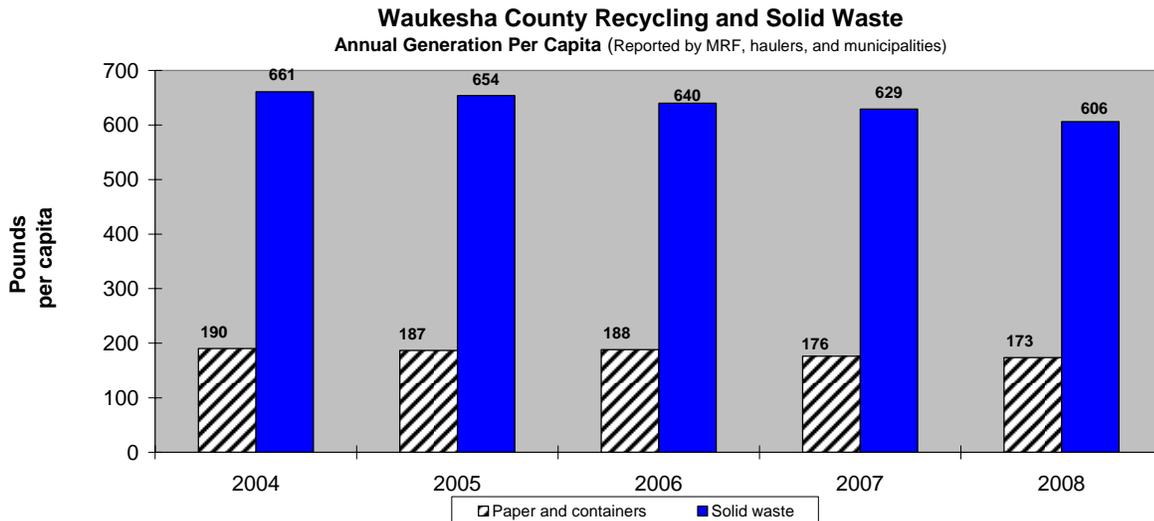
Operating expenses include compost program costs of \$103,000, assuming processing 7,100 tons (7,000 tons yard waste and 100 tons wood waste) at the County Compost Facility. As mentioned above, yard-waste composting is planned to be provided free of charge, but municipalities will pay \$26 per ton to process wood waste. Operating expenses also include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and Veolia Environmental Services for the hazardous waste program under which EPL funds are exhausted first, State Clean Sweep grant funds are used next, then the County pays up to it's maximum budgeted amount of \$115,000 for the household hazardous waste program, a decrease of \$5,000 from the 2009 budget, in accordance with the State's reduction in funding, mentioned previously. Participation is stable due to longevity of the program. Promotion of household product exchanges will continue at three ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, a small number of Walworth County residents are allowed to use the site in Waukesha on a fee for service basis (billed to Walworth County) to accommodate residents who miss their collection event.

Matching grants to municipalities for oil, oil filter and antifreeze recycling services, budgeted at \$3,500 in 2009, is eliminated due to the Department coordinating a negotiated agreement with a vendor to begin providing these services at no direct charge to the municipalities.

Activity



Workload - Output Data	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Tons processed at County compost facility	6,026	7,200	7,000	7,100	(100)
Tons of office paper and containers recycled – County	255	250	250	250	-
Number of participants in education presentation/events	1,730	1,500	1,700	1,700	200
Lbs. of residential computers recycled	263,300	275,000	265,000	275,000	-



The above chart shows a continuing downward trend in per capita generation of both residential waste and recycling County-wide over the past 5 years. The 5 year average pounds per capita for solid waste equals 638 lbs and pounds per capita for recycling equals 183 lbs.

Solid Waste Planning, Implementation & Education (Cont.)

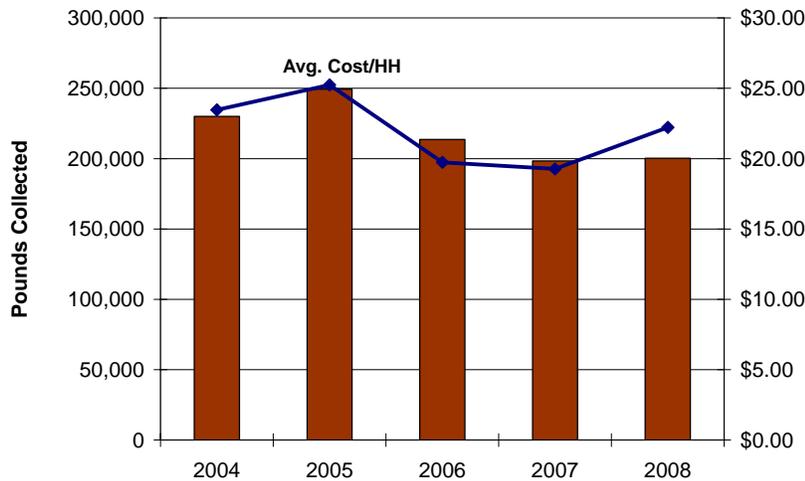


Activity

Workload – Output Data

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Households served at Hazardous Waste Collection	5,309	5,000	5,000	5,000	-
Pounds of Hazardous waste collected	200,450	230,000	225,000	225,000	(5,000)
Pounds of HHW Per household	37.8	46.0	45.0	45.0	(1.0)
Number of Households using product exchange	86	75	75	85	10

Waukesha County Household Hazardous Waste Program
Pounds Collected and Average County Cost Per Household



The above chart shows that the number of pounds of household hazardous waste collected in 2008 was about the same as 2007. The cost to the County per participating household increased slightly due to adding a permanent drop off site in Franklin (Milwaukee County) shared with Milwaukee Metropolitan Sewer District (MMSD), which increases the number of participants.

Agricultural Land & Water Conservation

Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the United States Department of Agriculture (USDA). A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out through a variety of Federal, State and local programs and grants.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State agricultural non-point pollution control performance standards and prohibitions in targeted watersheds.

Key Outcome Indicator: Inventoried farms, landowner contacts, compliance determinations, conservation practices applied, and an updated County manure storage ordinance.

Performance Measure: Landowner compliance with State standards based on a percentage sites inventoried.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	20%

Agricultural Land & Water Conservation (Cont.)

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.95	1.10	1.10	1.10	0.00
General Government	\$70,499	\$90,317	\$90,000	\$90,000	(\$317)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$125,566	\$66,146	\$66,146	\$73,716	\$7,570
Total Revenues	\$196,065	\$156,463	\$156,146	\$163,716	\$7,253
Personnel Costs	\$138,814	\$84,283	\$88,259	\$90,605	\$6,322
Operating Expenses	\$17,442	\$64,950	\$59,050	\$65,150	\$200
Interdept. Charges	\$8,395	\$7,230	\$7,200	\$7,961	\$731
Total Expenditures	\$164,651	\$156,463	\$154,509	\$163,716	\$7,253
Rev. Over (Under) Exp.	\$31,414	-	\$1,637	-	-



Program Highlights

General Government revenues include a pass-through grant from the state to assist farmers with complying with water runoff standards of \$48,000, which remains unchanged from the 2009 budget, but may be reduced if future state revenue projections continue to fall short. In addition, the proportion of the state Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant revenue budgeted in this program (to help offset a portion of land conservation staffing costs) decreases slightly by \$317 to \$30,000. Overall, this grant is budgeted at \$158,000, unchanged from the 2009 budget, and the remaining \$128,000 is budgeted mainly to fund staff costs in the Urban Land and Water Conservation program. Staff will pursue getting the recently adopted County Comprehensive Plan certified under the new Farmland Preservation planning law.

Tax levy support for this program increases \$7,570 to \$73,716, to cover the loss of state grant funds mentioned above and personnel costs increase by \$6,322 for the cost to continue 1.10 FTE staffing levels and higher health insurance costs due to an employee change in insurance plan selection.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
# of Records Inventoried	22	20	14	14	(6)
# of Status Compliance Letters Issued	0	10	6	10	-
# New/Updated Conservation Plans Prepared	0	5	6	10	5

Urban Land & Water Conservation

Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect County water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State urban non-point pollution control performance standards on new construction sites within benchmark response times and support related conservation education programs.

Key Outcome Indicator: Complete erosion and storm water permit application reviews within benchmark response times, measured in working days.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Response time for storm water permit application >= 1 acre. Benchmark = 20 working days.	11	15	8	15
< 1 acre. Benchmark = 10 working days.	6	10	5	10

	2008 Actual	2009 Budget	2009 Estimate(a)	2010 Budget	Budget Change
Staffing (FTE)	3.35	4.05	4.05	4.05	0.00
General Government	\$100,000	\$127,683	\$127,700	\$128,000	\$317
Charges for Services	\$77,033	\$100,000	\$100,000	\$99,500	(\$500)
Interdepartmental	\$14,425	\$14,500	\$14,500	\$14,600	\$100
Other Revenue	\$60,779	\$92,600	\$91,600	\$92,600	\$0
Appr. Fund Balance (a)	\$0	\$0	\$3,000	\$0	\$0
County Tax Levy	\$101,760	\$105,760	\$105,760	\$115,082	\$9,322
Total Revenues	\$353,997	\$440,543	\$442,560	\$449,782	\$9,239
Personnel Costs	\$269,131	\$331,617	\$328,581	\$342,198	\$10,581
Operating Expenses (a)	\$32,032	\$82,300	\$76,900	\$77,600	(\$4,700)
Interdept. Charges	\$24,745	\$26,626	\$26,500	\$29,984	\$3,358
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$325,908	\$440,543	\$431,981	\$449,782	\$9,239

Rev. Over (Under) Exp.	\$28,089	-	\$10,579	-	-
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(a) The 2009 estimate includes a fund balance appropriation related to a carry over of funds for the development of a mail address database.

Urban Land & Water Conservation (cont.)



Program Highlights

General Government revenues consist of the state Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant revenue budgeted in this program (to help offset a portion of land conservation staffing costs), which increases slightly by \$317 to \$128,000. Overall, this grant is budgeted at \$158,000, unchanged from the 2009 budget, and the remaining \$30,000 is budgeted in the Agriculture Water Conservation program.

Charges for Service include \$53,000 from 25 municipalities, as part of an intergovernmental agreement with the County, to implement a mandatory stormwater education program, an increase of \$2,000 from the 2009 budget. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) stormwater discharge permit requirements under Department of Natural Resources administrative code (NR) 216. Charges for Service also include \$32,500 budgeted for erosion control fees, to be more inline with 2008 receipts of \$33,568.

Other Revenues remain budgeted at the 2009 level of \$92,600, and include \$39,600 in payments per an agreement with a gravel mining vendor for use of a County owned mine; \$30,000 budgeted in real estate developer funds held by the County, to be used to bring new developments into compliance with stormwater codes in case developers are unwilling to do so; and \$20,000 in grants from the Graham Prairie Martin Foundation to construct rain gardens to help mitigate stormwater runoff pollution.

Tax levy support for this program increases by \$9,322 to \$115,082, mostly to cover an increase in personnel costs of \$10,581 or about 3.2%, mostly due to the cost to continue 4.05 FTE staffing levels and higher health insurance costs of \$5,484, due to changes in employee health plan selection.

Operating expenditures are budgeted to decrease \$4,700 to \$77,600, mainly due to a \$5,000 reduction in engineering consulting services to be closer to prior year spending. Interdepartmental charges are budgeted to increase \$3,358, mainly due to a \$2,800 increase in End User Technology (EUTF) charges to \$19,300, as part of the phasing in of the cost of technology resources being used, as recommended by Internal Audit

Activity

Workload – Output Data	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Number of Educational Presentations/Events	34	32	44	34	2
Number of Erosion Control/ Storm water Permits	36	50	40	45	(5)
Number of Inspections Conducted	450	800	460	700	(100)
Number of Technical Referrals	6	10	6	10	-
Tons of Sediment Reduced from Construction Sites	985	1,250	1,000	1,125	(125)

Planning

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 public and communities, and implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews and other land use guidance to the public and other municipalities.

County-Wide Key Strategic Outcome: A well planned county

Objective 1: Foster County economic development and growth by planning for proper distribution of land uses, while protecting viable natural resources, agricultural lands and open space. Prepare and update County Development Plan and Code amendments compliant with County Development Plan principles and objectives.

Objective 2: Review zoning amendments for consistency with the Waukesha County Comprehensive Development Plan; review new projects (subdivisions, site plans and conditional uses) to ensure conformance with zoning regulations and adopted Comprehensive Development Plan.

	2008 Actual	2009 Budget	2009 Estimate (a)	2010 Budget	Budget Change
Staffing (FTE)	7.47	7.43	7.43	7.43	0.00
General Government (a)	\$132,431	\$0	\$325,000	\$0	\$0
Fines/Licenses	\$1,000	\$0	\$6,000	\$0	\$0
Charges for Services	\$22,043	\$35,000	\$30,000	\$30,500	(\$4,500)
Interdepartmental	\$0	\$500	\$500	\$500	\$0
Other Revenue	\$6,846	\$19,000	\$10,000	\$12,500	(\$6,500)
Appr. Fund Balance	\$8,200	\$0	\$8,188	\$0	\$0
County Tax Levy	\$538,830	\$575,517	\$575,517	\$555,796	(\$19,721)
Total Revenues	\$709,350	\$630,017	\$955,205	\$599,296	(\$30,721)
Personnel Costs	\$558,805	\$566,646	\$566,569	\$534,305	(\$32,341)
Operating Expenses (a)	\$178,084	\$25,250	\$355,600	\$23,600	(\$1,650)
Interdept. Charges	\$38,750	\$38,121	\$39,300	\$41,391	\$3,270
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$775,639	\$630,017	\$961,469	\$599,296	(\$30,721)
Rev. Over (Under) Exp.	(\$66,289)	-	(\$6,264)	-	-

(a) 2009 Estimated General Government revenues and Operating Expenses exceed 2009 Adopted Budget, mostly due to a completion and final expenditure reimbursement claimed from the state for the Comprehensive Planning (Smart Growth) program.



Program Highlights

The 2009 estimate for Fines and Licenses includes \$6,000 of one-time miscellaneous revenues that are not expected to be repeated. Charges for Service revenues consist of reimbursements for staff time providing planning assistance to municipalities. These revenues decrease by \$4,500 to \$30,500, reflecting lower demand for planning services, including the Town of Mukwonago discontinuing its use of County planning services. Other Revenues decline, mostly due to a decline in \$6,500 from map and plat book sales, as more material is available on the County website. Also, street atlas production and sale activities are being transferred to the Land Information System (LIS) division. Tax levy allocated to this program decreases by \$19,721 to \$555,796, mostly due to budgeted expenditure reductions, discussed below.

Personnel costs are budgeted to decrease by \$32,341 to \$534,305, mostly due to anticipated higher vacancy and turnover cost savings budgeted and a change in an employee's selection of health insurance plan from family coverage to no coverage.

Operating expenses decrease \$1,650 to \$23,600, mostly due to reductions in travel, training and office supply expenses. Interdepartmental charges are budgeted to increase \$3,270, mainly due to a \$4,800 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used, as recommended by Internal Audit.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
# of mtgs. w/ town plan	42	40	44	40	--
commissions under contract					

Program Description

Administration and enforcement of the Waukesha County Zoning Code and the Waukesha County Shoreland and Floodland Protection Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan and ordinances.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	4.35	4.35	4.35	4.35	0.00
Fines/Licenses	\$131,080	\$160,000	\$140,000	\$140,000	(\$20,000)
Charges for Services	\$23,956	\$65,000	\$35,000	\$35,000	(\$30,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$129,445	\$148,556	\$148,556	\$198,529	\$49,973
Total Revenues	\$284,481	\$373,556	\$323,556	\$373,529	(\$27)
Personnel Costs	\$334,149	\$351,781	\$349,408	\$352,529	\$748
Operating Expenses	\$26	\$6,075	\$5,100	\$5,000	(\$1,075)
Interdept. Charges	\$8,217	\$15,700	\$11,700	\$16,000	\$300
Total Expenditures	\$342,392	\$373,556	\$366,208	\$373,529	(\$27)
Rev. Over (Under) Exp.	(\$57,911)	-	(\$42,652)	-	-



Program Highlights

License revenue consists of zoning permit revenues, which are estimated to decline by \$20,000 to \$140,000, reflecting lower zoning activity, mostly due to a downturn in the real estate development market. Charges for Service revenue consists of subdivision plat review fees, which decline by \$30,000 to \$35,000 to be more inline with 2009 estimates, also related to the downturn in the real estate development market. Tax levy support for this program increases by \$49,973 to \$198,529, mostly due anticipated decreases in revenue, mentioned above.

Personnel costs are basically stable at \$352,529 for cost to continue the 4.35 FTE's allocated to this program. Operating expenditures decrease by \$1,075 to \$5,000, mostly due to a reduction in budgeted travel and training related expenses.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
No. of Zoning Permits	588	820	550	550	(270)
No. of Board of Adj.	90	110	100	100	(10)
No. of Certified Survey Maps (CSMs) reviewed	17	40	35	40	-
No. of Subdiv. Plat Recorded	16	35	20	20	(15)

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, laboratory and the Private Sewage System maintenance program.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Annually sample public water supply systems for the presence of coliform bacteria and nitrates.

Key Outcome Indicator: 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. Annual sampling assures the public that water served at these facilities is safe to drink. 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.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
System samples	460	460	460	460
% sampled	100%	100%	100%	100%
% with coliform bacteria	6.7%	2.5%	2.5%	2.5%
% with nitrates	0.5%	0.5%	0.5%	0.5%

Objective 2: Operate a mandatory maintenance program for private sewage systems notifying owners of systems of bi-annual maintenance requirements.

Key Outcome Indicator: Every two 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 has been conducted on 85% of the private sewage systems notified through biannual maintenance notification.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
Maintenance cards sent	8,757	11,000	8,125	9,000
Number returned	5,517	9,200	6,906	7,560
% Returned	63%	84%	85%	84%

Environmental Health (Cont.)

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	5.02	4.42	4.42	4.42	0.00
General Government	\$32,947	\$35,000	\$35,000	\$35,000	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$56,582	\$56,400	\$55,400	\$56,400	\$0
Interdepartmental	\$1,000	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$392,967	\$305,180	\$305,180	\$312,578	\$7,398
Total Revenues	\$483,496	\$396,580	\$395,580	\$403,978	\$7,398
Personnel Costs	\$340,306	\$323,585	\$329,188	\$333,107	\$9,522
Operating Expenses	\$31,592	\$37,550	\$34,976	\$34,200	(\$3,350)
Interdept. Charges	\$39,165	\$35,445	\$33,910	\$36,671	\$1,226
Total Expenditures	\$411,063	\$396,580	\$398,074	\$403,978	\$7,398
Rev. Over (Under) Exp.	\$72,433	-	(\$2,494)	-	-



Program Highlights

General Government revenues of \$35,000 remain at the 2009 budget level and include a \$20,000 grant from the State for the Wisconsin Fund septic system replacement program, intended to help lower-income County residents replace faulty septic systems. General Government revenues also include \$15,000 budgeted for the State's Radon Grant to cover staff time and other costs related to providing radon education services to area residents. Charges for Service remain at the 2009 budget level of \$56,400 and mostly include \$50,000 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act. Tax levy support for this program increases \$7,398 or 3% to \$312,578, mostly to cover an increase in personnel costs by \$9,522 or 2.9%, mainly for the cost to continue 4.42 FTE existing staff.

Operating expenses are budgeted to decrease by \$3,350, mainly due to reductions in travel, training and advertising related expenses to be more inline with prior year actual spending and the 2009 estimates..

Recent changes to (Wisconsin Department of Commerce Administrative Code) Comm. 83 will require counties to begin sending notices to property owners with private sewage systems not currently on the County Maintenance program and to begin tracking maintenance. The current maintenance program includes private sewage systems permitted after July 1,1979. The Environmental Health clerical staff have been reviewing all paper files and including them in the electronic database, if they have not already been entered. Some of these files contain permit information prior to July 1, 1979.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
WI Fund Grant (Septic Replacements)	10	5	5	5	-
# of on-site septic systems under Mandatory Maint.	23,106	24,200	23,450	23,750(*)	(450)

(*) Budget has been reduced to more accurately reflect actual experience.

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.

County-Wide Key Strategic Outcome: A safe county

Objective 1: Control rabies by the appropriate follow-up of all reported animal bites.

Key Outcome Indicator: 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. When necessary, the animal will be sacrificed and examined for rabies. Enforce rabies vaccination of animals as required and advise bite victims to seek medical advice regarding treatment after a bite.

Performance Measure: Follow-up on 100% of reported animal bites within 48 hours of receiving the report.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
Number of reported animal bites	535	550	530	530
% bites followed up within 48 hours	100%	100%	100%	100%

Objective 2: Provide education, advice and enforcement on animal neglect/welfare issues.

Key Outcome Indicator: 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.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
# Reports animal abuse/neglect	255	250	250	250
% followed up within 48 hours	95%	95%	95%	95%

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.67	1.61	1.61	1.61	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$55,764	\$60,000	\$60,000	\$60,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$73,793	\$72,736	\$72,736	\$73,930	\$1,194
Total Revenues	\$129,557	\$132,736	\$132,736	\$133,930	\$1,194
Personnel Costs	\$97,766	\$101,200	\$92,175	\$101,293	\$93
Operating Expenses	\$12,725	\$22,700	\$18,900	\$22,700	\$0
Interdept. Charges	\$7,861	\$8,836	\$8,554	\$9,937	\$1,101
Total Expenditures	\$118,352	\$132,736	\$119,629	\$133,930	\$1,194
Rev. Over (Under) Exp.	\$11,205	-	\$13,107	-	-



Program Highlights

License revenue consists of dog license surcharge revenues of \$60,000, which remains unchanged from the 2009 budget level based on revenues expected to be achieved in 2009, an increase from the 2008 actual. Personnel costs remain stable and represents the cost to continue the existing 1.61 FTE's. Operating expenditure remain at the 2009 budget levels and include general operating costs such as mileage reimbursement, office supplies and printing/postage.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	23	30	30	30	-
Humane Investigations	263	225	260	260	35
Rabies Control Activities (bite investigation and quarantine follow-up)	747	900	825	825	(75)

There continues to be an emphasis on providing rabies and humane animal welfare education to interested groups such as schools, 4H, Girl Scouts, Boy Scouts, etc. Staff continues to seek opportunities to educate community groups regarding staying safe around animals, laws and the individual's responsibility for humane treatment of animals.

Hazardous Material

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Maintain a program standard of 95% on annual Department of Commerce Tank Inspection Reports for County facilities.

Key Outcome Indicator: Percent of sites with no violations noted on annual Department of Commerce Tank Inspection Reports above a program standard of 95%.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
% Tank sites with no violations	100%	95%	100%	100%

Objective 2: Assess environmental condition of all real property proposed for acquisition within twenty working days of notification.

Key Outcome Indicator: Complete 100% of environmental assessments within 20 working days.

Performance Measures:	2008 Actual	2009 Target	2009 Estimate	2010 Target
% of Environmental assessments done within 20 working days of initial request	94%	95%	98%	95%

Objective 3: The Departments of Public Works and Parks and Land Use will analyze the County fuel tank plan to develop a replacement plan and evaluate opportunities to consolidate tanks with other County or other municipal fuel centers in order to reduce the liabilities and cost associated with fuel centers.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
Other Revenue	\$32	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$318	\$20,000	\$21,075	\$15,000	(\$5,000)
County Tax Levy	\$139,921	\$149,523	\$149,523	\$151,428	\$1,905
Total Revenues	\$140,271	\$169,523	\$170,598	\$166,428	(\$3,095)
Personnel Costs	\$108,938	\$113,186	\$112,617	\$114,555	\$1,369
Operating Expenses	\$11,343	\$52,800	\$50,650	\$46,900	(\$5,900)
Interdept. Charges	\$3,458	\$3,537	\$3,550	\$4,973	\$1,436
Total Expenditures	\$123,739	\$169,523	\$166,817	\$166,428	(\$3,095)
Rev. Over (Under) Exp.	\$16,532	-	\$3,781	-	-

Program Highlights



The Land Recycling Program, funded with appropriated General Fund Balance of \$15,000, which is designed to identify, clean up and market those tax delinquent properties having redevelopment potential, has been reduced by \$5,000 based on lower program expenditure activity and experience. Similarly, operating expenditures decrease by \$5,900 to \$46,900, mostly due to a \$5,000 decrease in consulting services related to the Land Recycling (brownfields) Program.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	28	30	38	30	-
Number of Petroleum Storage Tanks					
Monitor for Compliance--Above Ground	50	50	50	50	-
Monitor for Compliance--Under Ground	6	6	6	6	-

Program Description

Provide licensing, inspection, education and plan reviews of restaurants, retail food establishments, and other businesses.

County-wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: 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.

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

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

	2008 Actual	2009 Target	2009 Estimate	2010 Target
Number of licensed food establishments	1,544	1,525	1,520	1,520
Number of inspections & consultations	2,635	2,950(*)	2,800	2,800(*)

(*) The 2009 estimate and 2010 target are lower than prior target mainly due to a change in state inspection requirement that require more staff time to complete and therefore less inspections are estimated to be completed.

County-wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 2: Maintain staff and resources at an adequate level to follow through on establishment plan review, inspection, complaint follow-up, and foodborne illness outbreak response and investigation.

Key Outcome Indicator: Using the federal Food and Drug Administration (FDA), Retail Food Regulatory Program Standard No. 8, monitor staffing for the ratio of the number of full-time equivalents (FTEs) to the number of inspections and consultations performed in licensed food establishments.

Note: Inspections for purposes of this ratio calculation include routine inspections, re-inspections, complaint investigations, outbreak investigations, compliance follow-up inspections, risk assessment reviews, process reviews, variance process reviews and other direct establishment contact time such as on-site training.

Performance Measure: As stated in FDA Standard No. 8, there should be a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections/consultations by FTE.

	2008 Actual	2009 Target	2009 Estimate	2010 Target
# of licensed food establishments inspectors	6.5	7.0	7.0	7.0
# of pre-inspections, inspections & consultations per inspector	405	420	400	400

Licensing (cont.)

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	7.31	7.78	7.78	7.78	0.00
Fines/Licenses	\$585,070	\$567,500	\$605,500	\$607,500	\$40,000
Charges for Service	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$4,000	\$4,000	\$4,000	\$0
Other Revenue	\$16	\$500	\$500	\$500	\$0
County Tax Levy	\$61,827	\$34,040	\$34,040	\$7,973	(\$26,067)
Total Revenues	\$646,913	\$606,040	\$644,040	\$619,973	\$13,933
Personnel Costs	\$566,397	\$551,351	\$549,220	\$561,226	\$9,875
Operating Expenses	\$30,068	\$30,500	\$27,350	\$31,500	\$1,000
Interdept. Charges	\$22,321	\$24,189	\$24,150	\$27,247	\$3,058
Total Expenditures	\$618,786	\$606,040	\$600,720	\$619,973	\$13,933
Rev. Over (Under) Exp.	\$28,127	-	\$43,320	-	-

Program Highlights

License revenues increase \$40,000 to \$607,500, including restaurant and retail food license/inspection revenues, which are budgeted to increase by \$30,000 to \$415,000 and \$7,000 to \$125,000, respectively, to be more in line with 2009 estimated revenues, partly due to the Department beginning to inspect 60 schools that receive USDA commodities twice each year. The schools are assessed an annual inspection fee that is the same as the fee charged by the State in other counties, i.e. \$380 for a food production kitchen and \$135 for a satellite kitchen. Also, although the economy remains weak, there is continued interest in change of operator and new food establishments in Waukesha County, which require additional staff time including plan review, consultations with owners and contractors, and pre-licensing inspections. Overall licensing fees charges are budgeted to increase by a weighted average of approximately 2%. Tax levy support allocated to this program decreases by \$26,067 in order to fund other PLU department program expenditures, mainly from an increase in license revenues mentioned above.

Personnel costs increase \$9,875 or 1.8%, mostly due to the cost to continue the existing 7.78 FTE staffing level. Operating expense increase \$1,000 due to increased budgeted mileage reimbursement expenses. Interdepartmental charges are budgeted to increase \$3,058, mainly due to a \$3,000 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used, as recommended by Internal Audit.

Activity

# of Establishment Licenses issued	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Restaurants					
Temporary	104	100	100	100	-
Prepackaged	67	75	70	70	(5)
Full Service	946	935	926	926	(9)
# of School Food Service Inspections	-	120	120	120	-
# of Restaurant Inspections (a)	2,097	2,350	2,050	2,050	(300)
Retail Food					
No Processing	107	115	105	105	(10)
Processing	320	315	315	315	-
# of Retail Food Inspections (a)	538	650	530	530	(120)
Lodging					
Hotel/Motel	38	40	39	39	(1)
Bed and Breakfast	6	6	6	6	-
Tourist Rooming House	2	1	2	2	1
Recreation					
Public Pools	206	212	206	206	(6)
Campgrounds/Rec. Ed.	19	18	19	19	1
# of Lodge Inspections	48	55	48	48	(7)
# of Public Pools, Cap, Rec. Ed. Inspections	288	295	295	295	-

(a) The number of restaurant and retail food inspections decline, mostly due to State guidelines instructing more thorough inspections, which consume more staff time and reduce the number of inspections Licensing staff can perform; however, revenues are not expected to decrease because this program earns fees for only the first inspection of an establishment, regardless of how many inspections are later made.

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 Commerce Administrative Code) Comm. 83 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

County-wide Key Strategic Outcome: A safe county

Objective 1: Same day reporting of bacteriologically unsafe sample results to property owners.

Key Outcome Indicator: Owner collected water samples brought in for bacteriological analysis will result in notification during the same day results are completed if the results indicate a bacteriologically unsafe result.

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

	2008 Actual (a)	2009 Target	2009 Estimate	2010 Target
Number of unsafe samples	234	70	50	60
Number of owner-collected samples	761	450	500	450
% Reported same day	100%	100%	100%	100%

(a) Higher 2008 actual figures are mostly due to severe flooding during the spring of 2008.

County-wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Inspect private sewage system at the time of installation.

Key Outcome Indicator: After a sanitary permit is issued, a licensed plumber will install the sewage system. For all requests for inspection made prior to 9:30 am, Waukesha County staff will conduct an inspection of the sewage system during the same day. On occasion, a request for inspection will be called in to the office after 9:30 am. The Sanitarian is contacted, and every attempt is made to conduct the inspection the same day.

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

	2008 Actual	2009 Target	2009 Estimate	2010 Target
Number of systems inspected	381	500	325	370
% systems inspected on same-day	100%	100%	100%	100%

Septic/Well/Lab Programs (cont.)

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	8.70	7.70	7.70	7.70	0.00
Fines/Licenses	\$211,911	\$310,000	\$215,000	\$225,000	(\$85,000)
Charges for Service	\$70,442	\$100,100	\$80,100	\$80,100	(\$20,000)
Interdepartmental	\$3,985	\$2,000	\$2,000	\$2,000	\$0
Appr. Fund Balance	\$255	\$0	\$0	\$0	\$0
County Tax Levy	\$240,374	\$258,607	\$258,607	\$373,085	\$114,478
Total Revenues	\$526,967	\$670,707	\$555,707	\$680,185	\$9,478
Personnel Costs	\$590,190	\$582,201	\$577,746	\$591,749	\$9,548
Operating Expenses	\$43,002	\$65,200	\$60,300	\$60,550	(\$4,650)
Interdept. Charges	\$21,306	\$23,306	\$23,200	\$27,886	\$4,580
Total Expenditures	\$654,498	\$670,707	\$661,246	\$680,185	\$9,478

Rev. Over (Under) Exp.	(\$127,531)	-	(\$105,539)	-	-
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Program Highlights

License revenue consists of septic permit revenues, which decrease by \$85,000 to \$225,000, reflecting a decline in septic permits being issued, due to the downturn in the real estate development market. Septic permit fee changes are budgeted to increase by a weighted average of approximately 3.3%. Charges for Service revenues are budgeted to decrease by \$20,000 to \$80,100, due to a reduction in water sample fee revenues by \$10,000 to \$50,000 and preliminary site evaluation (PSE) fees by \$10,000 to \$30,000, mainly resulting from lower real estate development activity, mentioned previously. Tax levy support for this program increases by \$114,478 to \$373,085, mostly due to the \$105,000 of budgeted revenue reductions, mentioned above and almost \$9,500 of expenditure increases mentioned below.

Personnel costs increase \$9,548 or 1.6%, mostly due to the cost to continue existing 7.7 FTE staff for this program. Operating expenses are budgeted to decrease by \$4,650 to \$60,550 due to a reduction in training and travel related expenses. Interdepartmental charges are budgeted to increase \$4,580, mainly due to a \$3,900 increase in End User Technology (EUTF) charges, part of the phasing in of the cost of technology resources being used, as recommended by Internal Audit.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Number of Septic Permits Issued					
Conventional (a)	147	245	150	180	(65)
Mound (a)	161	230	165	180	(50)
Holding Tank	27	35	30	35	-
At Grade	6	5	5	5	-
Pressure Distribution	6	5	5	5	-

(a) Conventional and mound septic permits issued are estimated to decline largely due to the recent downturn in the real estate development market.

Program Description

The Parks program is responsible for the acquisition, 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 the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

County-wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Introduce sustainable energy saving concepts and Leadership in Energy and Environmental Design (LEED) “Green” design concepts in programming, design and construction of County building projects.

Key Outcome Indicator:

1. Building costs held the same as or reduced from previous projects. Use return on investment analysis process to evaluate project components.
2. Ability to teach others about the “sustainability” of building techniques used.
3. Provide a measurable rate of return of 15-20% in operational energy savings in the new Waukesha County Department of Health and Human Services (H&HS) Office Building as well as in future County building projects.

Objective 2: With the Departments of Public Works, evaluate equipment replacement scheduling based on hours of operation in conjunction with years of ownership, along with analysis of the cost of equipment maintenance versus the cost of equipment replacement.

Objective 3: The Department of Parks and Land Use and the Department of Public Works will explore efficiency and service enhancements that can be gained by possibly cross training staff for improved service delivery.

	2008 Actual	2009 Budget	2009 Estimate(a)	2010 Budget	Budget Change
Staffing (FTE)	60.48	62.57	62.57	62.57	0.00
General Government	\$31,606	\$27,500	\$27,500	\$27,500	\$0
Fine/Licenses	\$12,360	\$12,000	\$12,000	\$12,000	\$0
Charges for Services	\$928,050	\$877,100	\$949,200	\$911,100	\$34,000
Interdepartmental	\$123,044	\$134,500	\$134,000	\$139,100	\$4,600
Other Revenue	\$59,264	\$62,000	\$60,000	\$40,000	(\$22,000)
Appr. Fund Balance	\$305,824	\$100,000	\$317,522	\$80,000	(\$20,000)
County Tax Levy	\$3,001,212	\$3,132,594	\$3,132,594	\$3,198,413	\$65,819
Total Revenues	\$4,461,360	\$4,345,694	\$4,632,816	\$4,408,113	\$62,419
Personnel Costs	\$2,821,345	\$2,931,928	\$2,941,587	\$3,002,654	\$70,726
Operating Expenses	\$511,299	\$520,118	\$503,615	\$515,045	(\$5,073)
Interdept. Charges	\$612,389	\$636,648	\$631,271	\$683,914	\$47,266
Fixed Assets(a)	\$149,182	\$257,000	\$437,300	\$206,500	(\$50,500)
Total Expenditures	\$4,094,215	\$4,345,694	\$4,513,773	\$4,408,113	\$62,419
Rev. Over (Under) Exp.	\$367,145	-	\$119,043	-	-

(a) 2009 Estimate for expenditures and revenues exceed the adopted budget due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Parks Programs (cont.)

Program Highlights



General Governmental revenues, which consist of state grant funding to maintain snowmobile trails, remain at the 2009 budget level of \$27,500. Fines and licenses, which consist of fines revenues from parking violations on County grounds, remain at the 2009 budget level of \$12,000. Charges for Service revenues increase by \$34,000 or 3.9% to \$911,100, and are largely due to a \$27,500 increase in parks entrance fees, mostly reflecting higher activity at the Minooka Park dog exercise area. Interdepartmental Revenues are budgeted to increase by \$4,600 to \$139,100, mostly due to an increase in Parks Department staff time cost recovery for administration and management of the Department's enterprise and special revenue funds. Other Revenues are budgeted to decline by \$22,000 to \$40,000, due to a one-time contribution of \$22,000 in the 2009 budget (not repeated in 2010) from the Waukesha Kennel Club and area municipalities towards the development of the Nashotah Park dog exercise area. Appropriated General Fund Balance decreases by \$20,000 to \$80,000, reflecting the planned phase down of General Fund Balance support for Three-Year Maintenance plan work (identified later in this program area). Tax Levy support for park program increases by \$65,819 to \$3,198,413, including \$15,000 to help fund higher anticipated unemployment compensation payouts, described below.

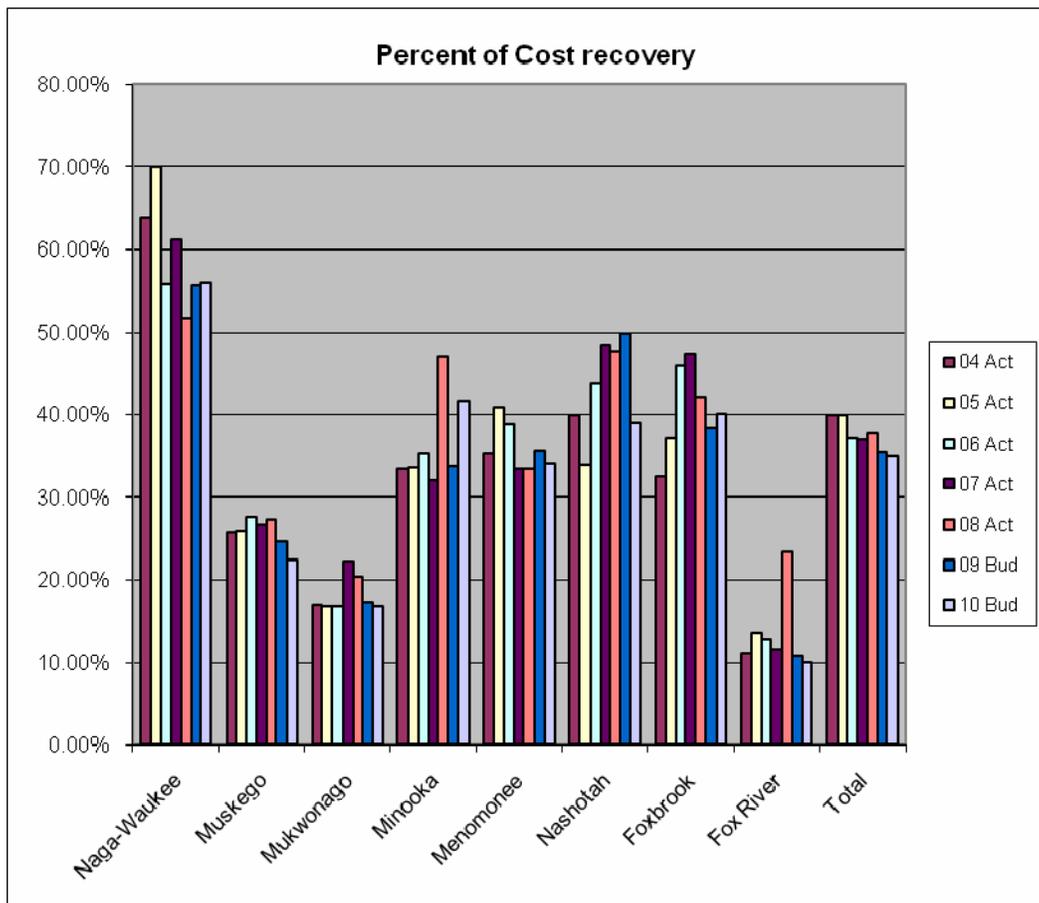
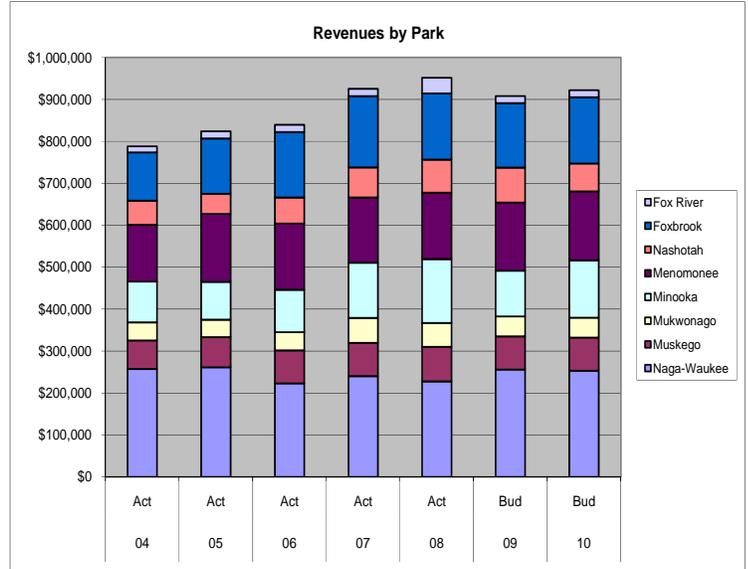
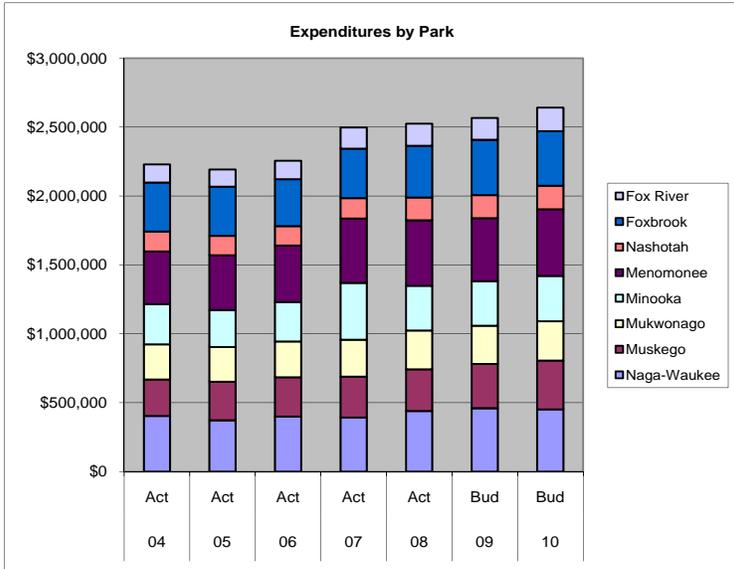
Personnel costs increase \$70,726 or 2.4%, mostly due to the cost to continue existing staffing levels of 62.57 FTE. In addition unemployment compensation (UC) costs are budgeted to increase by \$15,000 to \$55,000, reflecting an increasing trend in UC claims payouts for cost effective temporary extra help.

Operating expenditures are reduced by \$5,073 to \$515,045, mostly due to a planned decrease in the level of Three-Year Maintenance Plan operating expenditures in 2010 by \$21,750 to \$106,050. This is partially offset by \$11,450 one-time minor maintenance expenditures not included in the Three-Year Maintenance project plan but included in operating expenses due to the cost per item being less than the \$5,000 capitalization threshold. Interdepartmental charges are budgeted to increase by \$47,266 to \$683,914, including an increase in risk management charges by \$20,000 to \$38,700, as a result of higher worker's compensation charges, based largely on overall claims trends and the Department's prior year claims experience. In addition, Public Works vehicle replacement charges are budgeted to increase by \$14,500 to \$195,000.

Fixed Asset expenditures are budgeted to decrease by \$50,500 to \$206,500, mostly due to a decrease in one-time fixed asset expenditures for equipment and building improvement projects (outside of the Three-Year Maintenance Plan) by \$63,000 to \$132,000. These reductions are partially offset by an increase in Three-Year Maintenance Plan fixed asset expenditures budgeted in this program by \$12,500 to \$74,500.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Daily Entrance Stickers	74,413	70,700	74,500	74,200	3,500
Annual Stickers	9,725	7,600	7,600	7,600	-
Family Camping	4,304	4,685	4,800	4,800	115
Group Camping	1,702	1,600	1,700	1,700	100
Reserved Picnics/ Pavilion/Lodge Rental	1,122	1,150	1,150	1,150	-
Annual Boat Launch Stickers	460	500	500	500	-
Daily Boat Launch	12,220	15,000	15,000	13,400	-



The preceding analysis excludes all capital and three-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that while expenditures have increased, the park system has been able to maintain revenue recovery at approximately 37% of expenditure.

**PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN**

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use Department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance 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 three-year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts #5712 (Building Repair/Maintenance--Planned) and account #5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account #7255 (Building Improvements) is for projects over \$5,000 and therefore classified as fixed asset expenditure items. Starting in budget year 2002, the department began including park facility maintenance recommendations contained in the County facility management plan.

	<u>2010</u>	<u>2011</u>	<u>2012</u>
Expo Center(1)			
Building Repair/Maintenance	\$46,000	\$46,000	\$46,000
Road/Parking Lot Maintenance	\$1,500	\$0	\$0
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Expo Center	\$47,500	\$46,000	\$46,000
Ground Maintenance (1)			
Building Repair/Maintenance	\$1,500	\$11,400	\$0
Road/Parking Lot Maintenance	\$0	\$0	\$0
Building Improvements	<u>\$20,000</u>	<u>\$0</u>	<u>\$0</u>
Total Ground Maintenance	\$21,500	\$11,400	\$0
Retzer(1)			
Building Repair/Maintenance	\$5,150	\$0	\$0
Road/Parking Lot Maintenance	\$600	\$900	\$900
Building Improvements	<u>\$20,000</u>	<u>\$45,000</u>	<u>\$0</u>
Total Retzer	\$25,750	\$45,900	\$900
Naga-Waukee Park(*)			
Building Repair/Maintenance	\$5,000	\$7,400	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$25,000</u>	<u>\$15,000</u>	<u>\$50,000</u>
Total Naga-Waukee Park	\$31,500	\$23,900	\$51,500
Muskego Park(*)			
Building Repair/Maintenance	\$0	\$18,700	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Muskego Park	\$1,500	\$20,200	\$1,500
Mukwonago Park(*)			
Building Repair/Maintenance	\$0	\$10,600	\$3,800
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$25,000</u>	<u>\$35,000</u>
Total Mukwonago Park	\$1,500	\$37,100	\$40,300

(1) These maintenance plan costs are included in each specific program budget.

(*) included in Parks program budget.

**PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN (cont.)**

Minooka Park(*)	<u>2010</u>	<u>2011</u>	<u>2012</u>
Building Repair/Maintenance	\$0	\$8,600	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$41,000</u>	<u>\$30,000</u>	<u>\$0</u>
Total Minooka Park	\$42,500	\$40,100	\$1,500
Menomonee Park(*)			
Building Repair/Maintenance	\$7,000	\$1,900	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$8,500</u>	<u>\$0</u>	<u>\$20,000</u>
Total Menomonee Park	\$17,000	\$3,400	\$21,500
Nashotah Park(*)			
Building Repair/Maintenance	\$600	\$0	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$15,000</u>	<u>\$5,000</u>
Total Nashotah Park	\$2,100	\$16,500	\$6,500
Foxbrook Park(*)			
Building Repair/Maintenance	\$5,200	\$0	\$0
Road/Parking Lot Maintenance	\$4,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$15,000</u>
Total Foxbrook Park	\$9,700	\$1,500	\$16,500
Fox River Park(*)			
Building Repair/Maintenance	\$250	\$0	\$0
Road/Parking Lot Maintenance	\$0	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$59,800</u>
Total Fox River Park	\$250	\$1,500	\$61,300
Total			
Building Repair/Maintenance	\$70,700	\$104,600	\$49,800
Road/Parking Lot Maintenance	\$15,600	\$12,900	\$12,900
Building Improvements	<u>\$114,500</u>	<u>\$130,000</u>	<u>\$184,800</u>
Grand Total	\$200,800	\$247,500	\$247,500
Planned Use of General Fund Balance appropriations	\$80,000	\$50,000	\$25,000
(*) included in Parks program budget.			

General County Grounds Maintenance

Program Description

The Grounds Maintenance 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, Eble Ice Arena and Moor Downs Golf Course.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	10.69	11.41	11.41	11.00	(0.41)
General Government	\$59	\$0	\$0	\$0	\$0
Interdepartmental	\$159,098	\$165,000	\$165,000	\$160,000	(\$5,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$2,370	\$0	\$30,000	\$0	\$0
County Tax Levy	\$596,484	\$622,993	\$622,993	\$616,649	(\$6,344)
Total Revenues	\$758,011	\$787,993	\$817,993	\$776,649	(\$11,344)
Personnel Costs	\$481,146	\$499,438	\$497,300	\$461,268	(\$38,170)
Operating Expenses	\$109,800	\$78,375	\$76,650	\$93,765	\$15,390
Interdept. Charges	\$206,315	\$149,180	\$147,100	\$175,616	\$26,436
Fixed Assets	\$6,167	\$61,000	\$91,000	\$46,000	(\$15,000)
Total Expenditures	\$803,428	\$787,993	\$812,050	\$776,649	(\$11,344)
Rev. Over (Under) Exp.	(\$45,417)	-	\$5,943	-	-

(a) 2009 Estimate for expenditures and revenues exceed the adopted budget due to 2008 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances



Program Highlights

Interdepartmental revenues for Grounds Maintenance services are budgeted to decrease by \$5,000 to \$160,000, mainly due to anticipating less full-time hours being charged to Moor Downs Golf Course as 1.0 FTE parks maintenance worker position is unfunded in this budget to help achieve budget target.

Personnel costs are budgeted to decrease by \$38,170, mainly due to the unfunding of 1.0 FTE parks maintenance worker (mentioned above), partially offset by an increase in temporary extra help and related benefits by \$15,000 to \$141,747 for an increase in seasonal coverage by 0.59 FTE (1,230 hours) to 6.19 FTE, to assist with tasks previously performed by this unfunded position. Operating expenditures increase by \$15,390, mostly due to an increase in one-time equipment and maintenance project expenditures of \$10,550. Interdepartmental charges increase by \$26,436, mostly due to an increase in Department of Public Works charges for salt and sand materials for snow removal at County facility parking lot and Parks roads by \$15,000 to \$35,000, based on higher prior year actual usage levels and an anticipated increase in salt prices by approximately 33%. In addition, vehicle repair and maintenance charges increase by \$10,000 to \$75,000. Fixed Asset expenditures decrease by \$15,000 to \$46,000, mostly due to a decrease in Three-Year Maintenance plan fixed asset expenditures budgeted in this program by \$30,000 to \$20,000, partially offset by \$15,000 budgeted one-time to purchase a trailer.

Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	43	43	43	43	-
Linear Ft- Sidewalk/Entrances	31,000	31,000	31,000	31,000	-

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, and 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.

County-wide Key Strategic Outcome: An environmentally responsible County

Objective: Increase attendance at and satisfaction with environmental education programs presented at the Retzer Nature Center and parks.

Key Outcome Indicator:

1. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.
3. Increase number of attendees in environmental classes by 5% annually.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Class Attendance	1,487	1,500	1,700	1,600	200

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	8.86	9.14	9.14	9.14	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$100,401	\$79,000	\$79,000	\$79,000	\$0
Other Revenue	\$87,383	\$66,000	\$66,000	\$66,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$515,522	\$520,854	\$520,854	\$550,088	\$29,234
Total Revenues	\$703,306	\$665,854	\$665,854	\$695,088	\$29,234
Personnel Costs	\$411,204	\$414,501	\$410,818	\$419,319	\$4,818
Operating Expenses	\$160,079	\$156,655	\$148,750	\$149,865	(\$6,790)
Interdept. Charges	\$74,690	\$79,598	\$78,511	\$85,904	\$6,306
Fixed Assets	\$13,125	\$15,100	\$15,000	\$40,000	\$24,900
Total Expenditures	\$659,098	\$665,854	\$653,079	\$695,088	\$29,234
Rev. Over (Under) Exp.	\$44,208	-	\$12,775	-	-

Program Highlights



Charges for Services revenues remain unchanged from the 2009 budget level of \$79,000, including workshop and special event fees of \$53,000, Land lease revenue of \$10,000 and \$16,000 from the Waukesha School District for Parks staff maintenance of the planetarium facility. Other Revenues remain unchanged from the 2009 budget level of \$66,000, and mostly include revenues from the sale of birdseed and other merchandise of \$32,000 and \$23,000, respectively. Tax levy support for this program increases by \$29,234 to \$550,088, mostly to cover an increase in fixed asset expenditures and increasing personal costs budgeted in this program, mentioned below.

Retzer Nature Center (cont.)

Personnel costs increase by \$4,818 or 1.2% to \$419,319, mostly due to the cost to continue staffing levels at 9.14 FTE. Operating expenditures decrease by \$6,790 to \$149,865, mostly due to a decrease in expenditures for food and beverages for resale by \$10,800 to \$4,200 to be more inline with prior year actual and 2009 estimates. Interdepartmental charges are budgeted to increase \$6,306 to \$85,904, mainly due to an increase in End User Technology (EUTF) charges by \$3,700 to \$24,500, as part of the phasing in of the cost of technology resources being used, as recommended by Internal Audit. Fixed asset expenditures increase by \$24,900 to \$40,000, mostly due to \$20,000 for painting and staining the Retzer Nature Center building and Planetarium and \$20,000 for renovate the center's laboratory.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Attendance at hikes, work shops, seminars	6,026	8,000	7,000	8,000	-
Apple harvest festival attendance	4,492	5,000	4,600	4,600	(400)
Site Evaluations	2	10	11	10	-
Bird Seed Bags Sold	2,004	2,500	2,000	2,000	(500)

Museum

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
County Tax Levy	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Revenues	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Expenditures	\$215,000	\$215,000	\$215,000	\$215,000	\$0

Rev. Over (Under) Exp.	-	-	-	-	-
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Program Highlights

According to a ten year agreement, which began in 2003 and ends in 2012, with the Waukesha County Historical Society, the County will continue to provide a \$215,000 grant to cover museum operating expenses in 2009, which is contingent upon the Museum meeting attendance standards.



Activity	2005 Actual	2006 Actual	2007 Actual	2008 Actual (a)	2009 Estimate(a)	2010 Budget (b)
Annual Contractual Visitor Performance Standard	13,000	13,130	13,330	13,530	13,730	13,930
Actual/Estimate (a)	15,058	15,389	14,394	15,100		13,930

(a) 2008 Actual consists of a Department of Administration audit projection. A request is in to the Museum for the 2008 Actual and 2009 Estimate.

(b) 2010 Budget consists of the minimum attendance per contract with the Museum.

Exposition Center

Program Description

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

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	10.00	8.84	8.84	8.84	0.00
Charges for Services	\$628,034	\$679,575	\$610,000	\$625,000	(\$54,575)
Other Revenue	\$16,848	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$42,018	\$0	\$0	\$0	\$0
County Tax Levy	\$25,000	\$39,900	\$39,900	\$103,071	\$63,171
Total Revenues	\$711,900	\$719,475	\$649,900	\$728,071	\$8,596
Personnel Costs	\$420,341	\$413,608	\$414,048	\$420,565	\$6,957
Operating Expenses	\$273,182	\$192,755	\$186,300	\$239,255	\$46,500
Interdept. Charges	\$54,519	\$52,212	\$52,256	\$68,251	\$16,039
Fixed Assets	\$0	\$60,900	\$60,000	\$0	(\$60,900)
Total Expenditures	\$748,042	\$719,475	\$712,604	\$728,071	\$8,596
Rev. Over (Under) Exp.	(\$36,142)	-	(\$62,704)	-	-



Program Highlights

Charges for services revenue decrease \$54,575 to \$625,000, mainly due to the loss of the “Taste of Summer” event and other major events, and due to the current economic downturn. Fees will be adjusted as necessary to maintain market position. However, rental fees on average are expected to increase between 1% and 3%. Tax levy support for this program increases by \$63,171 to \$103,071, and also is provided to help offset the costs of free nonprofit and county agency use of the facility for County functions.

Personnel costs increase \$6,957 or 1.7%, reflecting the cost to continue 8.84 FTE existing staff. Operating expenses increase by \$46,500, mainly due to the shifting in of \$47,500 in Three-Year maintenance from fixed asset expenditures (which had been budgeted for one-time roof repairs in 2009) to work on smaller maintenance and repair projects. Interdepartmental charges are budgeted to increase by \$16,039, including an increase in risk management charges by \$15,019 to \$29,807, mostly due to higher worker’s compensation charges, based largely on overall claims trends and the Department’s prior year claims experience.

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 office efficiencies, automated file developments, strategic planning, and performance measurement.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide customers with high quality program information via the Department website and respond to web-based inquiries within 2 business days.

Key Outcome Indicator: Respond to web-based customer inquiries within 2 business days. All customer inquiries receive acknowledgement of inquiry within 24 hours.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
# of PLU web pages viewed	3,444,289	4,000,000	4,000,000	4,500,000
# of web based inquires/% responded to within 2 business days	158/100%	200/100%	190/100%	200/100%

Administrative Services (Cont.)

Objective 2: The Departments of Public Works (DPW) and Parks and Land Use (PLU) will develop a Mutual Aid Agreement to cooperatively share public works and parks equipment among co-signatory municipalities in order to enhance disaster preparedness and response in the County.

Objective 3: The Departments of Public Works and Parks and Land Use will analyze snow removal and mowing equipment to maximize operational hours, share scheduling of lower use equipment as well as seek opportunities to reduce the size of snow removal equipment for typical storms and share equipment for larger, infrequent storms.

Objective 4: The PLU-Parks Division and DPW-Transportation Division will work with the Southeast Wisconsin Regional Planning Commission (SEWRPC) and local municipalities to refine the proposed on- and off-street bicycle plan for Waukesha County in order to create a shared plan for the development of bikeways in the County.

Objective 5: The Departments of Parks and Land Use and Public Works will coordinate the implementation of the priority projects identified in the Energy Efficiency and Conservation Block Grant to reduce energy use 20 – 60 % with return on investments under 6 years.

Objective 7: The Departments of Public Works and Parks and Land Use will create a multi-disciplinary team of staff to oversee the design and construction of larger county buildings in order to increase energy efficiency, reduce environmental impact and reduce on-going operational and maintenance cost.

Objective 8: The Department of Administration – Accounting / Payroll Divisions will coordinate with the Departments of Public Works and Parks and Land Use to analyze the various time reporting systems in the Departments and evaluate automated systems used with current processes and integrate reporting associated with projects, grants and work order systems in order to significantly reduce staff time associated with reporting.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
General Government	\$0	\$0	\$0	\$30,000	\$30,000
Charges for Services	\$90	\$1,200	\$700	\$1,086	(\$114)
Interdepartmental	\$145,487	\$142,000	\$142,000	\$150,000	\$8,000
Other Revenue	\$6,128	\$5,000	\$4,500	\$5,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$642,830	\$667,132	\$667,132	\$639,102	(\$28,030)
Total Revenues	\$794,535	\$815,332	\$814,332	\$825,188	\$9,856
Personnel Costs	\$668,062	\$671,257	\$676,555	\$684,590	\$13,333
Operating Expenses	\$53,017	\$75,445	\$66,345	\$73,295	(\$2,150)
Interdept. Charges	\$70,154	\$68,630	\$66,791	\$67,303	(\$1,327)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$791,233	\$815,332	\$809,691	\$825,188	\$9,856
Rev. Over (Under) Exp.	\$3,302	-	\$4,641	-	-



Program Highlights

General Government revenues of \$30,000 consist of the first-time budgeting federal stimulus Energy Efficiency Block Grant funds, including \$25,000 for administrative cost recovery for managing these federally funded energy efficiency projects (see Capital Project 200918), and a \$5,000 grant to the City of Waukesha for their energy efficiency efforts. Interdepartmental revenues increase by \$8,000 to \$150,000, mostly due to an increase in administrative management charges to Parks Department enterprise and special revenue funds by \$9,000 to \$149,000. Tax levy need for this program decreases by \$28,030 mostly due to higher revenues, mentioned above.

Personnel costs increase \$13,333 or 2%, mostly due to the cost to continue 9.0 FTE staff. Operating expenses have been reduced \$2,150 mainly due to a reduction in third party extra help which is no longer needed.



Fund Purpose/Program Description

The Waukesha County Land Information System (LIS) is a special revenue fund created to establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment.

The Land Information System program is responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, whereby land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and/or a parcel identifier. Program staff also study, identify, and address issues attendant to data custody, control, and maintenance.

The Division activities are mainly funded by document recording fees. For each document recorded in the Register of Deeds Office, a special \$7 fee is collected and retained for Land Records Modernization efforts. Of this \$7, \$2 is sent to the Wisconsin Department of Revenue; \$5 is retained locally, of which \$4 is used for general local land records activities; and \$1 is used specifically for providing land information via the Internet.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate (a)	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$300	\$0	\$0	\$300	\$300	NA
Charges for Services	\$402,705	\$525,000	\$500,000	\$525,000	\$0	0.0%
Other Revenues	\$92,550	\$0	\$1,000	\$82,000	\$82,000	NA
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	NA
Appr. Fund Balance (a)	\$160,018	\$217,165	\$227,788	\$108,219	(\$108,946)	-50.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources	\$655,573	\$742,165	\$728,788	\$715,519	(\$26,646)	-3.6%
Expenditures						
Personnel Costs	\$369,425	\$398,773	\$397,896	\$399,914	\$1,141	0.3%
Operating Expenses (a)	\$170,340	\$218,630	\$206,430	\$191,421	(\$27,209)	-12.4%
Interdept. Charges	\$89,509	\$124,762	\$124,462	\$124,184	(\$578)	-0.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$629,274	\$742,165	\$728,788	\$715,519	(\$26,646)	-3.6%
Rev. Over (Under) Exp.	\$26,299	-	-	-	-	NA

Position Summary (FTE)

Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	0.00	0.37	0.14	0.00	(0.37)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	4.00	4.37	4.14	4.00	(0.37)

(a) 2009 Estimate for Appropriated LIS Fund Balance exceeds the 2009 Adopted Budget due to a 2008 open purchase order and expenditure authority carried forward into 2009 for a project to automate Planning activities in the Parks General Fund, using LIS's Geographic Information System (GIS) technology, which adds \$13,500 to the budget.

Note: The Department of Administration proposes increasing Capital Projects Fund Balance reserved for the proposed Orthophotography Capital Project (#200614) from \$200,000 reserved in the 2009 Adopted Budget to \$250,000 in the 2010 Adopted Budget, to help ensure sufficient funding is provided for this project.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '09	Estimated Operating Impact	A=Annual T=One-Time
200614	Orthophotography	2010	\$650,000	0%	\$0	NA

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: A county that provides customers with quality programs and services

Objective 1: Ensure the County tax parcel map is updated within one month of record change.

Key Outcome Indicator: Provide monthly updates to parcel information presented on the Land Information System.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
Number of Parcels added	1,380	2,100	1,000	1,200
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

County-wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 2: Provide accurate land related information via an Internet based mapping system to County staff and general public.

Key Outcome Indicator: The performance of the County mapping web site will be monitored by tracking the number of map images created for viewing by the user. This performance measure will track the processing load placed on the system.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
Average # of maps created for viewing per day	4,700	5,500	5,000	5,200

Objective 3: Maintain the survey control land monuments currently in place throughout the County.

Key Outcome Indicator: Using services of a contracted County Surveyor, the location and condition of all survey monuments in the county will be maintained together with all associated documentation.

Performance Measure:	2008 Actual	2009 Budget	2009 Estimate	2010 Target
# of survey monuments maintained	51	50	50	50

Objective 4: The LIS Division and the Department of Emergency Preparedness will investigate moving the task of maintaining street and address information, used in the emergency dispatch process and currently preformed by an outside contractor, to the existing staff of the LIS Division.



Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to remain at the 2009 budget level of \$525,000 (105,000 documents). Other Revenues for 2010 include a portion (\$80,000) of the landfill siting fee revenue, normally budgeted in the Tarmann Parkland Acquisition Fund, to help offset lower document recording fee revenue levels (caused by the downturn in the real estate market). Budgeting landfill siting revenues also helps reduce reliance on appropriated LIS Fund Balance needed to cover program expenditures, which decrease by \$108,946 to \$108,219 in 2010. Use of landfill siting revenues is planned to be phased down as document recording fees rebound to normal levels.

Personnel costs increase by \$1,141 to \$399,914 and includes the cost to continue for current 4.00 FTE staff, partially offset by the elimination of 0.37 FTE (about 770 hours) temporary extra help, budgeted at \$8,179 in 2009. Operating expenses decline by \$27,209, to \$191,421, mostly due to lower development and implementation costs for technological land information applications by \$12,000 to \$20,000, as no new applications are anticipated in 2010. In addition, contracted surveyor costs, used to maintain survey monuments in the County, decline by \$6,400 to \$113,000, reflecting lower prior year actual experience, and computer equipment and software costs decline by \$5,800 to \$4,000.



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	2008 Actual (b)(d)	2009 Adopted Budget	2009 Estimate (a)(c)(e)	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$0	\$400,000	\$758,000	\$400,000	\$0	0.0%
Charges for Services	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$574,529	\$600,000	\$550,000	\$300,000	(\$300,000)	-50.0%
Appr. Fund Balance (b)(c)	\$25,742	\$0	\$610,000	\$300,000	\$300,000	NA
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources	\$600,271	\$1,000,000	\$1,918,000	\$1,000,000	\$0	0.0%
Expenditures						
Operating Expenses (d)	\$12,391	\$25,000	\$23,000	\$25,000	\$0	0.0%
Fixed Assets (a)(c)(d)	\$0	\$975,000	\$1,895,000	\$975,000	\$0	0.0%
Total Expenditures	\$12,391	\$1,000,000	\$1,918,000	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$587,880	-	-	-	-	NA

Position Summary (FTE)

No Positions are Budgeted in this Fund.

- (a) General Government revenues consists of State Stewardship reimbursement grants for approximately 40% of land acquisition cost. Reimbursements are likely to increase with additional land purchases. The 2009 Estimate for State Stewardship reimbursements is higher than budget due to the Department estimating higher than budget land acquisitions in 2009.
- (b) 2008 Actual Fund Balance figure consists of prior year Parks revenue exceeding 30% direct costs transferred into the Tarmann Fund. Following 2008, this policy is discontinued.
- (c) The 2009 Estimate for Appropriated Tarmann Fund Balance is due to a carryover of appropriations for a potential land acquisition authorized in the fourth quarter of 2008 (Enrolled Ordinance 163-44).
- (d) 2008 actual expenditures do not agree to General Ledger. After year-end close, it was found that \$4,691 in attorney fees related to potential land purchases were misclassified as fixed assets, but should have been included in operating expenses.
- (e) The 2009 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2009, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

Summary of Tarmann Fund Funding Sources 2007 – 2010

Revenue Source	2007 Actual	2008 Actual	2009 Budget	2010 Budget	Budget Change
Grant Reimbursement	\$68,000	\$0	\$400,000	\$400,000	\$0
Tarmann Fund Balance	\$0	\$0	\$0	\$300,000	\$300,000
Interest Income	\$236,653	\$231,534	\$200,000	\$200,000	\$0
Landfill Siting	\$461,087	\$326,681	\$400,000	\$100,000	(\$300,000)
Parks Excess Revenue ('07 & '08) (a)(b)	\$187,572	\$25,742	\$0	\$0	\$0
Land Sales - Permits/Sales, Etc.	\$85,405	\$16,314	\$0	\$0	\$0
Total Revenues	\$1,038,717	\$600,271	\$1,000,000	\$1,000,000	\$0
Total Expenditures	\$80,100	\$12,391	\$1,000,000	\$1,000,000	\$0
Revenues Over/(Under) Expenditures	\$958,617	\$587,880	\$0	\$0	\$0

- (a) Parks revenue exceeding direct costs has been previously budgeted as appropriated Tarmann Fund Balance. Following 2008, appropriated Fund Balance will no longer include this transfer of excess Parks revenue over 30% of Parks costs policy.
- (b) Based on 2007 Parks revenues and expenditures, the excess Parks revenue that will be transferred into the Tarmann Fund in 2008 totals \$25,742.



Program Highlights

General Government revenues, which consist of State Stewardship grant reimbursements, estimated at approximately 40% of land acquisition costs, remains at the 2009 budget level of \$400,000. Other Revenues include interest income, which remains at the 2009 budget level of \$200,000, and landfill siting revenues, which decline by \$300,000 to \$100,000 in order to shift additional landfill siting revenues to the Parks and Land Use General Fund (to help fund maintenance efforts) and the Land Information System (LIS) Fund, both to help offset significant declines in revenues related to the downturn in the real estate market. Department management plans to phase down use of these landfill siting revenues in the General and LIS funds as the economy recovers and revenues rebound back to more normal levels. Appropriated Tarmann Fund Balance is budgeted at \$300,000 to offset the decrease in landfill siting revenue budgeted in 2010.

Expenditures remain at 2009 budget level of \$1,000,000, of which, \$700,000 is funded with new revenues and \$300,000 is funded with appropriated Tarmann Fund Balance. Expenditures include \$975,000 for land purchases and \$25,000 for consulting, which include services such as any surveying, appraising, and other costs related to land acquisition.

**County-Wide Key Strategic Outcome: An environmentally responsible county
A well-planned county**

Objective 1: Provide a natural resource based park system for self-actualized recreation and create a system of linear corridors along nine of the County’s major rivers, which will protect the high quality natural resource based elements; connect major State, County, and local parkland, and cultural amenities; and provide recreational and educational opportunities.

Key Outcome Indicator: Acquire at least 200 acres of parkland and greenway lands annually through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
# of Acres of parkland greenway lands acquired	57	200	331	200

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 2: Acquire land identified in the Waukesha County Park and Open Space Plan.

Key Outcome Indicator: Reach the acquisition goals contained in the Waukesha County Park and Open Space Plan.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Acres in Parks Plan	5,745	5,745	5,745	5,745
Acres of Parks Plan Acquired	4,858	4,954	4,954	4,954
% of Park Plan Acquired	84.6%	86.2%	86.2%	86.2%
Acres in Greenway Plan	13,941	13,941	13,941	13,941
Acres of Greenway Plan Acquired	2,695	2,977	2,977	3,177
% of Greenway Plan Acquired	19.3%	21.4%	21.4%	22.8%



Fund Purpose

This budget is comprised of three separate golf courses (Naga-Waukee, Wanaki, and Moor Downs) that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities for the general public at an affordable rate, while not requiring a tax subsidy; to generate adequate income; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide new improvements to the facilities, which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2008 Actual (b)	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,909,586	\$3,430,900	\$3,137,200	\$3,365,000	(\$65,900)	-1.9%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$61,632	\$34,000	\$30,000	\$30,000	(\$4,000)	-11.8%
Appr. Fund Balance (b)	\$27,282	\$21,190	\$21,190	\$0	(\$21,190)	-100.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (c)	\$2,998,500	\$3,486,090	\$3,188,390	\$3,395,000	(\$91,090)	-2.6%
Expenditures						
Personnel Costs	\$1,171,795	\$1,267,402	\$1,249,348	\$1,235,523	(\$31,879)	-2.5%
Operating Expenses (c)	\$1,033,691	\$1,186,893	\$1,080,442	\$1,141,819	(\$45,074)	-3.8%
Interdept. Charges	\$1,016,394	\$1,004,216	\$995,760	\$1,003,555	(\$661)	-0.1%
Fixed Assets (Memo) (d)	\$0	\$52,500	\$72,200	\$60,000	\$7,500	14.3%
Total Expenditures (c)(d)	\$3,221,880	\$3,458,511	\$3,325,550	\$3,380,897	(\$77,614)	-2.2%
Operating Inc./(Loss) (d)	(\$223,380)	\$27,579	(\$137,160)	\$14,103	(\$13,476)	-48.9%
Cash Flow From Operations (c)	(\$90,788)	\$221,932	\$52,895	\$209,002	(\$12,930)	-5.8%

Position Summary (FTE)

Regular Positions	8.60	8.60	8.60	7.60	(1.00)
Extra Help	21.90	21.90	21.90	22.15	0.25
Overtime	0.77	0.77	0.77	0.77	0.00
Total	31.27	31.27	31.27	30.52	(0.75)

- (a) Other Revenue contained in the 2008 Actual includes interest income of \$27,618 and recoveries related to flooding of \$27,618. Other Revenue in the 2009 Budget, the 2009 Estimate and the 2010 Budget consists of interest income.
- (b) In 2008, Golf Course Fund Balance is used to partially offset the phasing-in of the full-cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit, for Wanaki and Moor Downs golf courses. 2009 Fund Balance is appropriated to fund one-time hardware costs associated with the new County cashing system not repeated in the 2010 Budget.
- (c) Cash Flow from operations for the 2008 actual is obtained from the County's 2008 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2009 budget, 2009 estimate and 2010 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.
- (d) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

**Golf Course Fund Parks & Land Use Outcome/
Objective/Program**

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Objective: Provide affordable golfing opportunities to the general public, and establish and implement a business plan for the courses that provides for cost-effective investments within golf course facilities.

Key Outcome Indicator: Earnings before interest, taxes, depreciation, and amortization (EBITDA). The National Golf Foundation provides comparisons of other public golf courses within the upper Midwest. A comparison of other public courses provides an indicator for the general financial health of the golf courses, as well as an indicator of systems financial direction and effectiveness of planning.

Performance Measure:	Frost Belt Median 2005	2008 Actual	2009 Target	2009 Estimate	2010 Target
All three courses net operating income - EBITDA	\$158,820	(\$63,506)	\$220,000	\$22,895	\$209,000

Naga-Waukee Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2008 Actual (a)	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	15.02	15.02	15.02	14.27	(0.75)
Charges for Services	\$1,553,141	\$1,745,000	\$1,625,000	\$1,750,000	\$5,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$3,675	\$8,400	\$8,400	\$0	(\$8,400)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,556,816	\$1,753,400	\$1,633,400	\$1,750,000	(\$3,400)
Personnel Costs	\$594,777	\$619,900	\$611,867	\$573,869	(\$46,031)
Operating Expenses (excl. depr. Expen.)	\$401,085	\$475,002	\$437,152	\$459,352	(\$15,650)
Depreciation Expense	\$82,495	\$78,906	\$76,805	\$79,406	\$500
Interdept. Charges	\$386,535	\$396,734	\$395,258	\$395,740	(\$994)
Fixed Assets (Memo) (b)	\$0	\$10,000	\$60,000	\$49,500	\$39,500
Total Expenditures (b)	\$1,464,892	\$1,570,542	\$1,521,082	\$1,508,367	(\$62,175)
Operating Inc./(Loss) (b)	\$91,924	\$182,858	\$112,318	\$241,633	\$58,775

(a) 2009 Fund Balance is appropriated to fund one-time hardware costs associated with the new County cashing system.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

Naga-Waukee Golf Course (cont.)



Program Highlights

Charges for services revenues from greens fees, cart rentals, I.D. cards, and food/merchandise sales increase \$5,000 or 0.3% from the 2009 Adopted Budget to \$1,750,000 with total 9-hole rounds projected at 78,100 rounds. Fees will be adjusted as necessary to maintain market position; however, fee increases of approximately 1% are anticipated. Other revenues from investment income are not budgeted for in 2010. Appropriated fund balance is eliminated reflecting the discontinuance of one-time equipment costs associated with cashiering from the operating budget.

Total budgeted expenditures decrease \$62,175 or 4%. Personnel costs decrease \$46,031 or 7.4%, reflecting the unfunding of a 1.00 FTE Park Maintenance Worker partially offset by a 0.25 FTE increase in temporary extra help. The position is unfunded to save costs and extra help is allocated to provide assistance during peak summer months. Operating expenses decrease \$15,650 or 3.3% and include the discontinuation of one-time 2009 exterior clubhouse furniture of \$5,575 and the aforementioned cashiering computer equipment totaling \$8,100. Interdepartmental charges decrease slightly reflecting decreases in End User Technology charges of \$3,392, mostly due to the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. These interdepartmental cost reductions are mostly offset by increases in vehicle operating and replacement costs.

Fixed Asset expenditures for 2010 include \$25,000 for irrigation pumping equipment and \$24,500 for a Foley Spin Grinder to be shared with Wanaki Golf Course for the maintenance of mowing equipment.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	70,526	78,100	73,050	78,100	0
Golf Car Rentals	20,636	23,100	23,100	23,100	0
ID Cards Paying	1,578	2,000	1,900	2,000	0
9 Hole Play	19,293	21,300	20,550	21,300	0
18 Hole Play	25,616	28,400	26,250	28,400	0

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median 2005	2008 Data
Gross Revenue	\$1.1 Million	\$1.69 Million
Gross Revenue/Round	\$35	\$37.50
Rounds Played	31,000	44,909
# of Full Time Employees	6.2	4.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Naga-Waukee Golf Course Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$893,165	\$1,030,000	\$959,200	\$1,033,000
Carts	\$318,509	\$331,200	\$308,400	\$332,100
ID Cards	\$31,102	\$40,000	\$37,200	\$40,100
Food	\$171,462	\$177,000	\$164,800	\$177,500
Merchandise	\$90,179	\$118,000	\$109,900	\$118,300
Misc.	\$48,723	\$48,800	\$45,400	\$49,000
Total	\$1,553,140	\$1,745,000	\$1,624,900	\$1,750,000

Wanaki Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2008 Actual (a)	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	13.78	13.78	13.78	13.78	0.00
Charges for Services	\$1,058,543	\$1,285,000	\$1,185,000	\$1,265,000	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$34,014	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$15,351	\$8,250	\$8,250	\$0	(\$8,250)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,107,908	\$1,293,250	\$1,193,250	\$1,265,000	(\$28,250)
Personnel Costs	\$470,543	\$534,467	\$525,312	\$546,728	\$12,261
Operating Expenses (excl. depr. Expen.)	\$369,836	\$430,362	\$382,034	\$409,482	(\$20,880)
Depreciation Expense	\$92,763	\$95,061	\$93,461	\$95,392	\$331
Interdept. Charges	\$339,710	\$322,650	\$320,584	\$327,652	\$5,002
Fixed Assets (Memo) (c)	\$0	\$42,500	\$12,200	\$10,500	(\$32,000)
Total Expenditures (b)(c)	\$1,272,852	\$1,382,540	\$1,321,391	\$1,379,254	(\$3,286)
Operating Inc./(Loss) (c)	(\$164,944)	(\$89,290)	(\$128,141)	(\$114,254)	(\$24,964)

- (a) Other Revenues in 2008 includes recoveries income and is no longer budgeted for in 2009 and 2010.
- (b) 2008 Actual includes Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.



Program Highlights

Charges for services revenue decrease \$20,000 to \$1,265,000 with projected play of 61,630 nine-hole rounds. Greens and other fees will be adjusted as necessary to maintain market position; however, no fee increases at this course are currently anticipated. Appropriated Golf Course fund balance budgeted at \$8,250 in 2009 is eliminated reflecting the discontinuance of one-time estimated equipment costs associated with the new cashiering system from the operating budget.

Total expenditures decrease \$3,286 to \$1,379,254. Personnel costs increase \$12,261 or 2.3%, which includes the cost to continue existing staff. Operating expenses decrease \$20,880 or 4.9%. Operating expense decreases include the discontinuation of the aforementioned cashiering computer equipment totaling \$8,250, \$3,000 in building maintenance costs and \$3,000 in lower contractual services relating to wildlife control. This control effort has been very successful at the course and a move to an on-call service in the late spring fall will be sufficient to control the population. Additional operating reductions include a \$2,300 reallocation of cashiering software expenses to Naga-Waukee based transaction volume and a decrease of \$2,000 in lesson instructor fees based on historical costs. Small equipment expenses also decrease \$1,825 mainly due to fewer total golf cars budgeted for replacement in 2010 reflecting the conversion from a five year to six year golf cart replacement cycle.

Wanaki Golf Course (cont.)

Interdepartmental charges increase \$5,002 or 1.6% including a \$3,400 increase in vehicle replacement charges to better reflect variations in the replacement plan, a \$3,358 increase in workers compensation insurance due to higher claims experience, and vehicle repairs. These increases are partially offset by decreases in End User Technology charges of about \$3,000 to better reflect technology resources being used by the Golf Courses, as recommended by Internal Audit.

Fixed Assets include \$10,500 for a Foley Spin Grinder be shared with Naga-Waukeee Golf Course to maintain course mowing equipment. Wanaki is the central site for reel grinding.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	50,084	63,290	60,550	61,630	(1,660)
Golf Car/Cart Rental	14,147	15,200	14,600	15,200	0
ID Cards Paying	1,198	1,360	1,250	1,360	0
9 Hole Play	23,230	28,410	27,850	27,430	(980)
18 Hole Play	13,427	17,440	16,350	17,100	(340)

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2008 Data
Gross Revenue	\$1.1 Million	\$1.15 Million
Gross Revenue/Round	\$35	\$31.40
Rounds Played	31,000	36,657
# of Full Time Employees	6.2	3.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Wanaki Golf Course Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$610,342	\$779,000	\$718,400	\$759,000
Carts	\$130,117	\$160,000	\$147,500	\$160,000
ID Cards	\$22,874	\$26,200	\$24,200	\$26,200
Food	\$147,857	\$165,000	\$152,200	\$165,000
Merchandise	\$132,700	\$140,000	\$129,100	\$140,000
Misc.	\$14,653	\$14,800	\$13,600	\$14,800
Total	\$1,058,543	\$1,285,000	\$1,185,000	\$1,265,000

Moor Downs Golf Course

County-Wide Key Strategic Outcomes: Cost effective services delivered with competence and skill

Program Description

Provides a well-maintained 9-hole golf course and support facilities without Tax Levy funds.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	2.47	2.47	2.47	2.47	0.00
Charges for Services	\$297,902	\$400,900	\$327,200	\$350,000	(\$50,900)
Other Revenue	\$27,618	\$34,000	\$30,000	\$30,000	(\$4,000)
Appr. Fund Balance (a)	\$8,256	\$4,540	\$4,540	\$0	(\$4,540)
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$333,776	\$439,440	\$361,740	\$380,000	(\$59,440)
Personnel Costs	\$106,475	\$113,035	\$112,169	\$114,926	\$1,891
Operating Expenses (excl. depr. Expen.)	\$67,243	\$87,176	\$71,201	\$78,086	(\$9,090)
Depreciation Expense	\$20,269	\$20,386	\$19,789	\$20,101	(\$285)
Interdept. Charges	\$290,149	\$284,832	\$279,918	\$280,163	(\$4,669)
Fixed Assets (Memo) (b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (a)	\$484,136	\$505,429	\$483,077	\$493,276	(\$12,153)
Operating Inc./Loss (b)	(\$150,360)	(\$65,989)	(\$121,337)	(\$113,276)	(\$47,287)

(a) 2008 Actual includes Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.



Program Highlights

Charges for services revenue decrease by \$50,900 to \$350,000 for the 2010 Budget reflecting a decrease in budgeted play to 22,500 nine-hole rounds. Greens and other fees will be adjusted as necessary to maintain market position; however, no fee increases are currently anticipated. Food and merchandise revenue is expected to decrease \$4,100 to \$28,900 to better reflect historical sales (pre-2008) and the maintenance of an inventory of low cost consumable hard goods and apparel. Appropriated fund balance is eliminated reflecting the discontinuance of one-time equipment costs associated with the new cashiering system from the operating budget.

Moor Downs Golf Course (cont.)

Total expenditures decrease \$12,153 to \$493,276. Personnel costs increase \$1,891 or 1.7%, which includes the cost to continue existing staff. Operating expenses decrease \$9,090 or 10.4%. Operating expense decreases include the discontinuation of the aforementioned cashiering computer equipment totaling \$4,800 and \$1,500 associated with merchandise for resale. Additional operating expenditure budget reductions across several supply and maintenance line item accounts total \$3,075. Interdepartmental charges are expected to decrease \$4,669 mostly due to a reduction of \$5,000 for grounds maintenance fees.



Activity

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
9 Hole Rounds	18,501	24,700	20,350	22,500	(2,200)
Golf Car Rental	5,294	5,200	5,200	5,500	300
ID Cards paying	772	1,050	893	900	(150)
9 Hole Play	18,251	24,620	20,200	22,000	(2,620)
18 Hole Play	125	40	75	100	60

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2007 Data
Gross Revenue	\$1.1 Million	0.35 Million
Gross Revenue/Round	\$35	\$19
Rounds Played	31,000	18,376
# of Full Time Employees	6.2	1.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Moor Downs Golf Course Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget
Green Fees	\$213,843	\$297,000	\$238,500	\$259,300
Carts	\$35,962	\$40,000	\$32,100	\$34,900
ID Cards	\$14,271	\$20,900	\$16,800	\$18,200
Food	\$20,329	\$24,000	\$23,900	\$21,000
Merchandise	\$8,226	\$9,000	\$9,700	\$7,900
Misc.	\$5,271	\$10,000	\$6,200	\$8,700
Total	\$297,902	\$400,900	\$327,200	\$350,000



Ice Arenas Fund

Parks & Land Use

Fund Purpose

To provide quality ice skating facilities at an affordable rate to the public, while continuing to improve efficiency and quality of services. In addition, to enhance the recreational experience for the user, while maintaining a high level of usage at the facility.

Financial Summary	2008 Actual	2009 Adopted Budget	2009 Estimate	2010 Budget	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Services	\$985,275	\$993,000	\$973,300	\$1,011,000	\$18,000	1.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$10,863	\$11,000	\$10,000	\$11,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources (a)	\$996,138	\$1,004,000	\$983,300	\$1,022,000	\$18,000	1.8%
Expenditures						
Personnel Costs	\$495,613	\$495,777	\$496,391	\$456,018	(\$39,759)	-8.0%
Operating Expenses (a)(b)	\$493,291	\$528,898	\$483,335	\$526,954	(\$1,944)	-0.4%
Interdept. Charges	\$86,689	\$91,736	\$87,132	\$76,064	(\$15,672)	-17.1%
Fixed Assets(Memo) (c)	\$38,253	\$10,000	\$0	\$32,000	\$22,000	220.0%
Interdept. Debt-Prin (Memo) (c)(d)	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures (a)(c)(d)	\$1,075,593	\$1,116,411	\$1,066,858	\$1,059,036	(\$57,375)	-5.1%
Operating Inc./(Loss) (b)(c)	(\$79,455)	(\$112,411)	(\$83,558)	(\$37,036)	\$75,375	-67.1%
Cash Flow From Operations (a)	\$92,282	\$25,821	\$50,272	\$88,508	\$62,687	242.8%
Position Summary (FTE)						
Regular Positions	5.70	5.70	5.70	4.95	(0.75)	
Extra Help	4.02	4.02	4.02	4.42	0.40	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.72	9.72	9.72	9.37	(0.35)	

- (a) Cash Flow from operations for the 2008 actual is obtained from the County's 2008 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2009 budget, 2009 estimate and 2010 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.
- (b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital.
- (c) 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.
- (d) The General Fund principal repayment for Eble Park and Naga-Wauke ice arena's loan amounts have been suspended until no later than 2013 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 Outcomes and Objectives for 2010**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill**

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

Key Outcome Indicator 1: Percentage of booked prime time (contracted) ice rental based on upon a 34-week season schedule (September – April). Hours are based on a 24-hour per day schedule for 56 hours of available prime per week, and 112 hours of non-prime time ice available per week. Prime hours are weekdays from 3 p.m. to 9 p.m. and weekends from 8 a.m. to 9 p.m.

Performance Measure:	2007 Actual	2008 Actual	2009 Target	2009 Estimate	2010 Target
Naga-Waukee: Prime hours utilized	63%	60%	63%	60%	60%
Eble: Prime hours utilized	57%	56%	63%	56%	60%

Key Outcome Indicator 2: 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, and considers the time the facility is closed for maintenance).

Performance Measure:	2007 Actual	2008 Actual	2009 Target	2009 Estimate (a)	2010 Target
Naga-Waukee: Non-prime hours utilized	20%	21%	22%	22%	22%
Eble: Non-prime hours utilized	26%	25%	25%	20%	25%

(a) The reduction in non-prime hours is mainly associated with the five-week closure of Eble for routine major maintenance.

Naga-Waukee Ice Arena**County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill****Program Description**

Provide a quality ice skating facility.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	4.86	4.86	4.86	4.51	(0.35)
Charges for Services	\$474,367	\$491,000	\$489,800	\$500,000	\$9,000
Other Revenue (a)	\$10,863	\$11,000	\$10,000	\$11,000	\$0
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$485,230	\$502,000	\$499,800	\$511,000	\$9,000
Personnel Costs	\$253,238	\$251,368	\$251,773	\$208,129	(\$43,239)
Operating Expenses (excl. depr. expen.)	\$207,886	\$220,232	\$206,641	\$225,013	\$4,781
Depreciation Expense	\$63,571	\$64,006	\$63,506	\$64,202	\$196
Interdept. Charges	\$41,397	\$43,041	\$43,785	\$37,723	(\$5,318)
Fixed Assets (Memo) (b)	\$0	\$10,000	\$0	\$20,000	\$10,000
Interdept. Debt-Principal (Memo) (b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$566,092	\$578,647	\$565,705	\$535,067	(\$43,580)
Operating Inc./Loss (b)	(\$80,862)	(\$76,647)	(\$65,905)	(\$24,067)	\$52,580

(a) Other Revenue is solely investment income.

(b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital.



Program Highlights

Naga-Waukeew Ice Arena (cont.)

Personnel costs decrease \$43,239 reflecting a change in staffing and vacancy and turnover. Changes include the unfund of a 0.75 FTE Clerk Typist I position, partially offset by a 0.40 FTE increase in temporary extra help. The objective is to consolidate clerical duties through automation activities such as cashiering. Vacancy and turnover savings also occur reflecting the turnover of the Ice Arena Coordinator position anticipated for 2009.

Operating costs increase \$4,781 or 2.1% reflecting slight increases in supplies and equipment, which include air testing equipment and a skate sharpening equipment replacement. Interdepartmental charges decrease \$5,318 mainly due to End User Technology (EUTF) adjustments reflective of the level of support provided to Ice Arena operations.

Fixed assets include \$20,000 replace rubberized flooring and plumbing repairs within the rinks locker rooms.



Activity	2008	2009	2009	2010	Budget
	Actual	Budget	Estimate	Budget	Change
Contract Ice Hours	1,567	1,610	1,570	1,610	0
Public Skating Attendance (a)	8,968	8,400	8,400	8,900	500
No. of Skate Rentals	4,461	4,700	4,700	4,700	0

(a) Lower budgeted and estimated Public Skating activity is based on lower actual attendance in years prior to 2007.

Naga-Waukeew Ice Arena Revenue

	2008	2009	2009	2010	Budget
	Actual	Budget	Estimate	Budget	Change
Public Skating - \$ Receipts	\$37,490	\$37,500	\$37,500	\$39,400	\$1,900
Contracted - \$ Receipts	\$344,500	\$364,500	\$353,400	\$369,300	\$4,800
Concession- \$ Receipts	\$45,600	\$49,000	\$48,000	\$49,000	\$0
Merch/Bds/Misc* - \$ Receipts	\$46,777	\$40,000	\$50,870	\$42,300	\$2,300
Total	\$474,367	\$491,000	\$489,800	\$500,000	\$9,000

* Misc. includes WCHL revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers.

County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

Provide a quality ice skating facility.

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Staffing (FTE)	4.86	4.86	4.86	4.86	0.00
Charges for Services	\$510,908	\$502,000	\$483,500	\$511,000	\$9,000
Other Revenue (a)	\$0	\$0	\$0	\$0	\$0
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$510,908	\$502,000	\$483,500	\$511,000	\$9,000
Personnel Costs	\$242,375	\$244,409	\$244,618	\$247,889	\$3,480
Operating Expenses (excl. depr. expen.)	\$144,012	\$170,434	\$142,864	\$176,397	\$5,963
Depreciation Expense	\$77,822	\$74,226	\$70,324	\$61,342	(\$12,884)
Interdept. Charges	\$45,292	\$48,695	\$43,347	\$38,341	(\$10,354)
Fixed Assets (Memo) (b)	\$38,253	\$0	\$0	\$12,000	\$12,000
Interdept. Debt-Principal (Memo) (b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$509,501	\$537,764	\$501,153	\$523,969	(\$13,795)
Operating Inc./ (Loss) (b)	\$1,407	(\$35,764)	(\$17,653)	(\$12,969)	\$22,795

- (a) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital.



Program Highlights

Personnel costs reflect costs to continue for existing position. Operating expenses include increases in recreation services and supplies, including new goal nets and replacement ice skates. Depreciation expenses decrease due to accelerated recognition of depreciation in 2008 relating to the replacement of the arenas rubberized floor. Interdepartmental charge decreases include \$5,132 in End User Technology Fund (EUTF) charges to better reflect the level of support provided to Ice Arena operations, \$2,470 in vehicle replacement charges, \$1,484 in central fleet charges and \$1,000 in administrative overhead.

Fixed assets include \$6,000 for the replacement of lobby/concession furniture and \$6,000 for repairs to front entrance doors.



Activity	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Contract Ice Hours	1,627	1,567	1,530	1,570	3
Public Skating Attendance	12,909	13,300	12,130	13,300	0
No. of Skate Rentals	8,191	7,700	7,220	7,700	0

Eble Ice Arena Revenue

	2008 Actual	2009 Budget	2009 Estimate	2010 Budget	Budget Change
Public Skating- \$ Receipts	\$61,290	\$52,800	\$52,000	\$56,900	\$4,100
Contracted - \$ Receipts	\$351,409	\$350,500	\$340,200	\$355,400	\$4,900
Concession- \$ Receipts	\$52,850	\$52,000	\$48,500	\$53,000	\$1,000
Merch/Bds/Misc* - \$ Receipts	\$45,359	\$46,700	\$42,800	\$45,700	(\$1,000)
Total	\$510,908	\$502,000	\$483,500	\$511,000	\$9,000

* Misc. includes WCHL revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers.



Fund Purpose/Program Description

The Materials Recycling Fund (MRF) accounts for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with Chapter 287 of Wis. Stats., also known as the Solid Waste Reduction, Recovery, and Recycling Law. The Department provides technical and educational assistance to help ensure the proper use of drop-off and at-home recycling programs. Functions include the accumulation of data, production of reports, and long-range planning for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

Managed within the program, the MRF operations contract with a private vendor provides processing and marketing of recyclables at the County-owned MRF. The program includes maintaining buildings and equipment, and collection service to drop-off sites. The administration and management of a Department of Natural Resource recycling grant is included within the program, along with preparing required applications and reports. The program promotes the proper separation of recyclables and participation in curbside recycling programs to the 25 participating communities. Tours of and presentations about the facility and operations are available upon request. The promotion of recycling and waste reduction takes place through publications and programs.

Financial Summary	2008 Actual	2009 Adopted Budget (a)	2009 Estimate	2010 Budget (a)	Change From 2009 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,352,071	\$1,300,000	\$1,188,000	\$1,250,000	(\$50,000)	-3.8%
Charges for Services	\$113,705	\$162,500	\$120,000	\$120,000	(\$42,500)	-26.2%
Other Revenue	\$1,385,412	\$1,000,000	\$700,000	\$700,000	(\$300,000)	-30.0%
Appr. Fund Balance (a)	\$741,000	\$761,400	\$761,400	\$770,600	\$9,200	1.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,592,188	\$3,223,900	\$2,769,400	\$2,840,600	(\$383,300)	-11.9%
Expenditures						
Operating Expenses (a)	\$1,502,149	\$1,680,057	\$1,547,592	\$1,817,092	\$137,035	8.2%
Interdept. Charges (b)	\$203,142	\$223,036	\$221,743	\$220,432	(\$2,604)	-1.2%
Fixed Assets Memo (c)	\$0	\$20,000	\$0	\$20,000	\$0	0.0%
Total Expenditures	\$1,705,291	\$1,903,093	\$1,769,335	\$2,037,524	\$134,431	7.1%
Operating Inc./(Loss)	\$1,886,897	\$1,320,807	\$1,000,065	\$803,076	(\$517,731)	-39.2%

Position Summary (FTE) (b) No positions are budgeted in this fund.

- (a) MRF Fund Balance appropriation consists of prior year State Recycling Grant revenue received above budgeted amounts, and is appropriated to pay for a portion of the disbursement payment made to municipalities participating in the County's recycling program: the Base Dividend and the Rebate Incentive. The remaining portion of the disbursement, the Solid Waste Tip Fee Credit, which is used to help offset municipalities' costs of disposing of solid waste in landfills, is funded with current-year State Recycling Grant revenues. Fund Balance appropriations for the Base Dividend and the Rebate Incentive total \$761,400 in 2009 and \$770,600 in 2010. The Solid Waste Tip Fee Credit is budgeted at \$150,100 in 2009 and \$300,000 in 2010.
- (b) Positions that support the MRF, are directly billed on an hourly basis and charged to interdepartmental appropriations, (not assigned through the payroll system).
- (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. Operating income is used to fund fixed asset capital outlay expenditures of \$20,000 planned for 2010.

Program Highlights

General Government revenues, which consist of the State Recycling Grant, are budgeted to decrease by \$50,000 to \$1,250,000.

Charges for Service revenues, which consist of a recycling tip fee charge paid by the MRF vendor to the County for every ton of materials collected at the facility, decreases by \$42,500 to \$120,000. This decrease is based upon an estimated reduction in the amount materials estimated to be collected from 25,000 tons in the 2009 budget to 24,000 tons in the 2010 budget. Further, this budget assumes a reduction in the per-ton tip fee charge from \$6.50 per ton to \$5.00 per ton, based on the possibility that the current economic downturn will lower the market prices for recyclable materials significantly and trigger provisions in the MRF vendor's contract lowering the per-ton tip fee charge. The recyclable material markets experienced a substantial decline in the last quarter of 2008. Fiber markets declined approximately 80%, and commingled containers market declined approximately 50%. In the first quarter of 2009, markets rebounded approximately 50%.

Other revenues, which consist of the County's share (50%) of material sales revenue generated by the MRF operator, are budgeted to decrease by \$300,000 to \$700,000. This reduction is based on lower estimated market prices for recyclable materials, discussed above.

Appropriated MRF fund balance, which increases by \$9,200 to \$770,600, is used to cover a portion of the \$1,070,600 disbursement anticipated to be paid to municipalities participating in the County's recycling program (discussed below). The remaining \$300,000 of the disbursement is funded with state Recycling Grant revenues.

Operating Expenditures increase by \$137,035 to \$1,817,092, mostly due to an increase in the disbursement paid to municipalities participating in the County's recycling program by \$158,100 to \$1,070,600. This disbursement consists of three components (displayed in the table below). The solid waste tip fee credit, which is provided to help offset the costs of disposing solid waste in landfills, is budgeted to increase by \$148,900 to \$300,000, due to the state's adopted 2009-11 biennium budget increasing its mandated tip fee by \$5.897/ton to approximately \$12.997/ton. The solid waste tip fee credit provided in this disbursement is budgeted to increase by \$2.10/ton to \$4.25/ton, covering approximately 30% of the State's \$7.10 tip fee charge increase. The rebate incentive to encourage recycling, increases \$9,200 to \$370,600, and the based dividend remains at the 2009 budget level of \$400,000.

Disbursement and Other Grants to Communities: 2009 and 2010

	'09 Budget	'10 Budget	Bud. Chng.
Solid Waste Tip Fee Credit	\$151,100	\$300,000	\$148,900
Rebate Incentive	\$361,400	\$370,600	\$9,200
Base Dividend	\$400,000	\$400,000	\$0
Subtotal Disbursement to Participating Municipalities	\$912,500	\$1,070,600	\$158,100
Other Recycling Grants to Communities/Organizations	\$62,500	\$50,900	(\$11,600)
Total Grants to Communities	\$975,000	\$1,121,500	\$146,500

Other recycling grants to communities and organizations include \$50,900 to provide recycling receptacles for municipal parks and local events (\$20,000); recycling bins and other items to help local schools and not-for-profit agencies improve their recycling practices (\$16,000); and funding to municipalities to help them operate their regional recycling drop-off sites (\$14,900).

Consulting services remain at the 2009 budget level of \$140,000 and include \$65,000 for a continuation of a study to determine the feasibility of transitioning to a regional MRF; \$40,000 for promotional assistance with the "Recycle MORE Challenge" program; and \$20,000 for assistance to local municipalities to design fee systems for their solid waste programs. This budget also includes the County's share of the Be SMART (Save Money and Reduce Trash) Coalition that is dedicated to reducing waste and encouraging recycling through education and coordination of regional recycling efforts, which remains budgeted at the 2009 level of \$34,000. The "Recycle MORE Challenge" and the Be SMART Coalition will likely merge operations and streamline administration and expand its media campaign statewide. Depreciation expense is budgeted to decrease by \$25,000 to \$225,000 in 2010.

Fixed assets remain at the 2009 budget level of \$20,000 for periodic improvements to the bailer and "walking floor" (used to move recently-baled recycling materials out of the bailers).

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: An environmentally responsible county

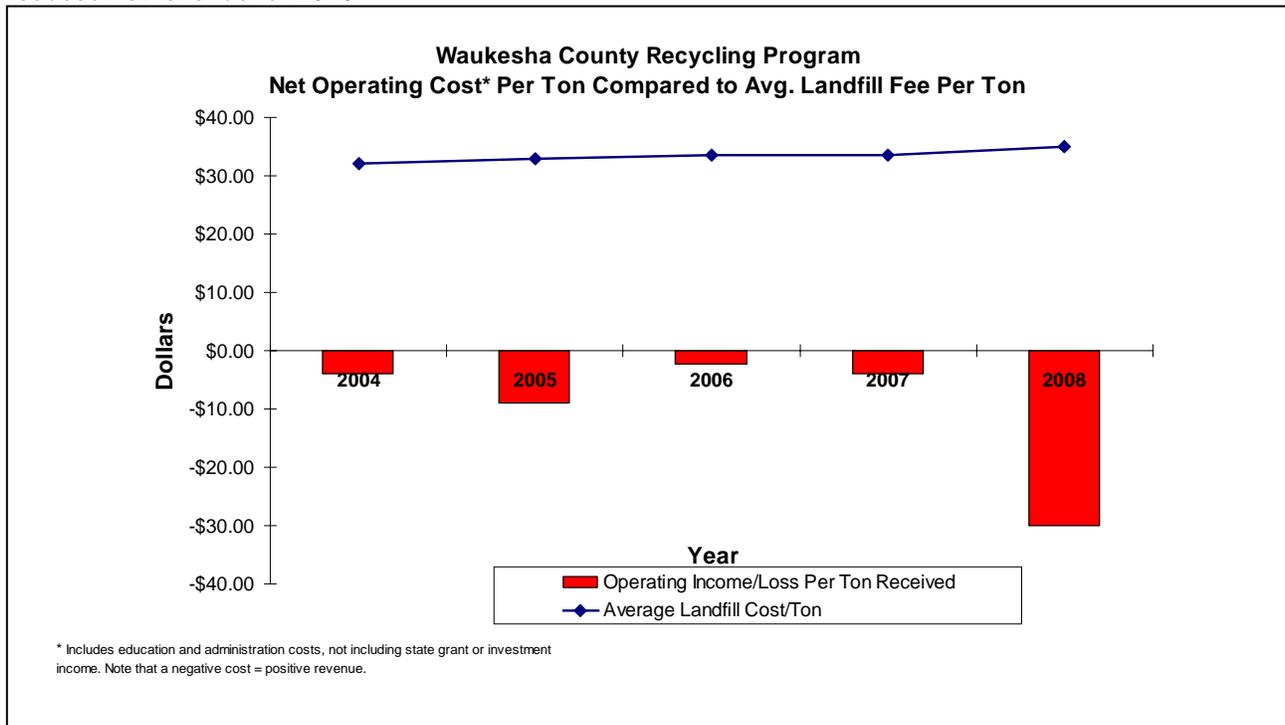
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

Key Outcome Indicator: Maintain recycling program cost per ton at a rate lower than landfill disposal, net operating cost of recycling per ton received at the MRF, compared to the average landfill revenue tip fee. Collection costs paid by municipalities or residents are not included in either the recycling or landfill cost.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Revenue as a percentage of total expenses	188%	169%	97%	86%
Net operating cost per ton (a)	(\$30.95)	(\$9.38)	\$1.21	\$5.75

(a) Includes education cost, but does not include State grant funding or dividend/rebate program.

The following chart shows the net operating cost per ton compared to the average landfill revenue tip fee for the past five years. There has been a positive net operating cost since 2004, due to very strong markets in recent years. The prevailing landfill disposal charge for solid waste is estimated at \$35.00 per ton. The five year net average operating gain of \$4.83 per ton when added to landfill costs is \$39.83 per ton advantage to recycling. The dramatic downturn in market revenue that began in October 2009 is expected to result in reduced net revenue for 2010.



Objective 2: Increase recyclable material volume and quality, and decrease the amount of waste going to landfills.

Key Outcome Indicator: Annual percent of non-recyclables shipped from the MRF to the landfill is less than 5% of the total weight received. Under the current operations contract, residue from processing must not exceed 5% of total tons shipped.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Percentage of residue rejected	3.2%	4.0%	4.0%	4.0%

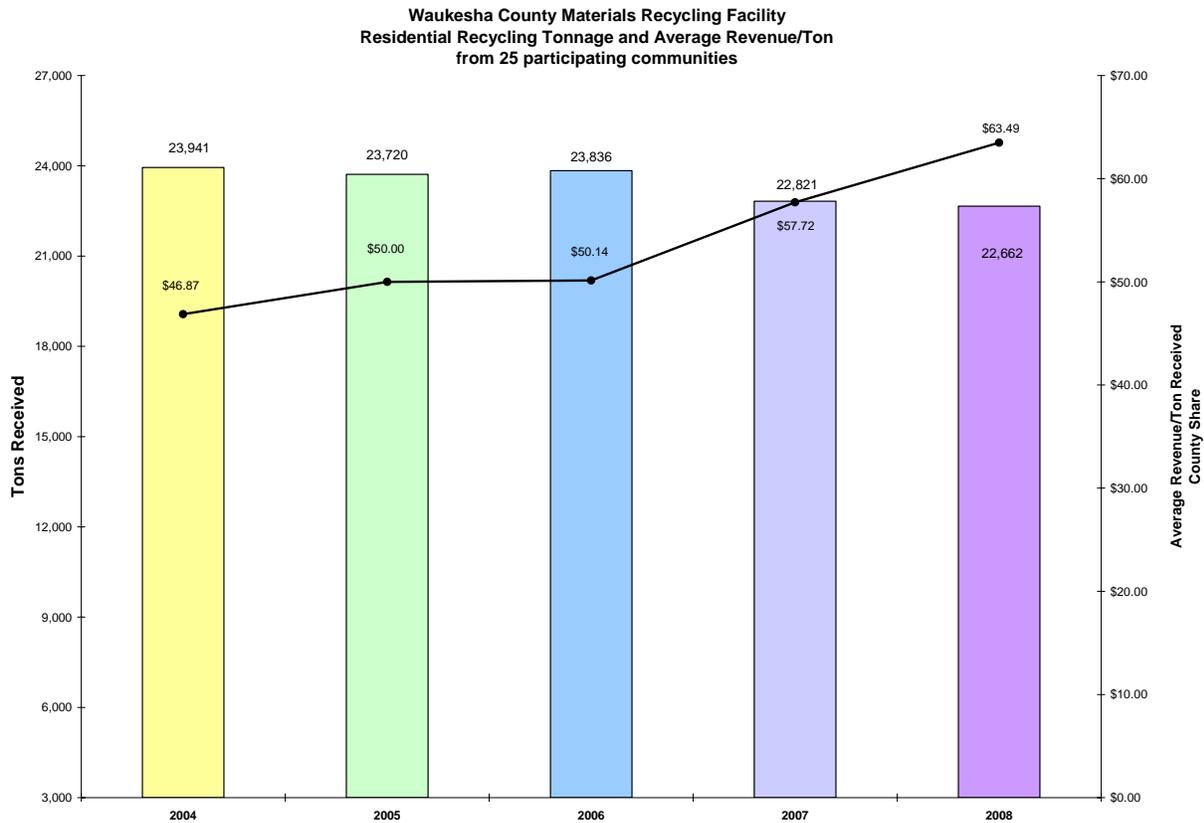
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 3: Improve understanding and participation in recycling to receive more than 22,000 tons of recyclables at the MRF.

Key Outcome Indicator: Greater than 22,000 annual tons of recyclables received at the County MRF.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Tons of recyclables received	22,662	25,000	24,000	24,000

There was a slight gradual decline in annual tonnage recycled at the MRF from 2004 to 2008. However, because of the rebate incentive and *Recycle MORE* programs, there is a projected increase for 2009 and 2010 over 2008 actual level. In regards to material market revenues, they showed an upward trend from 2004-2008, with exceptionally strong markets during the past 5 years. With current economic conditions, county share of average revenue per ton is expected to drop to approximately \$32.00 per ton in 2009.



Objective 4: Increase participation in recycling, waste reduction, and composting to 95% of households and 35% waste diversion from landfills.

Key Outcome Indicators: Maintain over 95% of household recycling participation rates and over 35% of residential material diverted from landfills from recycling, composting, and waste reduction, calculated annually.

Performance Measure:	2008 Actual	2009 Target	2009 Estimate	2010 Target
Recycling participation as measured by survey	98%	98%	98%	98%
Percentage of waste stream recycled	40%	40%	40%	40%