Parks, Environment, Education,

&

Land Use

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

Functional Area Summary by Agency

	2009 Actual	2010 Adopted Budget (b)	2010 Estimate (a)	2011 Budget (b)	Change from 2010 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE ***						
Revenues (a) (b)	$18,638,317	$18,401,311	$18,793,356	$18,581,609	$180,298	1.0%
County Tax Levy	$8,238,894	$9,083,794	$9,083,794	$9,346,809	$263,015	2.9%
Expenditures (a)	$25,774,655	$26,704,962	$27,372,187	$27,173,012	$468,050	1.8%
Rev. Over (Under) Exp.	($725,796)	-	($276,044)	29,181	$29,181	NA
Oper Income/(Loss) (c)	$1,828,352	$780,143	$781,007	$726,225	($53,918)	-6.9%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$2,524,051	$2,952,700	$2,546,403	$2,853,043	($99,657)	-3.4%
County Tax Levy (d)	($1,736,393)	($1,097,683)	($1,097,683)	($1,071,495)	$26,188	-2.4%
Expenditures	$1,737,990	$1,855,017	$1,899,834	$1,781,548	($73,469)	-4.0%
Rev. Over (Under) Exp. (d)	($950,332)	-	($451,114)	-	-	NA
UW-EXTENSION						
Revenues (a)	$380,937	$363,138	$499,710	$427,672	$64,534	17.8%
County Tax Levy	$312,646	$326,994	$326,994	$339,063	$12,069	3.7%
Expenditures (a)	$677,361	$690,132	$808,889	$766,735	$76,603	11.1%
Rev. Over (Under) Exp.	$16,222	-	$17,815	-	-	NA
FED. LIBRARY SYSTEM						
Revenues (a)(b)	$1,409,181	$1,445,295	$1,470,811	$1,548,787	$103,492	7.2%
County Tax Levy	$2,752,289	$2,773,900	$2,773,900	$2,853,939	$80,039	2.9%
Expenditures	$4,097,962	$4,219,195	$4,179,466	$4,373,545	$154,350	3.7%
Rev. Over (Under) Exp. (e)	$63,508	-	$65,245	29,181	29,181	NA
PARKS AND LAND USE						
Revenues (a)(b)	$14,324,148	$13,640,178	$14,276,432	$13,752,107	$111,929	0.8%
County Tax Levy	$6,910,352	$7,080,583	$7,080,583	$7,225,302	$144,719	2.0%
Expenditures (a)	$19,261,342	$19,940,618	$20,483,998	$20,251,184	$310,566	1.6%
Rev. Over (Under) Exp.	$144,806	-	$92,010	-	-	NA
Oper Income/(Loss) (c)	$1,828,352	$780,143	$781,007	$726,225	($53,918)	-6.9%

(a) The 2010 estimates exceed the 2010 Adopted Budget due to subsequent separate ordinances increasing appropriations.

(b) The 2011 Budget includes various Fund Balance appropriations totaling $2,092,936 which includes $1,305,435 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $85,000 in Parks and Land Use from the General Fund; $700,000 from the Parks Tarmann Parkland Acquisition Fund; and $2,501 in the Federated Library County Library Fund. The 2010 Budget includes various Fund Balance appropriations totaling $1,765,771 which includes $1,165,900 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $95,000 in 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.

(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.

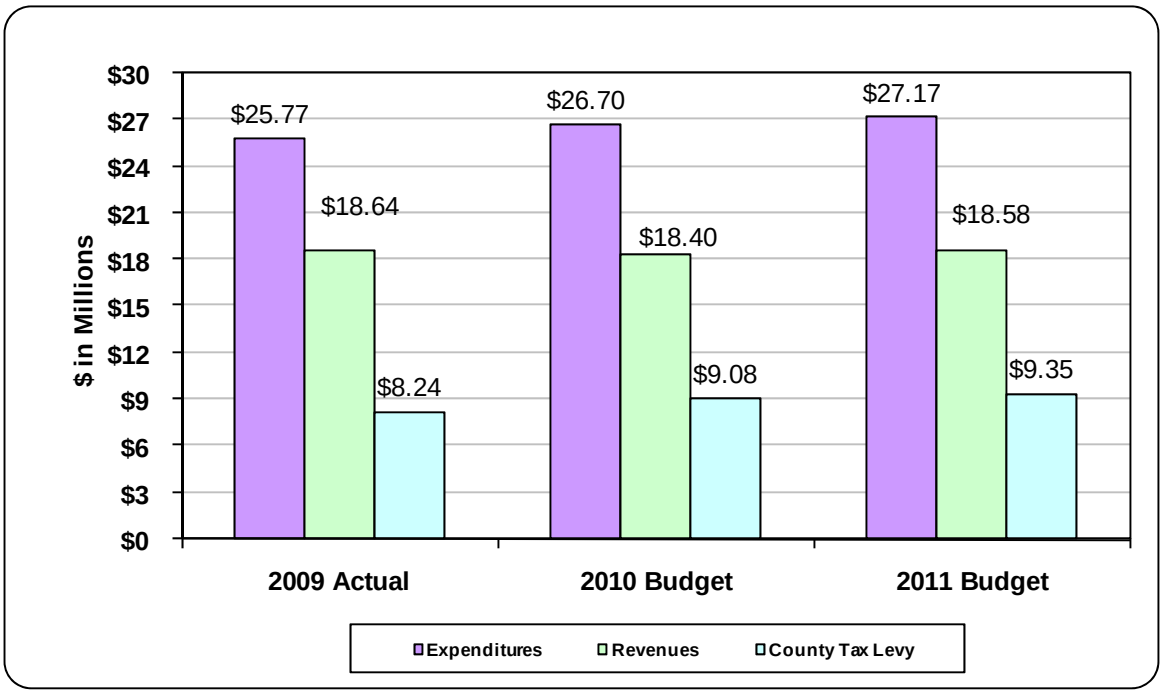
(d) Revenues in excess of expenditures are used to reduce tax levy funding for other general government operations.

(e) Revenues in excess of expenditures consist mainly of member library payments for the CAFÉ system and software/equipment replacement fund.

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 System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and 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, Recycling education and promotion and Solid Waste Programs) and environmental health of its citizens through education, public cooperation, and regulation; and administers the County land use 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 2011 Expenditure Budget for this functional area totals $27,173,012, after adjustments to exclude proprietary fund capitalized fixed asset item purchases, an increase of $468,050 or 1.8% from the 2010 Adopted Budget. Revenues in the 2011 Budget, including $2,092,936 of various Fund Balance appropriations, total $18,581,609 an increase of $180,298 or 1% from the 2010 base budget. The Tax Levy necessary to fund this functional area totals $9,346,809, an increase of $263,015 or 2.9% from the 2010 Budget.

- **Register of Deeds** Charges for Service revenues are budgeted to decline by about $99,660 to $2.85 million mostly due to a reduction in budgeted real estate transfer fees of $50,000 to $1,175,000 and a reduction in real estate recording fees of $53,400 to $1,320,000, reflecting a leveling off in the real estate market and more closely approximates to the 2009 actual revenues received and 2010 estimates. Declining revenues are partially offset by a $26,188 or 2.4% increase in tax levy. Due to lower document volumes and technology implementations (i.e. Tax System and Tract Index System), the department is proposing to unfund a vacant 1.0 FTE Clerk Typist I position and a vacant 1.0 FTE Clerk Typist I/II position at a cost saving of approximately $107,400, partially offset by the cost to continue increase for the remaining positions.

- The **Federated Library System** County Library Tax Levy increases by $80,039 or 2.9% to $2,853,939 and includes two components:
  - The first component is calculated based on County Code 11-4, 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, and is distributed to the system's member libraries to compensate them for providing library services to TNR communities. For 2011, this component is $2,852,402, which is an increase of $83,968 or 3%. Of this increase, higher allowable operating costs account for 2.4% and higher TNR circulation accounts for 0.6%.
  - The second component 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). For 2011, this component is $1,537, which is a decrease of $3,929 from the 2010 budget

- In the 2011 Budget, the **Federated Library System** establishes a new special revenue **CAFÉ Shared Automation Fund**, which is planned to be transitioned from the Waukesha Public Library (WPL) to the Waukesha County Federated Library System in July 2011. Currently the CAFÉ (Computer Access for Everyone) system provides automated library services to 14 of the 16 member libraries in the County (New Berlin and Menomonee Falls not participating), and it is anticipated that New Berlin may likely join in late 2011. CAFÉ operations are planned to be funded with member library membership dues. The $192,900 expenditure budget represents roughly a half-year of costs (due to the planned July 2011 transition date), and includes $77,670 for 0.75 FTE (1,560 hours) of the Federated Library's Library Automation Coordinator moved in from the State Aids Fund; $42,300 in contracted services for a half-year of a 1.0 FTE WPL staff member to provide IT support; $29,700 in one-time pass-through payments from the City of New Berlin to the CAFÉ Software Vendor to configure the City's library database in order to potentially join CAFÉ; and the transition is also expected to include the transfer of approximately $400,000 in CAFÉ software/equipment replacement funds from WPL, to be retained and reserved for future software/equipment replacement requests.

- **Parks and Land Use General Fund** Charges for Service revenue are budgeted to increase by approximately $51,900 to $1,969,600, mostly due to an increase in various Parks revenues (e.g., entrance fees, boat launch fees), resulting largely from the popularity of the new dog exercise areas at Minooka and Nashotah Parks.

- **Parks and Land Use General Fund** License revenues decrease by $30,000 to $1,014,500, including a decrease in Zoning and Septic Permits by $30,000 and $15,000, respectively, resulting largely from the depressed real estate development market. Lower License revenues are partially offset by an increase in Restaurant and Retail Food License fee revenues by $15,000 to $555,000, which is very close to the 2009 actual revenues received.

- **Parks and Land Use General Fund budget**, in an effort to limit the growth in net personnel costs and overall spending, is proposing to unfund a net 2.0 FTE regular positions in 2011, which is estimated to generate a cost avoidance of $144,500. This includes 1.0 FTE Environmental Health Sanitarian in the Septic/Well/Lab program estimated to reduce personnel costs by $81,100 and 1.0 FTE Land Use Specialist in the Planning Program, estimated to reduce personnel costs by $63,400. The department management indicate that workload in both these program areas has declined since the beginning of the recent economic downturn.

- **Parks and Land Use Land Information System (LIS) Fund** receives real estate document recording fee revenues, which increase by $179,000 to $704,000, mainly due to a change in state law (Act 314) that increases the portion of document recording fees that local land information offices may retain from $5 per document to $8 per document (the Register of Deeds Office retains $15 per document). This budget assumes 88,000 document recordings, a decrease of 17,000 from the 2010 budget, mainly due to the depressed real estate development market. In addition, Land Information staff began contracting with the Department of Emergency Preparedness to provide street address maintenance services, which has resulted in a $15,500 increase to Interdepartmental Revenues for the 2011 budget. This is partially offset by removing $108,219 in LIS Fund Balance and $80,000 in landfill siting revenues that were temporarily (one-time) budgeted in 2010 to help offset declining document recording revenues.

- **Parks and Land Use Tarmann Fund** General Governmental revenues, which consists of State Department of Natural Resources Stewardship Grant reimbursements for approximately half the value of land purchases, is not included in the 2011 budget, due to difficulty predicting the timing of state reimbursements (which are often provided in years after the actual land purchase). Instead, these reimbursements revenues are planned to be appropriated in future year budgets after they have been received. Based on approximately $1,675,000 in recent (2009 and first quarter 2010) approved land purchases, it is anticipated the Tarmann Fund will receive approximately $700,000 in Stewardship reimbursement (conservatively estimated at about 40% of purchase prices). In 2011, appropriated Tarmann Fund Balance will increase by $400,000 to $700,000 to cover the revenues not budgeted from Stewardship reimbursements.

- **Parks and Land Use Material Recycling Facility (MRF) Fund**, total budgeted revenues increase by approximately $132,500 to about $3.47 million, mainly due to an increase in appropriated MRF Fund Balance by about $139,500, largely to help fund an increase in recycling disbursements paid to municipalities for participating in the County's recycling program. This disbursement increases by $146,800 to $1,217,400. In addition, the County's share of recycling material sales revenue (split 50/50 with contracted MRF operator) increases by $100,000 to $800,000 (Other Revenues), mostly due to an expected improvement in the market price for certain recyclable materials. Charges for Service mostly include the MRF operator's recycling tip fee charge paid to the County that decreases by $60,000 to $60,000, which is more in-line with 2009 actual revenues received (about $57,000). In addition, the State's Recycling Grant (General Government Revenue) is budgeted to decrease by about $47,100 to $1.3 million.

BUDGETED POSITIONS 2009-2011
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2009 Year End	2010 Adopted Budget (a)(b)	2010 Modified Budget	2011 Budget	10-11 Change
REGISTER OF DEEDS	General	25.00	25.00	25.00	23.00	(2.00)
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	7.00	7.00	7.00	6.25	(0.75)
	CAFÉ Shared Automation Fund				0.75	0.75
	Subtotal Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General (a)(b)	90.70	84.15	84.15	82.00	(2.15)
	Golf Course (a)	8.60	9.00	9.00	8.85	(0.15)
	Ice Arenas	5.70	4.95	4.95	4.95	0.00
	Materials Recycling Fund (b)	0.00	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use	109.00	106.25	106.25	103.95	(2.30)
TOTAL REGULAR POSITIONS (a)(b)		144.00	141.25	141.25	136.95	(4.30)
TOTAL EXTRA HELP (a)(b)		72.70	80.41	80.51	79.83	(0.58)
TOTAL OVERTIME (a)(b)		4.15	3.62	3.62	3.62	0.00
TOTAL BUDGETED POSITIONS		220.85	225.28	225.38	220.40	(4.88)

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

(a) For comparative purposes, 2010 budgeted positions are restated moving 3.23 FTE from the Parks General Fund to the Golf Course Fund, to reflect the reallocation of staff to the Golf Course Fund in the 2011 Budget.
(b) For comparative purposes, 2010 budgeted positions are restated moving 5.47 FTE from the Parks General Fund to the MRF Fund, to reflect the reallocation of staff to the Material Recycling Facility (MRF) Fund in the 2011 Budget.

2011 BUDGET ACTIONS:

Register of Deeds
Unfund 1.00 FTE Clerk Typist I/II
Unfund 1.00 FTE Clerk Typist II
Decrease Extra Help by 0.28 FTE

UW-Extension
Decrease: Extra Help by 0.04 FTE

Federated Library
Transfer 0.75 FTE Library Automation Coordinator from the State Aids Fund to the CAFÉ Shared Automation Fund

Parks - General
Transfer Out 0.30 FTE Senior Planner to HOME Grant Program (Community Development Fund)
Unfund 1.0 FTE Land Use Specialist in Planning
Abolish 1.0 FTE Enviornmental Health Supervisor (Unfunded in 2009 Budget)
Create 1.0 FTE Lead Environmental Health Sanitarian
Unfund 2.0 FTE Environmental Health Sanitarians
Transfer in 0.15 FTE Golf Course Superintendant from Golf Courses Fund to the General Fund
Increase Extra Help by 0.31 FTE

Parks - Golf Courses
Reduce 0.70 FTE Temporary/Extra Help
Transfer Out 0.15 FTE Golf Course Superintendant to the Parks General Fund

Parks - Materials Recycling Fund
Increase Extra Help by 0.13 FTE

2010 CURRENT YEAR ACTIONS:

UW-Extension
Increase: Extra Help by 0.10 FTE (Enrolled Ordinance 164-82)

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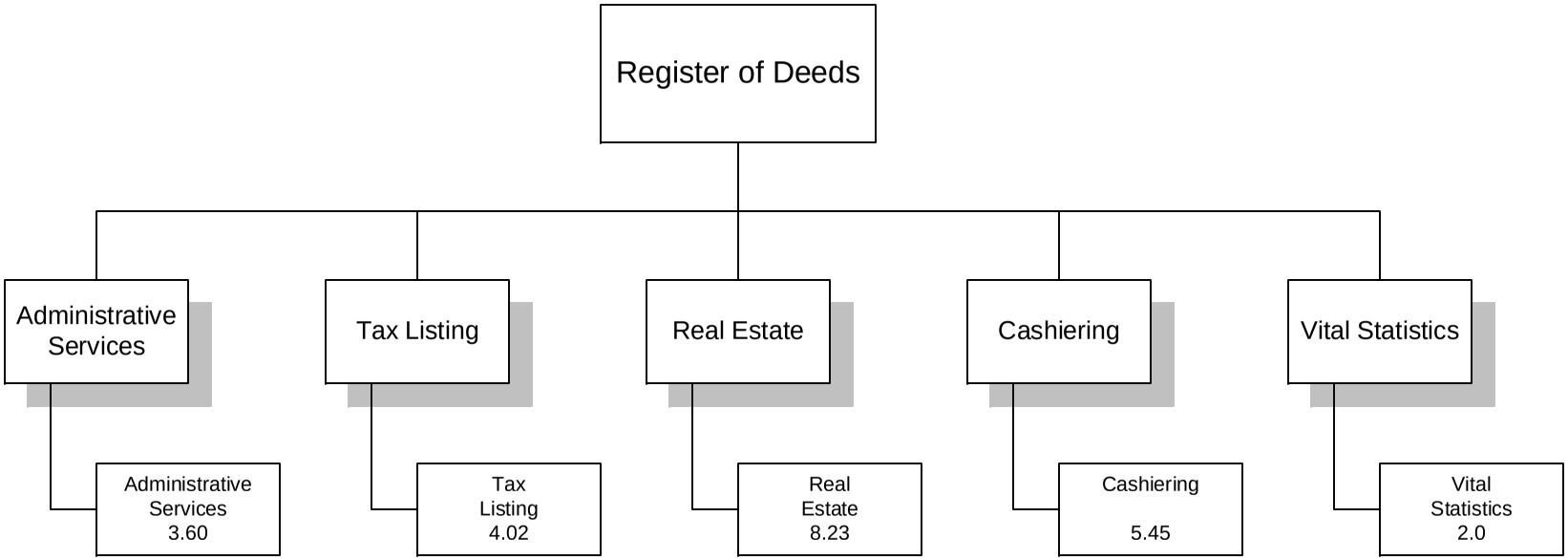
Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



23.30 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	2009 Actual	2010 Adopted Budget	2010 Estimate (b)	2011 Budget	Change From 2010 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	NA
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Service	$2,524,033	$2,952,700	$2,546,403	$2,853,043	($99,657)	-3.4%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$18	$0	$0	$0	$0	NA
Appr. Fund Balance	$0	$0	$0	$0	$0	NA
County Tax Levy (Credit) (a)	**($1,736,393)**	**($1,097,683)**	**($1,097,683)**	**($1,071,495)**	**$26,188**	**-2.4%**
Total Revenues Sources	**$787,658**	**$1,855,017**	**$1,448,720**	**$1,781,548**	**($73,469)**	**-4.0%**
Personnel Costs	$1,316,660	$1,457,016	$1,504,831	$1,428,891	($28,125)	-1.9%
Operating Expenses	$53,536	$70,097	$71,305	$101,647	$31,550	45.0%
Interdept. Charges	$367,794	$327,904	$323,698	$251,010	($76,894)	-23.5%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$1,737,990**	**$1,855,017**	**$1,899,834**	**$1,781,548**	**($73,469)**	**-4.0%**
Rev. Over (Under) Exp.	($950,332)	-	($451,114)	-	-	NA

Position Summary (FTE)					
Regular Positions	25.00	25.00	25.00	23.00	(2.00)
Extra Help	0.00	0.28	0.28	0.00	(0.28)
Overtime	0.09	0.30	0.30	0.30	0.00
Total	25.09	25.58	25.58	23.30	(2.28)

(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 $14,188 is being shifted from the End User Technology Fund to the Register of Deeds Office to cover the phasing in of the cost of technology resources being used.
(c) The Department is estimating that they will finish unfavorably in 2010 due to the downturn in the real estate market affecting real estate related revenues.

Major Departmental Strategic Outcomes and Objectives for 2011

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. With the new land records software implementation completed in 2010 and ongoing business process adjustments, we will reduce the benchmark for recording from 8 to 6 days in 2011.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
# of days when a document is recorded after the benchmark of 6 business days*	0	0	0	10*
# of days when a document is mailed out after the benchmark of 30 calendar days	0	0	0	0

* Benchmark to be reduced from 8 to 6 days in 2011

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Total transactions via Internet	1,872	2,000	1,600*	2,500
Walk-in help requests	6,035	5,500	5,412	5,000
Phone-in help requests	5,430	5,750	5,892	5,500

*** Online document sales down in 2010 due to update hiatus associated with change to new software.**

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.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% Positive responses to survey	97%	98%	98%	98%*

* In 2011 this survey will be amended to include questions regarding the type of service the customer came to our office for in order to better analyze the makeup of our walk-in traffic.

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.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 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.	8 days or less	7 days or less	7 days or less	6 days or less.*

* The new Land Records system allows even not yet fully indexed documents to be available for viewing as soon as they are scanned, usually within 2 days. This benchmark represents the interval between cashiering the document and completion of index verification.

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

Objective 5: Use county resources with greatest possible efficiency.

Key Outcome Indicator: In 2011 the ROD and Emergency Preparedness departments will engage in a cooperative pilot program to share the ROD Programs and Projects Analyst position between ROD and the Department of Emergency Preparedness. The position is expected to provide the Department of Emergency Preparedness with professional fiscal support and avoid the creation of an additional position. The Programs and Projects Analyst position will be reclassified as a Senior Financial Analyst beginning in the 2011 budget year, reflecting the duties and responsibilities associated with the shared role. A determination to maintain the shared arrangement and the reclassification will be done following an evaluation of the pilot program and with the 2012 budget. Reallocation of this positions' funding will not take place until the 2012 budget, in order to allow both departments to evaluate the required division of work for this position.

In 2011 the Register of Deeds will explore alternate revenue sources to further offset operating costs.

Current and Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '10	Estimated Operating Impact	A=Annual T= One-Time
200205	Tax Records Replacement (a)	2011	$900,000	95%	$22,000	A
200414	Countywide Cashiering (b)	2012	$970,000	60%	$43,250	A
200622	Tract Index Replacement (c)	2011	$331,500	95%	$45,000	A
201117	ROD Electronic Record Redaction (d)	2012	$550,000	0%	$0	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.

(d) Project sponsored by Register of Deeds with project implementation taking place in 2011 and expected completion in 2012. This project is self-funded by a fee of $5 per document recorded. Once the digitization and redaction is complete, the fee will be discontinued and the ROD office will revert to its prior practice of rejecting or redacting new documents that contain social security numbers.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.60**	**3.60**	**3.60**	**3.60**	**0.00**
Charges for Services	$977,726	$1,246,500	$1,080,056	$1,199,050	($47,450)
Other Revenue	$18	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**($1,648,243)**	**($880,644)**	**($880,644)**	**($812,186)**	**$68,458**
Total Revenues	**($670,499)**	**$365,856**	**$199,412**	**$386,864**	**$21,008**
Personnel Costs	$305,506	$311,981	$321,033	$330,090	$18,109
Operating Expenses	$15,504	$31,711	$30,807	$31,213	($498)
Interdept. Charges	$18,969	$22,164	$22,088	$25,561	$3,397
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$339,979**	**$365,856**	**$373,928**	**$386,864**	**$21,008**
Rev. Over (Under) Exp.	($1,010,478)	-	($174,516)	-	-

Program Highlights

Charges for Services revenue are budgeted to decrease by $47,450 to $1,199,050, due to a decrease in transfer fees by $50,000 to $1,175,000. This reflects a leveling off in the real estate market and more closely approximates the 2009 and 2010 estimates. Under current state statute, the Register of Deeds office collects $0.30 per $100 of the consideration amount from any real estate property sale not exempted. Of this revenue, the County retains 20% and the state is allocated 80%. Factors impacting this revenue are the number properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties.

Personnel costs increase by $18,109, reflecting costs to continue for 3.60 FTE positions and is primarily comprised of increased health care costs ($10,913) and salaries ($4,499). Interdepartmental charges increase by $3,397, mainly due to an increase in End User Technology Fund (EUTF) computer charges by $3,095, due to the phasing in of the full cost of technology ownership based on the charging method recommended by Internal Audit.

Real Estate

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. Real estate also staffs the real estate desk and phone lines to assist the public with inquiries about any real estate filings maintained in our office.

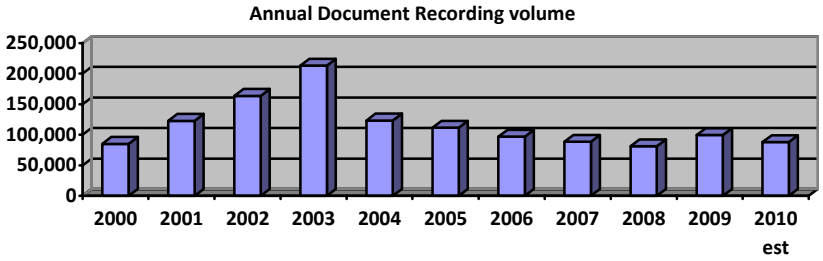
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**10.01**	**10.46**	**10.46**	**8.23**	**(2.23)**
Charges for Services	$1,360,625	$1,504,700	$1,269,762	$1,457,033	($47,667)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**($624,620)**	**($768,412)**	**($768,412)**	**($839,645)**	**($71,233)**
Total Revenues	**$736,005**	**$736,288**	**$501,350**	**$617,388**	**($118,900)**
Personnel Costs	$379,520	$487,493	$527,076	$419,730	($67,763)
Operating Expenses	$21,624	$12,525	$14,874	$47,829	$35,304
Interdept. Charges	$287,004	$236,270	$232,090	$149,829	($86,441)
Fixed Asset	$0	$0	$0	$0	$0
Total Expenditures	**$688,148**	**$736,288**	**$774,040**	**$617,388**	**($118,900)**
Rev. Over (Under) Exp.	$47,857	-	($272,690)	-	-

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

Program Highlights

On June 25th of 2010, the statutory recording fee structure changed from a gross charge of $11 for the first page of any real estate document plus $2 for each additional page to a flat fee of $30 for recording any document, which includes a $5 fee to provide for redaction of social security numbers. This change will provide the Register of Deeds Office with additional recording revenue of approximately $2.40 per document. The $5 redaction fee will be used to redact social security numbers from all electronic real estate documents, and to digitize, redact and make available to the public all ROD real estate records dating back to 1935.

Summary of Recording Fees			
	Prior to June 25, 2010		New Fee
Recording Fees	**First Page**	**Additional Pages**	**Any R.E. Document**
State of Wisconsin	$2	$0	$2
County Land Info. Syst. Office	$5	$0	$8
ROD Retains	**$4**	**$2**	**$15**
Redaction Fee	$0	$0	$5
Total Fees	$11	$2	$30



Charges for Services revenue decrease by $47,667 to 1,457,033, primarily due to a projected decrease in recording fees of $53,400. This is partially offset by an increase to copy and duplicating fees of $5,733, based on current year projected and prior year revenue.

Personnel costs decrease by $67,763 to $419,730, reflecting the unfunding of 1.00 FTE Clerk Typist I/II and 1.00 FTE Clerk Typist II as a result of anticipated efficiencies gained from the implementation of new land records software in 2010. Operating expenditures increase by $35,304 to $47,829, reflecting the inclusion in this budget of annual licensing fees for the new Land Record system of $36,981 and an increase in printing supply costs of $1,000 reflecting current and prior year estimates. This increase is partially offset by a decrease in office equipment repair and maintenance costs of $2,300 due to the elimination of old equipment afforded by the new Land Records System.

Interdepartmental charges decrease by $86,441 to $149,829. This change consists of a decrease in imaging charges of $80,760, reflecting the department's intent to scan documents in-house, and a $15,580 decrease in postage due to the implementation of electronic recording made possible by the new Land Records software. These changes offset increases of $1,745 for computer replacement charges related to installation of a new server for the Automated Indexing function of the new land records software, and an increase of $8,124 to EUTF charges.

Cashiering

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. In 2011, the Department plans to add image scanning functions to this program area.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**5.47**	**5.50**	**5.50**	**5.45**	**(0.05)**
County Tax Levy	**$334,240**	**$336,892**	**$336,892**	**$345,911**	**$9,019**
Total Revenues	**$334,240**	**$336,892**	**$336,892**	**$345,911**	**$9,019**
Personnel Costs	$285,257	$298,064	$298,044	$307,837	$9,773
Operating Expenses	$7,169	$5,397	$5,312	$2,793	($2,604)
Interdept. Charges	$26,034	$33,431	$33,431	$35,281	$1,850
Total Expenditures	**$318,460**	**$336,892**	**$336,787**	**$345,911**	**$9,019**
Rev. Over (Under) Exp.	$15,780	-	$105	-	-

Program Highlights

Personnel costs increase by $9,773 to $307,837, reflecting costs to continue for 5.45 FTEs. This is partially offset by a reduction of 104 hours of extra help for a salary and benefits decrease of $517. Operating expenditures decrease by $2,604, primarily because of a reduction of $2,500 in office equipment repair and maintenance, due to the removal of several pieces of equipment no longer required with the new Land Records software.

Interdepartmental charges increase by $1,850 due to an increase to EUTF charges of $4,449, partially offset by a reduction in postage charges of $2,998 facilitated by escrow and voucher account handling in the new Land Records software.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	167	225	140	165	(60)
Total pages recorded	509,980	577,700	.350,000	400,000	(177,700)

* 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.

Tax Listing

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.02**	**4.02**	**4.02**	**0.00**
Charges for Services	$3,615	$11,500	$6,585	$6,960	($4,540)
County Tax Levy	**$270,589**	**$281,156**	**$281,156**	**$296,806**	**$15,650**
Total Revenues	**$274,204**	**$292,656**	**$287,741**	**$303,766**	**$11,110**
Personnel Costs	$250,413	$260,783	$260,128	$269,898	$9,115
Operating Expenses	$1,209	$13,309	$12,167	$12,167	($1,142)
Interdept. Charges	$16,343	$18,564	$18,564	$21,701	$3,137
Total Expenditures	**$267,965**	**$292,656**	**$290,859**	**$303,766**	**$11,110**
Rev. Over (Under) Exp.	$6,239	-	($3,118)	-	-

Program Highlights

Charges for services decrease by $4,540, based primarily on a reduction of $3,640 for fees related to sending notices of assessment, as more municipalities have begun sending these out on their own or via their contracted assessor.

Personnel costs increase by $9,115 to $269,898, reflecting costs to continue for 4.02 FTE staffing levels. Operating expenses decrease by $1,142 due primarily to a decrease of $1,000 in office supplies, based on current and prior year expenses. Interdepartmental charges increase by $3,137, mainly due to an increase of $411 to computer replacement charges and $2,708 to EUTF charges.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,909	99,500	108,000	109,000	9,500
Number of tax listings updated by Tax Listing staff	223,306	33,000	500,000	500,000	470,000*
Number of Property Transfers Processed	12,134	10,000	12,475	12,500	2,500

* Reflects clean-up work on new system and change in counting method: Our old system counted any changes made to a given key number within 8 hours as one change; the new system counts each change individually.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**2.01**	**2.00**	**2.00**	**2.00**	**0.00**
Charges for Services	$182,067	$190,000	$190,000	$190,000	$0
County Tax Levy (Credit)	**($68,359)**	**($66,675)**	**($66,675)**	**($62,380)**	**$4,295**
Total Revenues	**$113,708**	**$123,325**	**$123,325**	**$127,620**	**$4,295**
Personnel Costs	$95,964	$98,695	$98,550	$101,336	$2,641
Operating Expenses	$8,029	$7,155	$8,145	$7,645	$490
Interdept. Charges	$19,444	$17,475	$17,525	$18,639	$1,164
Total Expenditures	**$123,437**	**$123,325**	**$124,220**	**$127,620**	**$4,295**
Rev. Over (Under) Exp.	($9,729)	-	($895)	-	-

Program Highlights

Charges for services revenue remains unchanged, based on the current year estimate and prior year actual.

Personnel costs increase by $2,641 to $101,336, reflecting the cost to continue for 2.00 FTE positions. Operating expenses increase by $490 due to increases in office and printing supplies. Budgeted interdepartmental charges increase by $1,164, due primarily to a reallocation of $1,000 from the Real Estate program for outside printing charges, based on current year expenditures.

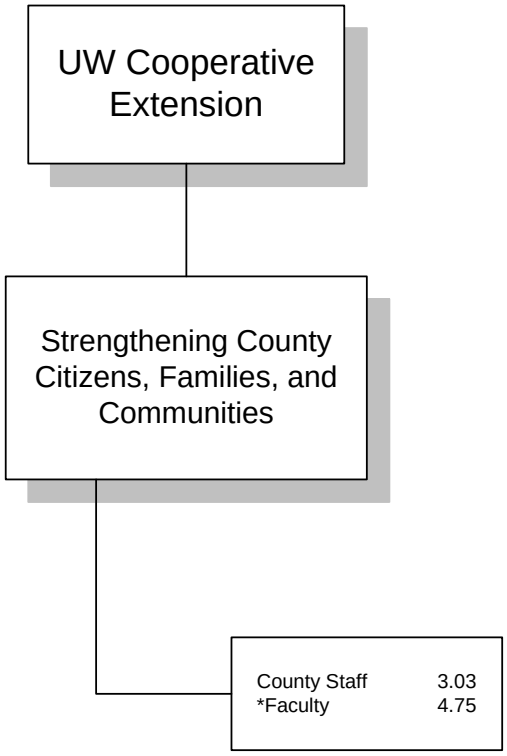
Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of Certificates Filed					
Birth	5,547	5,700	5,700	5700	0
Death	2,868	3,500	3,500	3,500	0
Marriage	1,811	2,500	2,000	2,000	(500)
Domestic Partnership	46	0	35	35	35
Number of Certified Copies Issued					
Birth	5,386	10,000	5,400	5,400	(4,600)*
Death	32,051	35,000	33,000	33,000	(2,000)
Marriage	7,203	7,500	7,300	7,300	(200)
Domestic Partnership	43	0	35	35	35

* Note: The decrease in copies, coupled with the increase in revenue for this program suggests a shift to a greater proportion of first copies in the total count of copies sold. The ROD collects $7 for the first copy of a birth certificate sold and $3 for each additional copy.

University of Wisconsin Cooperative Extension

UW COOPERATIVE EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.03 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.

UW Cooperative Extension

Statement of Purpose

Waukesha County University of Wisconsin Cooperative 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	2009 Actual	2010 Adopted Budget	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government (a)	$265,837	$289,250	$389,973	$341,265	$52,015	18.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$37,186	$26,470	$34,700	$41,475	$15,005	56.7%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$52,842	$47,418	$75,037	$44,932	($2,486)	-5.2%
Appr. Fund Balance	$25,072	$0	$0	$0	$0	N/A
County Tax Levy	**$312,646**	**$326,994**	**$326,994**	**$339,063**	**$12,069**	**3.7%**
Total Revenue Sources	**$693,583**	**$690,132**	**$826,704**	**$766,735**	**$76,603**	**11.1%**
Expenditures						
Personnel Costs (a)	$180,313	$180,390	$180,623	$185,394	$5,004	2.8%
Operating Expenses (a)	$414,518	$415,199	$528,133	$468,395	$53,196	12.8%
Interdept. Charges (a)	$82,530	$94,543	$100,133	$112,946	$18,403	19.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$677,361**	**$690,132**	**$808,889**	**$766,735**	**$76,603**	**11.1%**
Rev. Over (Under) Exp.	$16,222	-	$17,815	-	-	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help (a)	0.27	0.07	0.11	0.03	(0.04)
Overtime	0.00	0.00	0.00	0.00	0.00
Total County Positions	**3.27**	**3.07**	**3.11**	**3.03**	**(0.04)**
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	2.10	2.10	2.25	0.15
Americorp VISTA Workers (d)	3.45	3.45	2.45	1.40	(2.05)
WI Nutrition Education Program (e)	7.60	8.60	8.60	9.20	0.60
Total (Non-County)	**17.55**	**18.90**	**17.90**	**17.60**	**(1.30)**

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) State UW Cooperative Extension 133 Contract educators are funded with approximately 41% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 59%. The cost of the 41% local share is recognized in operating expenditures. The 41% local share funding is funded with 51% county tax levy and 49% grant/contract/fee revenues.

(c) The State 144 Contract for UW Cooperative Extension community educator staff is paid 100% through Community Development Block Grants (CDBG) and other grants and Charges for Service. Additional grants may be identified and requested for appropriation through ordinances during 2011 to increase the level of 144 Contract educator community support.

(d) Drug Free Community revenues are anticipated to fund 0.4 FTE Americorp worker (830 hours), with the other 1.0 FTE Americorp VISTA (Volunteer in Service to America) being funded 50 percent by Community Development Block Grant Funds and 50 percent by the 180 Juvenile Diversion 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 Cooperative Extension with approximately $311,000 of County in-kind match in 2011.

Strengthening County Citizens, Families & Communities

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

Program Description

Cooperative Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW Cooperative 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 2009 was 35,435, estimated for 2010 is 38,500 and budgeted for 2011 is 39,440.

Program Highlights

General Government revenues increase about $52,000 to $341,300, mainly due to budgeting for the estimated first year impacts of a $59,600 Federal USDA Farmers' Market Promotion Program (FMPP) grant. Overall federal Community Development Block Grant (CDBG) funding for Neighborhood Revitalization Strategy Areas (NRSAs) is budgeted to decrease by $22,550 to $141,700. The City of Waukesha CDBG awarded $29,250 in the 2010 budget, for the establishment of a NRSA Planning Board to coordinate and evaluate CDBG funded projects in the Phoenix Heights NRSA neighborhood. The request to continue this project in 2010 in other NRSAs was not approved by the City, and is removed in this 2011 budget request. CDBG recommended funding for the three NRSA neighborhoods in the City of Waukesha (Haertel Field, Phoenix Heights and the City's West Side (awarded from the City of Waukesha CDBG)) are budgeted to increase by $6,700 to $136,700 in 2011. CDBG funding for Community Development work in the Village of Sussex is requested to remain at the 2010 budget level of $5,000. General Government revenues include the continuation (3rd year) of the federal Drug Free Communities (DFC) grant, which is budgeted at $123,600, a slight decrease of $1,400, due to the department's estimate of grant reimbursement timing across multiple federal fiscal years. DFC coalition partnerships are used to help reduce underage alcohol consumption and other drug abuse. General Government revenues include $4,000 in State Department of Agriculture, Trade and Consumer Protection (DATCP) Clean Sweep grant to partially fund one DFC Coalition led drug collection, planned for the spring of 2011 (discussed below).

Charges for Service increase by about $15,000 to $41,475, mainly due to budgeting class fees for providing the Substance Abuse Prevention Program (SAPP) to middle school students in the Waukesha School District, which adds $18,750 to the base. This program was initiated for the spring semester of 2010 (enrolled ordinance 164-82).

Other Revenues decrease by about $2,500, mainly due to a decrease in funding from the 2nd year Greater Milwaukee Foundation grant for the Healthy West Side Neighborhood Initiative by $22,800 to $7,200, as the second and final project-grant year is anticipated to conclude during by April 2011. Other Revenues also include an increase in reimbursements for the cost of County resources (e.g., technology, office materials and supplies, Americorp VISTA support, etc.) being used by outside agencies (i.e., State Extension Office—Quad Counties program, 180 Juvenile Diversion program, etc.) by $8,100. In addition, estimated community donations and local business sponsorship revenues of $6,000 are budgeted to help offset the cost of the DFC Coalition drug collection, mentioned above. Also, a donation for $3,000 to help fund the Huber Garden project is budgeted.

Net personnel costs increase, mainly for the cost to continue 3.0 FTE County-employed administrative and clerical support staff. Overall temporary extra help and related employee benefits decrease by about 80 hours or $2,050 to 0.03 FTE (about 60 hours), mostly due to elimination of temporary extra help budgeted for the Farmers' Market Garden Gleaning Program. This program is planned to be continued through volunteers. The 0.03 FTE budgeted is to help administer the SAPP program.

Operating expenditure increases by $53,200 to about $468,400, and include the FMPP grant, which adds $33,000 to the base operating expenditure budget, mostly to purchase and provide education about electronic benefit transaction machines at multiple ten farmers' markets statewide (likely including one in the City of Waukesha), to determine if this technology produces economic benefits for farmers' market vendors. In addition, the one planned spring DFC 2010 drug collection, adds $10,000 to the base budget, for drug disposal and promotional costs, and the SAPP. Operating expenditures also include an increase $5,900 to provide additional DFC-related drug prevention education for youths and at community meetings.

Nearly two-thirds of operating expenditures are budgeted for State "133 Contract" (discussed below) and "144 Contract" community educator costs (which total $298,000). 133 Contract educators costs for 4.75 FTE increase slightly to about $161,000, mostly due to estimated UW Extension Director position turnover savings and a partial-year state employee wage freeze, which help limit educator costs increases. These costs represent the County's share of the 133 educator positions (approximately 41%, with the state funding the remaining 59%), and are funded with 51% County Tax Levy and 49% grant/contract/fee revenues. 144 Contract educator costs increase by about $8,800 to approximately $137,100, for 2.25 FTE, an increase of 0.15 FTE (about 310 hours). 144 Contract educator costs are covered entirely through grants and other revenues (no tax levy subsidy), mostly through CDBG NRSA funding.

Interdepartmental charges increase by about $18,400 to $112,900 and include End User Technology Fund (EUTF) charges, which increase by $9,600 to $75,000, which is partially offset by the shifting in of 7,700 in tax levy support from EUTF, for a net increase of only $1,900 or 3%. Tax levy is shifted in to help cover the phasing in of the full-cost of computer ownership, recommended by Internal Audit. Countywide indirect cost recovery charges (for costs not directly charged to County departments, e.g., H.R., facility costs, Corporation Counsel, payroll, utilities) increases by $11,800 to $27,100, based on an increase in grant revenues estimated for 2011, discussed above. The remaining $10,800 in base interdepartmental charges mainly consists of a combination of postage, copier replacement and telephone/cell phones.

State 133 Contract Educator Positions
State funded support is approximately 60% of position costs for the UW Cooperative Extension for the 4.75 FTE faculty and academic staff positions that include 4-H and Youth Development, Horticulture, Community Resource Development, and Family Living. The Family Living position will be re-filled in the Fall of 2010. Waukesha County continues to cooperate with Jefferson County on the sharing of agriculture and horticulture education programs. These contract educators are State employees, and are required to take 8 unpaid furlough days in state fiscal (FY) 2011 (beginning July 1, 2010), based on the 2009-11 Adopted State Biennial Budget.

Major Departmental Strategic Outcomes and Objectives for 2011

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Improve the economic sustainability of local agricultural businesses and the nutritional health of Food Share participants through a research project evaluating the impact of incorporating electronic benefits transfer (EBT) devices into farmers markets. There are more than 200 farmers' markets in Wisconsin, but few currently accept the Qwest card, an EBT card provided by the FoodShare Wisconsin program, as a form of payment. This card serves the same purpose as paper food stamps once did by allowing low income, fixed income, retired or disabled members of the population unable to work to purchase food.

Key Outcome Indicator: Increasing the number of farmers markets that use electronic benefits transfer by 100 percent.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of Participating Markets	N/A	N/A	N/A	10
Amount of benefits redeemed	N/A	N/A	N/A	$12,000

Objective 2: Increase regional economic development by conducting research and teaching employers, and local government units about labor market analysis and regional labor market issues and trends in collaboration with the Waukesha County Economic Development Corporation, the Southeastern Wisconsin Regional Planning Commission, County UW Cooperative Extension Community Resource Development Educators in Southeastern Wisconsin and UW Cooperative Extension State Specialists. (Community Resource Development Educator pending grant and/or contract funding).

Key Outcome Indicator: Work to cooperate with four southeastern Wisconsin counties on this project and Fifty employers representing both large and small business.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of County Governments Involved	N/A	N/A	N/A	4
Number of employers	N/A	N/A	N/A	50

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

Objective 3: Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Waukesha County Nutrition Coalition (WCNC) members).

Key Outcome Indicators a: Percent increase in low income participants more often thinking about healthy food choices when deciding to feed their family (pre and post test). b: Percent increase in consumption of fruits and vegetables by program participants (pre and post test). c: Continue to expand the Nutrition Coalition membership as a means to address barriers to accessing healthy, affordable food.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
a: Increase in participants more Often thinking about healthy food choices	43%	45%	46%	47%
b: Percent of participants who report an Increase in fruit and vegetable consumption	68%	60%	63%	63%
c: Number of active Nutrition Coalition members	30	35	35	40

Objective 4: Increase family self-sufficiency through participation in community gardening. (Consumer Horticulture Educator)

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

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
a: Percentage of participants who report a savings (number of participants)	67% (143)	75% (245)	70% (153)	75% (170)
b: Garden Plot Revenue Generator	$3,042	$3,435	$3,370	$3,402
b: Garden Plots Rented	91	96	95	97

Objective 5: 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 3 new neighborhood block clubs and 2 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 60% assuming a leadership role within their community. For 2011, create 6 new neighborhood block clubs to increase community engagement and stability in the neighborhoods. Develop 4 youth leadership clubs with 40% of graduates assuming a leadership role.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
New Neighborhood Block Clubs	4	3	5	6
Adult Graduates in Leadership Roles	35%	50%	55%	60%
Increase in Youth Leadership Clubs	1	2	2	4
% Youth Graduates in Leadership Roles	25%	35%	35%	40%

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

Objective 6: 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 Cooperative Extension Staff)

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

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Survey Analysis	45	100	50	50
Comprehensive & Strategic Planning	90	100	80	80
4-H Volunteer Training	120	140	140	160
Horticulture Business & Volunteer Training	199	175	200	210
UW Ext. Staff Professional Development	244	275	325	335
Community Education Consultation	158	200	200	225
Total Hours of UWEX Specialist Support	856	990	995	1060
Estimated dollar value ($75.00/hour)	$64,200	$74,250	74,625	$79,500

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

Objective 7: Membership in the 29 Waukesha County 4-H Clubs is growing with 70 percent living in cities, and 30 percent of the members live in villages and towns. For the County population as a whole, 53 percent of youth live in cities and 47 percent reside in villages and towns. (4-H and Youth Development Educator)

Key Outcome Indicator: Increase the number of adult leaders by 1% from the 2010 Estimate, and increase in the number of youth participants by 1%. Continued emphasis of science, technology, engineering, and math (STEM) programming to help meet growing labor market needs of Waukesha County.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Adults Volunteer Leaders (a)	371	410	365	370
Youth Participants	990	1,122	1,088	1,095
Youth Participants in STEM Projects	278	N/A	290	295
New Projects Developed	1	1	1	1

(a) Parents are working longer hours and/or multiple jobs, which is resulting in fewer adult volunteers.

Objective 8: To become a Master Gardener Volunteer individuals receive 36 hours of training by UW Cooperative 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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Trained Master Gardener Volunteers (a)	228	290	290	290
Volunteer hours donated	10,212	11,985	11,500	11,500
Estimated dollar value ($10.00/hour)	$102,120	$119,850	$115,000	$115,000

(a) Trained Master Gardener Volunteers providing ongoing volunteer time on an annual basis.

Objective 9: 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:
a: Number of active coalition members; b: coalition support from municipalities; c: coalition participation by school districts d: number municipalities cooperating in the Parents Who Host, alcohol reduction campaign e: pounds of prescription drugs collected through the Drug Collection and Awareness Program

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
a: Number of active coalition members	72	85	106	135
b: Number of active municipalities	5	6	6	8
c: Number of school districts	5	6	4	7
d: Parents who Host Campaigns	5	5	5	8
e: Pounds of prescription drugs collected	2,899 lbs	4,000 lbs	4,562 lbs	5,500 lbs

Objective 10: Continue partnering with the 180° Juvenile Diversion Program (a non-profit diversion program), which primarily targets county residents between the ages of 17 to 20 years old; the Waukesha County District Attorney's office; and the Waukesha County Criminal Justice Collaborating Council (CJCC), by continuing to provide the Juvenile Justice Committee of the CJCC with regular updates on program outcomes and performance measures. The goal of these partnerships is to increase the number of graduates in the program and help relieve the overburdened county justice system, thus saving valuable taxpayer funded resources. 1) Cost share on an Americorps VISTA Volunteer 2) Provide county UW Cooperative Extension staff and state specialist support to ensure teaching curriculum continues to maintain its research base.

Key Outcome Indicator: 205 percent increase in the number of graduates from 2009 to 2011.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of 180 Juvenile Diversion Graduates	36	80	80	110
Percent Graduation Completion Success Rate	88%	90%	90%	95%
Number of Community Service Hours Provided by 180 Juvenile Diversion Graduates	1,440	3,200	3,200	4,400

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts Awarded for 2009 (b)	Amounts awarded for 2010 (c)	Budgeted for 2011 (a)(b)(d)
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA)	CDBG	City of Waukesha	$39,850	$40,000	$45,000
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	$35,000	$45,000	$45,000
CDBG Phoenix Heights Revitalization (NRSA)	CDBG	County	$35,000	$45,000	$45,000
CDBG Sussex Community Development (a)	CDBG	Village of Sussex	$4,000	$5,000	$5,000
CDBG NRSA Planning Board Grant	CDBG	City of Waukesha	$0	$29,250	$0
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	$0	$4,000	$4,000
Farmers Market-Gleaning	County	County	$2,000	$0	$0
Farmer's Market Promotion Program (a)(b)	Federal	County	$35,300	N/A	$59,600
Drug Free Communities Coalition Grant (a)(c)	Federal	County	$125,000	$125,000	$123,600
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private	County	$35,000	$30,000	N/A
Wisconsin Energy Independent Community Partnership 25x25 Grant	WI Office of Energy Independence	State	$0	$45,000	N/A
Sub Total County UW Ext. Administered Grants			**$311,150**	**$368,250**	**$327,200**
Subtotal State/Nonprofits/Other Administered Grants (d)	Various	Various	$671,600	$591,159	$756,028
Total UW Extension Grants			**$982,750**	**$959,409**	**$1,083,228**

(a) Grant awards pending.

(b) Farmers' Market Promotion Program grant in 2009 was awarded to develop a statewide farmers' market association and website, and the 2011 award is planned to be used to research the economic benefits of introducing electronic benefit transfer (EBT) machines at farmers' markets.

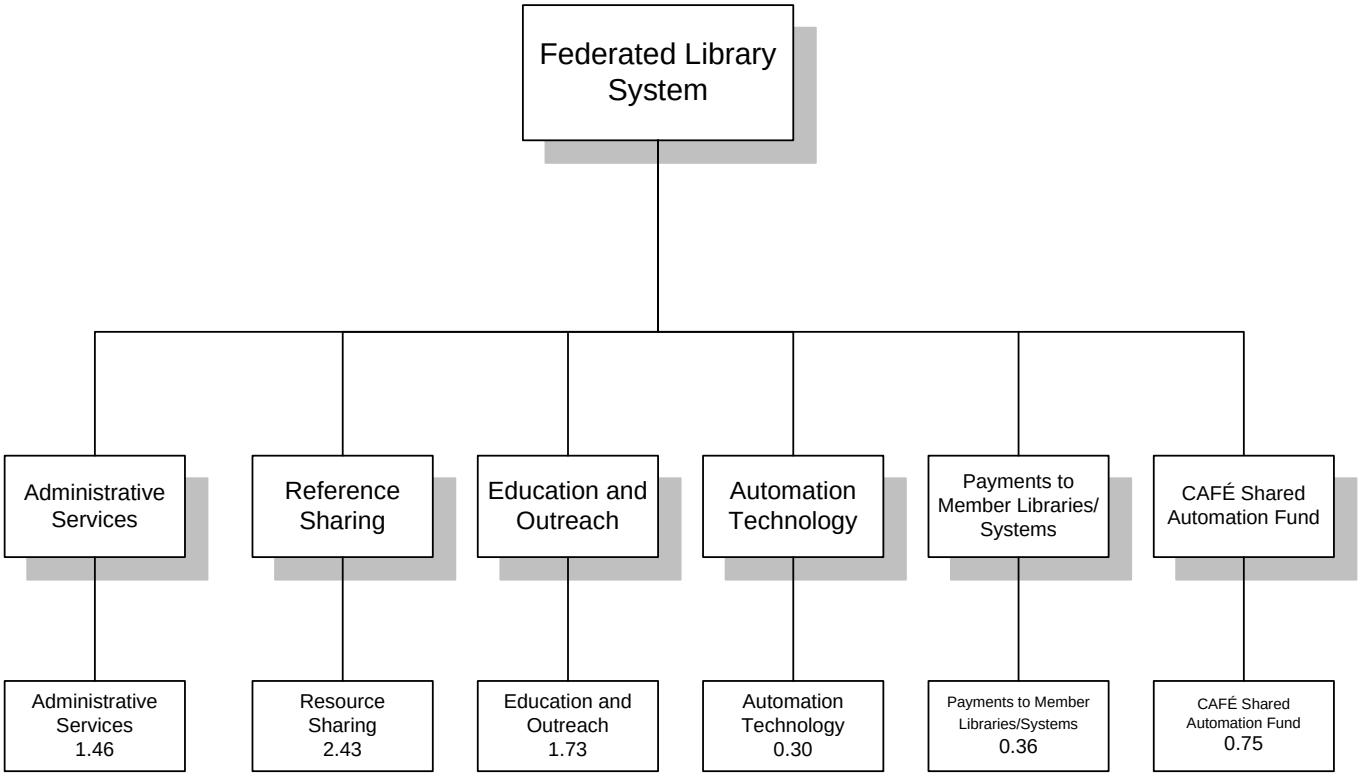
(c) The 2009 DFC grant will be spent down by end of federal fiscal year (September 30, 2010). When DFC 2010 grant funds are awarded an ordinance requesting to accept and appropriate grant funds and expenditures will be submitted. Grant award period ends September 30, 2011 and unspent funds in 2010 will be considered for carryover.

(d) 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: 2010 Wisconsin Nutrition Education Program (WNEP) Actuals of $581,159 (including, Supplemental Food Assistance Program (SNAP) education $512,794; Expanded Food and Nutrition Education Program (EFNEP) $54,365; and Summer Youth EFNEP $14,000) amd Waukesha Youth Collaborative $10,000. 2011 WNEP Budget of $682,086 (including, SNAP education $602,086; EFNEP $66,000; Summer Youth EFNEP $14,000); Quad County Latino Project $19,996; Wisconsin Commercial Horticulture website $22,862; Boerner Diagnostic Center $30,065; and Teaching Garden Life Skills (and more) to Jail Inmates $1,019.

Federated Library

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.

Federated Library

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	2009 Actual (a)	2010 Adopted Budget	2010 Estimate	2011 Budget (a)	Change From 2010 Adopted Budget $	%
County Library Fund						
Revenue (a)	$0	$0	$0	$2,501	$2,501	NA
County Tax Levy (TNR) (a)	$2,752,289	$2,773,900	$2,773,900	$2,853,939	$80,039	2.9%
Expenditures (a)	$2,749,788	$2,773,900	$2,773,900	$2,856,440	$82,540	3.0%
Rev. Over (Under) Exp. (a)	$2,501	-	-	-	-	NA
State Aids, Federal & Misc.						
Revenue (b)	$1,409,181	$1,445,295	$1,470,811	$1,324,230	($121,065)	-8.4%
County Tax Levy	$0	$0	$0	$0	$0	NA
Expenditures	$1,348,174	$1,445,295	$1,405,566	$1,324,230	($121,065)	-8.4%
Rev. Over (Under) Exp.	$61,007	-	$65,245	-	-	NA
CAFÉ Shared Automation Fund						
Revenue				$222,056	$222,056	NA
County Tax Levy				$0	$0	NA
Expenditures				$192,875	$192,875	NA
Rev. Over (Under) Exp.				$29,181	$29,181	NA
Total All Funds						
Revenue (a)(b)	$1,409,181	$1,445,295	$1,470,811	$1,548,787	$103,492	7.2%
County Tax Levy (TNR) (a)	$2,752,289	$2,773,900	$2,773,900	$2,853,939	$80,039	2.9%
Expenditures (a)	$4,097,962	$4,219,195	$4,179,466	$4,373,545	$154,350	3.7%
Rev. Over (Under) Exp. (a)	$63,508	-	$65,245	$29,181	$29,181	NA
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.00	0.01	0.00	
Total	7.01	7.03	7.00	7.03	0.00	

(a) The special library tax levied on non-library (True Non-Resident (TNR)) communities includes a small component to compensate municipal libraries in adjacent counties (excluding Milwaukee County) for library use by Waukesha County TNR residents. During 2009, some adjacent counties neglected to request their payments from WCFLS, and the $2,501 in remaining tax levy is requested to be appropriated as County Library Fund Balance to help fund 2011 payments to adjacent counties and reduce the overall TNR tax levy increase for this purpose.

(b) Revenues include State Aids Fund Balance appropriation of $47,312 in 2009 Actual; $96,652 in the 2010 Budget, and $0 in the 2011 Budget.

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 borrowing privileges at any of the sixteen public libraries in the County. The County levies the Library tax only on 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.

County Fund Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 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	$2,501	$2,501	N/A
County Tax Levy (TNR)	**$2,752,289**	**$2,773,900**	**$2,773,900**	**$2,853,939**	**$80,039**	**2.9%**
Total Revenue Sources	**$2,752,289**	**$2,773,900**	**$2,773,900**	**$2,856,440**	**$82,540**	**3.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,749,788	$2,773,900	$2,773,900	$2,856,440	$82,540	3.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	$2,749,788	$2,773,900	$2,773,900	$2,856,440	$82,540	3.0%
Rev. Over (Under) Exp. (a)	$2,501	-	-	-	-	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 2011 Budget, those residents borrowed 17.497% of the materials at libraries, and the ordinance calls for them to be taxed for 17.497% of the library operating costs as calculated by the ordinance. For 2011, this portion of the Library Tax Levy increases by 3.0%. Of this amount, higher allowable operating costs account for 2.38% and higher relative TNR circulation accounts for 0.63%. 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 to $4,038 and is further offset by a credit for unclaimed funds in the prior year. The total Library Tax Levy increases 2.89% to $2,853,939.

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 17.497% for 2011) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category		2010		2011	Change
Expenditures (2 years prior)		$16,530,329		$17,319,205	4.77%
Revenues (2 years prior)	-	$17,107,858	-	$17,434,821	1.91%
Overage or (lapse) - 2 years prior		($577,529)		($115,616)	-79.98%
Projected budget - year prior	+	$16,499,979	+	$16,417,579	-0.50%
Calculated allowable expenditures		$15,922,450		$16,301,963	2.38%
Countywide TNR percent 2 years prior	x	17.387%	x	17.497%	0.63%
County levy (TNR % times allowable expenditures)		$2,768,434		$2,852,402	3.03%
Intercounty Funding	+	$5,466	+	$4,038	-26.13%
Credit for prior year unclaimed Intercounty			+	($2,501)	
Total		**$2,773,900**		**$2,853,939**	2.89%

Payments to Member Libraries/Systems

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

Program Description

Nineteen municipalities 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 will 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.36**	**0.00**
General Government	$234,919	$273,723	$273,723	$278,626	$4,903
Appr. Fund Balance	$0	$0	$0	$2,501	$2,501
County Tax Levy (TNR)	**$2,752,289**	**$2,773,900**	**$2,773,900**	**$2,853,939**	**$80,039**
Total Revenues	**$2,987,208**	**$3,047,623**	**$3,047,623**	**$3,135,066**	**$87,443**
Personnel Costs	$38,571	$38,306	$37,728	$39,035	$729
Operating Expenses	$2,929,538	$3,009,317	$3,000,308	$3,096,031	$86,714
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$2,968,109**	**$3,047,623**	**$3,038,036**	**$3,135,066**	**$87,443**
Rev. Over (Under) Exp.	$19,099	-	$9,587	-	-

Program Highlights

General Government revenues include payments from the Lakeshores Library System partnership with Racine and Walworth Counties to WCFLS member libraries for their use of libraries in the County, which increases by $9,623, or 6.7% to $153,130. County Library Tax Levy increases by $80,039 or 2.89% to $2,853,939. The Library Tax Levy increase is associated with higher circulation usage rates by residents of non-library communities using libraries in the County and higher member library operating costs (see previous page for the Library Tax Levy calculation, and see activity data, below). Personnel Costs increase by $729, or about 1.9%. Changes in Operating Expenses, include higher payments of County Library Tax Levy, mostly to Waukesha Federated member libraries. Operating expenses also include payments to the federated library system's resource library funded with state aid and payments to member libraries from Lakeshores Library System (Racine and Walworth Counties) for their residents' use of Waukesha County member libraries. 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 2011 budget, those residents borrowed 17.5% of the materials at libraries and the County ordinance requires them to be taxed for 17.5% (the circulation %) of the library operating costs.

Activity	*2009 Budget*	*2010 Budget*	*2011 Budget*	*2010 - 2011 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	817,635	833,193	867,190	33,997
Percent Non Library Community Borrowing of Total County Borrowing	17.42%	17.39%	17.50%	Less than 1%

Budget Year	*2009*	*2010*	*2011*	*2009-2011 Average*
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	$15.8 Mil.	$15.9Mil.	$16.3 Mil	$16.0 Mil.
Percent Increase Library Allowable Operating Costs	2.56%	1.0%	2.38%	2%

Payments to Member Libraries/Systems (cont.)

How the 2011 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 a 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 2011. (See 2010-2011 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.

2010-2011 Library Tax Levy Distribution

Library	2010 Distribution	2011 Distribution	10 vs. 11 $ Change	10 vs. 11 % Change
Big Bend	$18,203	$17,293	($910)	-5.0%
Brookfield	$293,367	$292,808	($559)	-0.2%
Butler	$468	$1,233	$765	163.5%
Delafield	$242,193	$260,604	$18,411	7.6%
Eagle (Alice Baker)	$15,825	$21,293	$5,468	34.6%
Elm Grove	$34,755	$33,587	($1,168)	-3.4%
Hartland	$224,858	$233,529	$8,671	3.9%
Menomonee Falls	$8,724	$8,288	($436)	-5.0%
Mukwonago	$325,676	$336,821	$11,145	3.4%
Muskego	$35,289	$47,139	$11,850	33.6%
New Berlin	$5,199	$8,158	$2,959	56.9%
North Lake	$40,935	$51,666	$10,731	26.2%
Oconomowoc	$253,036	$261,327	$8,291	3.3%
Pewaukee	$71,664	$77,004	$5,340	7.5%
Sussex-Lisbon (Pauline Haass)	$73,303	$70,598	($2,705)	-3.7%
Waukesha	$1,124,939	$1,131,054	$6,115	0.5%
Subtotal Payments to Waukesha Co. Member Libraries	**$2,768,434**	**$2,852,402**	**$83,968**	**3.0%**
InterCounty Payments	$5,466	$1,537	($3,929)	-71.9%
Total Library Tax Levy Distribution	**$2,773,900**	**$2,853,939**	**$80,039**	**2.9%**

Federated Library

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 aids provide the majority of revenues and are 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

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	Change From 2010 Adopted Budget %
Revenues						
General Government	$1,299,241	$1,267,643	$1,291,459	$1,277,950	$10,307	0.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$30,000	$45,000	$45,000	$0	($45,000)	-100.0%
Interdepartmental	$0	$0	$0	$3,208	$3,208	N/A
Other Revenue	$32,628	$36,000	$37,000	$43,072	$7,072	19.6%
Appr. Fund Balance (a)	$47,312	$96,652	$97,352	$0	($96,652)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,409,181**	**$1,445,295**	**$1,470,811**	**$1,324,230**	**($121,065)**	**-8.4%**
Expenditures						
Personnel Costs (a)	$588,192	$599,838	$592,950	$535,143	($64,695)	-10.8%
Operating Expenses (a)	$675,132	$753,971	$721,130	$697,296	($56,675)	-7.5%
Interdept. Charges	$84,850	$91,486	$91,486	$91,791	$305	0.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,348,174**	**$1,445,295**	**$1,405,566**	**$1,324,230**	**($121,065)**	**-8.4%**
Rev. Over (Under) Exp.	$61,007	-	$65,245	-	-	N/A
Position Summary (FTE)						
Regular Positions (b)	7.00	7.00	7.00	6.25	(0.75)	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.00	0.01	0.00	
Total	7.01	7.03	7.00	6.28	(0.75)	

(a) None of the Fund Balance appropriations in 2009 of $47,312 were needed, including $35,000 for potential retirement sick leave and vacation payout expenses that did not occur. Fund Balance appropriation in 2010 included a potential one-time local match for a state Department of Public Instruction (DPI) led ARRA (American Recovery and Reinvestment Act - federal stimulus) funded project to upgrade the Waukesha County Federated Library System's (WCFLS) Wide Area Network ($80,000). Fund balance was also budgeted to cover a portion of the full-text database expenses ($8,652) and a redesign of WCFLS's web site ($8,000).The 2011 fund balance amount is $0.

(b) The reduction of 0.75 FTE staffing reflects a transfer of staffing from this Fund to the CAFÉ Shared Automation Fund indicated later in this budget document. The Federated Library System will take over funding and governance of the shared automation system for 14 of 16 member libraries during 2011. The transfer reflects this change in duties.

Major Departmental Strategic Outcomes and Objectives for 2011

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, based on information provided by the Department of Public Instruction – Division of Library, Technology and Community Learning, is $127 for a $272,100 house, 22% higher than the Waukesha average. The average tax in library communities is $116 and in a non-library community taxed by the county the rate is $64. The combined average is $104.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
Est. Median Value of a Home in Waukesha Co.	$281,100	$272,100	$272,100	$260,700
37 community average library tax	$103	$102	$102	$104

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:	2009 Actual	2010 Budget	2010 Estimate	2011 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 Strategic 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:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
WCFLS Assisted plans	11	9	11	11
Plans meeting WCFLS criteria	5	7	4	5
Total plans in place	16	16	15	16

Four libraries need to update their plans to be current. The libraries are working on the plans.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.44**	**1.46**	**1.43**	**1.46**	**0.00**
General Government	$234,021	$130,457	$130,457	$223,500	$93,043
Interdepartmental	$0	$0	$0	$3,208	$3,208
Other Revenue	$32,628	$34,000	$34,000	$40,072	$6,072
Appr. Fund Balance	$35,000	$96,652	$96,652	$0	($96,652)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$301,649**	**$261,109**	**$261,109**	**$266,780**	**$5,671**
Personnel Costs	$108,081	$109,208	$107,119	$111,951	$2,743
Operating Expenses	$80,413	$66,006	$65,372	$67,923	$1,917
Interdept. Charges	$81,058	$85,895	$85,895	$86,906	$1,011
Total Expenditures	**$269,552**	**$261,109**	**$258,386**	**$266,780**	**$5,671**
Rev. Over (Under) Exp.	$32,097	-	$2,723	-	-

Program Highlights

General Government revenues increase $93,043 due to an increase in State Library Aids allocated to this program to offset a reduction in one-time fund balance budgeted in 2010. State Aids Fund balance were budgeted in 2010 largely for one-time technology equipment and anticipated local match dollars related to a project to replace the system's Wide Area Network (WAN). This replacement is led by the State Department of Public Instruction and funded with ARRA (American Recovery and Reinvestment Act – federal stimulus). Interdepartmental Revenues of about $3,200 consist of administrative cost recovery revenues charged for the first time to the newly transitioned CAFÉ Shared Automation Fund (discussed later).

Personnel costs increase by $2,743 mostly due to the cost to continue current staff allocated to this program. Operating costs rise $1,917, reflecting costs to continue current operations, including $2,231 in office supplies. The administrative budget includes costs to continue to apply for National Association of Counties (NACO) Achievement Awards – WCFLS has received eleven awards in the last nine years.

Federated Library

Resource Sharing

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

Program Description

The Federated Library System aids member library collection development and provides system-wide services that improve collection access and assists in member library operations. Specific program activities include the coordination of interlibrary loan services 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**2.43**	**0.00**
General Government	$475,739	$446,181	$444,771	$473,773	$27,592
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$475,739**	**$446,181**	**$444,771**	**$473,773**	**$27,592**
Personnel Costs	$180,464	$185,807	$183,474	$189,314	$3,507
Operating Expenses	$294,275	$259,146	$260,069	$283,207	$24,061
Interdept. Charges	$1,000	$1,228	$1,228	$1,252	$24
Total Expenditures	**$475,739**	**$446,181**	**$444,771**	**$473,773**	**$27,592**

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

Program Highlights

General Government revenues increase by $27,592, mostly to reflect an increase in state aid allocated to the program by $21,739 to $410,773. In addition, charges to member libraries for a portion of the system's full-text database costs increase by $5,853 to $63,000. The Federated Library's portion, funded with state library aids, increases by $14,147, to $57,000, for a total full-text database cost budget of $120,000.

Personnel costs increase by $3,507, mostly due to the cost to continue staff allocated to this program. Operating costs increase by $24,061, mostly due to an increase full-text database costs by $20,000 to $120,000, mentioned above.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.05**	**1.05**	**1.05**	**0.30**	**(0.75)**
General Government	$131,459	$190,798	$198,024	$81,340	($109,458)
Charges for Services	$30,000	$45,000	$45,000	$0	($45,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$12,312	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$173,771**	**$235,798**	**$243,024**	**$81,340**	**($154,458)**
Personnel Costs	$105,117	$107,386	$106,380	$31,794	($75,592)
Operating Expenses	$53,805	$125,458	$95,307	$46,267	($79,191)
Interdept. Charges	$2,537	$2,954	$2,954	$3,279	$325
Total Expenditures	**$161,459**	**$235,798**	**$204,641**	**$81,340**	**($154,458)**

Rev. Over (Under) Exp.	$12,312	-	$38,383	-	-

Program Highlights

General Government revenues decrease by $109,458, resulting from a reduction of state Library Aids allocated to this program to $63,940, mostly due to the removal of $80,000 in one-time operating expenditures appropriated in the 2010 budget to purchase equipment and supply a local match for the State-led replacement of the Wide Area Network (WAN) (mentioned previously in the Administrative Services program.) The remaining $17,400 of base revenue consists of an annual library automation block grant from the federal government (passed through the State Department of Public Instruction).

Charges for Service, to recover costs for a portion of the Library Automation Coordinator's position working on the CAFÉ Shared Automation system, is shifted into the new CAFÉ Shared Automation Fund for 2011 (accounted for as General Government Revenue) along with the 0.75 FTE (1,560 hours) of the Coordinator's position (discussed later in this document).

Personnel Costs decrease by $75,592, mostly due to the shifting of 0.75 FTE of the Library Automation Coordinator's position out to the CAFÉ Shared Automation Fund, mentioned above. Operating expenditures decrease by $79,191, mostly due to the removal of $80,000 in one-time expenditures related to the replacement of the system's WAN, mentioned above.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.73**	**1.73**	**1.73**	**1.73**	**0.00**
General Government	$223,103	$226,484	$244,484	$220,711	($5,773)
Other Revenue	$0	$2,000	$3,000	$3,000	$1,000
Appr. Fund Balance	$0	$0	$700	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$223,103**	**$228,484**	**$248,184**	**$223,711**	**($4,773)**
Personnel Costs	$155,959	$159,131	$158,249	$163,049	$3,918
Operating Expenses	$66,889	$67,944	$73,974	$60,308	($7,636)
Interdept. Charges	$255	$1,409	$1,409	$354	($1,055)
Total Expenditures	**$223,103**	**$228,484**	**$233,632**	**$223,711**	**($4,773)**

Rev. Over (Under) Exp.	-	-	$14,552	-	-

Program Highlights

General Government revenues decrease by $5,773, mostly due to the anticipated loss of a $9,300 non-competitive federal/state Library Sciences and Technology Act (LSTA) grant in 2011. This grant was budgeted in 2010 to purchase adaptive equipment designed to assist special needs patrons (e.g., hearing or visually impaired) at member libraries. Other revenue increases $1,000 because of increased donations from a corporate donor for the annual trustee dinner. Personnel costs increase $3,918, reflecting the cost-to-continue for 1.73 FTE existing staff allocated to this program. Operating expenditures decrease by $7,636, mostly due to the loss of $9,300 LSTA grant, the removal of $8,000 in one-time expenditures budgeted in 2010 to upgrade the system's website, partially offset by an increase in tuition, training and travel related expenditures by $7,438.

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for 14 of the 16 libraries in the county. It was formed in 2003 by Waukesha, Brookfield and Muskego. Governance was by the Waukesha Public Library Board. Funding was by contractual membership dues. By 2006, 11 other libraries joined. Menomonee Falls and New Berlin are not members although New Berlin may likely join in 2011. During 2010, Waukesha Public Library, the member libraries of CAFÉ, and the federated library system engaged in a planning process. The result was a determination that the governance and fund handling of CAFÉ should be handled by the federated library system. The transfer is planned for July 2011. The budget is for only half of the year. By 2012 the operating budget will be over $425,000. The operation is entirely funded by membership dues by member libraries.

CAFÉ Shared Automation Financial Summary	2009 Actual (a)	2010 Adopted Budget (a)	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government				$217,128	$217,128	N/A
Fine/Licenses				$0	$0	N/A
Charges for Services				$0	$0	N/A
Interdepartmental				$0	$0	N/A
Other Revenue				$4,928	$4,928	N/A
Appr. Fund Balance				$0	$0	N/A
County Tax Levy				**$0**	**$0**	**N/A**
Total Revenue Sources				**$222,056**	**$222,056**	**N/A**
Expenditures						
Personnel Costs				$86,420	$86,420	N/A
Operating Expenses				$103,247	$103,247	N/A
Interdept. Charges				$3,208	$3,208	N/A
Fixed Assets				$0	$0	N/A
Total Expenditures				**$192,875**	**$192,875**	**N/A**
Rev. Over (Under) Exp.				$29,181	$29,181	N/A
Position Summary (FTE)						
Regular Positions				0.75	0.75	
Extra Help				0.00	0.00	
Overtime				0.00	0.00	
Total				0.75	0.75	

(a) This fund is planned to be transitioned to Waukesha County Federated Library System from the Waukesha Public Library beginning in the 2011 budget.

Program Highlights

General Government revenues of $217,128 consist of member library membership dues for participating in the CAFÉ (Computer Access for Everyone) Shared Automation System, that are expected to be transferred in from the Waukesha Public Library (WPL) following the transition of CAFÉ operations from WPL to WCFLS, planned for July 2011. Other Revenues of $4,928 consists of projected interest earnings on CAFÉ Fund Balance, planned to be transferred in from WPL (discussed below).

Personnel costs include 0.75 FTE (1,560 hours) of the Library Automation Coordinator's position, mentioned previously, estimated to cost $77,670. Personnel costs also include $8,750 in unemployment costs incurred by reducing staffing for CAFÉ before the transfer. Operating expenditures include $42,300 in contracted services for a half-year of a 1.0 FTE WPL staff member to provide IT support; $29,700 in one-time pass-through payments from the City of New Berlin to the CAFÉ software vendor to configure the City's library database in order to join CAFÉ, possibly in late 2011; $14,000 for a partial-year subscription to an online cataloging system; $7,600 for miscellaneous small equipment repairs and replacements; and several smaller operating expenditure items related to CAFÉ operations.

Revenues over expenditures, estimated in the budget at $29,181, consist mostly of member library contributions to CAFÉ for software/equipment replacements**. All excess revenues will be retained and assigned in this special revenue fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.** The WCFLS director anticipates that the Waukesha Public Library will transition its existing software/ equipment replacement fund, estimated to exceed $400,000, to this special revenue fund during 2011.

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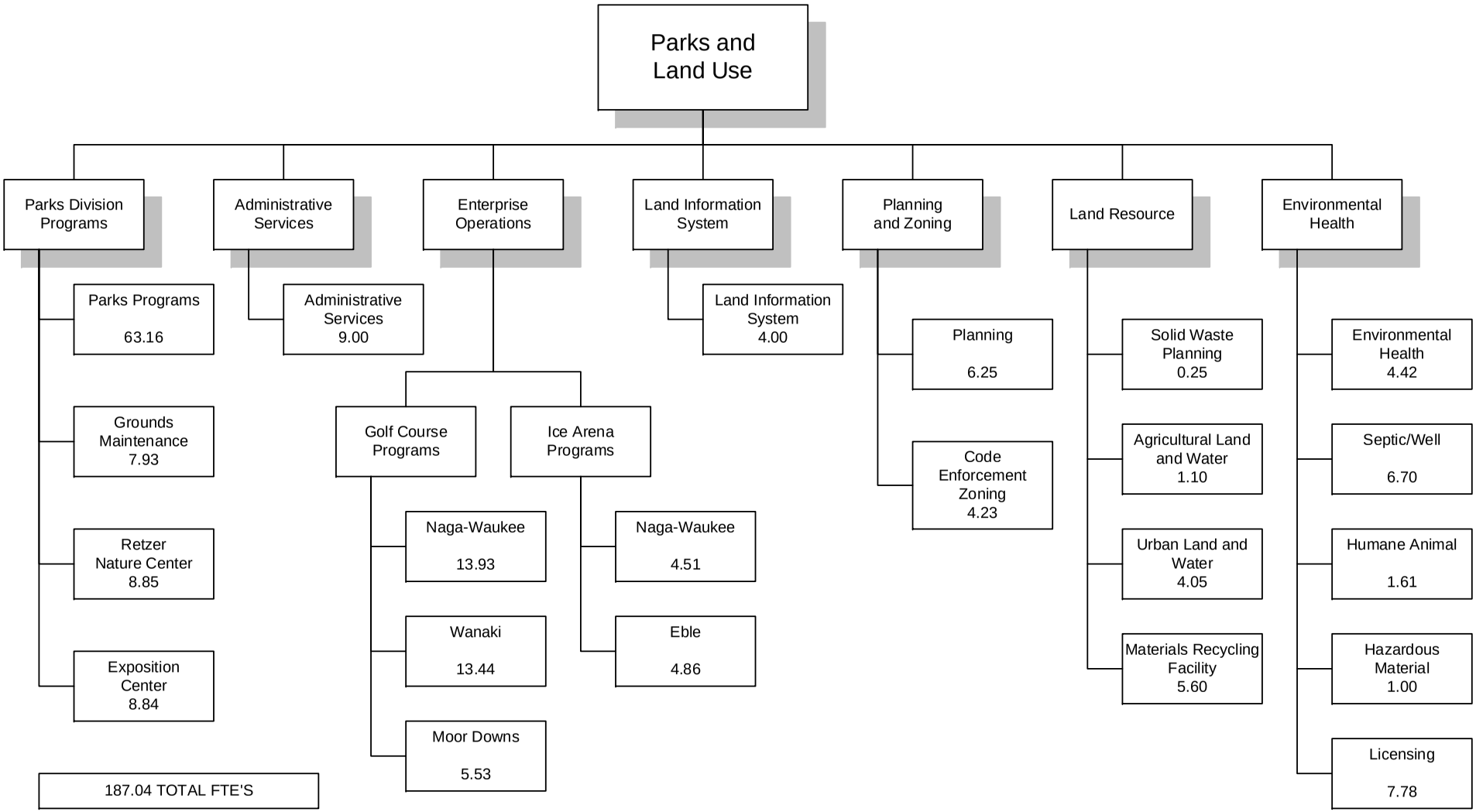
Parks

&

Land Use

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.

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	2009 Actual	2010 Adopted Budget (e)	2010 Estimate (a)(b)(e)	2011 Budget	Change From 2010 Adopted Budget $	%
General Fund						
Revenues (a)(c)(e)	$5,090,371	$4,169,486	$4,489,846	$4,190,172	$20,686	0.5%
County Tax Levy	$6,910,352	$7,080,583	$7,080,583	$7,225,302	$144,719	2.0%
Expenditures (a)(e)	$11,381,349	$11,250,069	$11,478,419	$11,415,474	$165,405	1.5%
Rev. Over (Under) Exp.	$619,374	-	$92,010	-	-	N/A
Land Information System Fund						
Revenues (c)	$742,570	$715,519	$711,419	$726,300	$10,781	1.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$700,038	$715,519	$711,419	$726,300	$10,781	1.5%
Rev. Over (Under) Exp.	$42,532	$0	$0	$0	$0	N/A
Tarmann Fund						
Revenues (b)(c)	$916,815	$1,000,000	$1,545,000	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(b)	$1,433,915	$1,000,000	$1,545,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	($517,100)	-	-	-	-	N/A
Golf Courses						
Revenues (e)	$2,983,226	$3,395,000	$3,122,214	$3,330,000	($65,000)	-1.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)(e)	$3,104,468	$3,380,897	$3,253,002	$3,385,866	$4,969	0.1%
Operating Inc./(Loss)	($121,242)	$14,103	($130,788)	($55,866)	($69,969)	-496.1%
Ice Arenas						
Revenues	$971,151	$1,022,000	$1,016,000	$1,035,000	$13,000	1.3%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$1,049,473	$1,059,036	$1,004,561	$1,064,109	$5,073	0.5%
Operating Inc./(Loss)	($78,322)	($37,036)	$11,439	($29,109)	$7,927	-21.4%
Materials Recycling Fund						
Revenues (c)(e)	$3,620,015	$3,338,173	$3,391,953	$3,470,635	$132,462	4.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)(e)	$1,592,099	$2,535,097	$2,491,597	$2,659,435	$124,338	4.9%
Operating Inc./(Loss)	$2,027,916	$803,076	$900,356	$811,200	$8,124	1.0%
Total All Funds						
Revenues (a)(b)(c)(e)	$14,324,148	$13,640,178	$14,276,432	$13,752,107	$111,929	0.8%
County Tax Levy	$6,910,352	$7,080,583	$7,080,583	$7,225,302	$144,719	2.0%
Expenditures (a)(b)(d)(e)	$19,261,342	$19,940,618	$20,483,998	$20,251,184	$310,566	1.6%
Rev. Over (Under) Exp.	$144,806	-	$92,010	-	-	N/A
Operating Inc./(Loss)	$1,828,352	$780,143	$781,007	$726,225	($53,918)	-6.9%

Position Summary All Funds (FTE)					
Regular Positions	109.00	106.25	104.75	103.95	(2.30)
Extra Help	72.43	80.04	80.18	79.78	(0.26)
Overtime	4.05	3.31	3.31	3.31	0.00
Total	185.48	189.60	188.24	187.04	(2.56)

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2010 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2010, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

(c) The 2011 Revenue Budget includes Fund Balance appropriations of $2,090,435, including $85,000 within general fund operations; $1,305,435 within the Material Recycling Facility (MRF) Fund and; and $700,000 within the Tarmann Fund. The 2010 revenue budget includes Fund Balance appropriations of $1,669,119, including $95,000 within General Fund operations; $1,165,900 within the Materials Recycling Facility (MRF) Fund; $300,000 within the Tarmann Fund; and $108,219 within the Land Information Systems Fund.

(d) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform with financial accounting standards.

(e) The For comparative purposes, the 2010 Budget and 2010 Estimate for revenues and expenditures are restated to reflect the elimination of some intradepartmental cross-charges in the 2011 budget, which in the past resulted in double budgeting. Figures are also restated to reflect the reallocation of General Fund costs associated with recycling education, municipal composting services and other recycling related items to where the funding is being provided in the Material Recycling Facility (MRF) Fund for the 2011 budget.

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, and water and septic inspections/permit issuance.

Financial Summary	2009 Actual	2010 Adopted Budget (b)(e)	2010 Est. (a)(b)(e)	2011 Budget (c)	Change From 2010 Adopted Budget $	%
Revenues						
General Government (e)	$738,669	$360,500	$375,350	$346,000	($14,500)	-4.0%
Fine/Licenses	$986,468	$1,044,500	$974,500	$1,014,500	($30,000)	-2.9%
Charges for Services (e)	$1,969,333	$1,917,686	$1,945,355	$1,969,600	$51,914	2.7%
Interdepartmental (e)	$438,434	$310,200	$309,000	$316,829	$6,629	2.1%
Other Revenue	$284,757	$441,600	$396,800	$458,243	$16,643	3.8%
Appr. Fund Balance (e)	$672,710	$95,000	$488,841	$85,000	($10,000)	-10.5%
County Tax Levy (c)	**$6,910,352**	**$7,080,583**	**$7,080,583**	**$7,225,302**	**$144,719**	**2.0%**
Total Revenue Sources	**$12,000,723**	**$11,250,069**	**$11,570,429**	**$11,415,474**	**$165,405**	**1.5%**
Expenditures						
Personnel Costs (e)	$8,199,077	$7,879,655	$7,835,584	$7,964,184	$84,529	1.1%
Operating Expenses (e)	$1,859,562	$1,793,816	$1,721,633	$1,818,476	$24,660	1.4%
Interdept. Charges (e)	$1,125,130	$1,284,098	$1,273,702	$1,340,314	$56,216	4.4%
Fixed Assets (a)	$197,580	$292,500	$647,500	$292,500	$0	0.0%
Total Expenditures	**$11,381,349**	**$11,250,069**	**$11,478,419**	**$11,415,474**	**$165,405**	**1.5%**
Rev. Over (Under) Exp.	$619,374	-	$92,010	-	-	N/A
Position Summary (FTE) (e)						
Regular Positions	90.70	84.15	82.80	82.00	(2.15)	
Extra Help	46.51	50.47	50.48	50.78	0.31	
Overtime	3.28	2.39	2.39	2.39	0.00	
Total Positions	140.49	137.01	135.67	135.17	(1.84)	

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2011 Revenue Budget includes Fund Balance appropriations of $85,000: $60,000 to assist with maintenance projects, $15,000 for the Brownfield recycling initiative, and $10,000 for one-time chair and table replacements at the Expo Center.

(c) Tax Levy includes $ 28,929 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 For comparative purposes, the 2010 Budget and 2010 Estimate for revenues and expenditures are restated to reflect the elimination of some intradepartmental cross-charges in the 2011 budget, which result in double budgeting. Figures are also restated to reflect the reallocation of General Fund costs associated with recycling education, municipal composting services and other related items to the Material Recycling Facility (MRF) Fund in the 2011 budget.

CURRENT AND PROPOSED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '10	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	$2,091,900	45%	8-10 Year Payback	T
200916 (b)	Expo Center Remodel	2010	$252,300	100%	($1,800)	NA
200822 (c)	Assets & Facility Management System	2011	$383,000	35%	TBD	A System Maint. Costs
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	5%	TBD	A
200014	Bikeway Improvement	2012	$1,459,000	50%	$3,000	A
200505	Restroom Renovations	2014	$3,075,000	15%	TBD	A
201106	Menomonee Main Building Demolition	2015	$325,000	0%	N/A	T

(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 and Information systems.
(d) Utility costs expected to be reduced through the use of Geo-Thermal.
(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.

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: Maintain service at four ongoing Household Hazardous Waste (HHW) sites and four 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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
County HHW disposal costs per participating household	$22.07	$22.00	$22.00	$22.00

Solid Waste Planning, Implementation & Education (Cont.)

	2009 Actual	2010 Budget (a)	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE) (a)	**5.58**	**0.25**	**0.25**	**0.25**	**0.00**
General Government (a)	$277,464	$50,000	$50,000	$48,500	($1,500)
Charges for Services (a)	$0	$0	$0	$0	$0
Interdepartmental (a)	$37,975	$0	$0	$0	$0
Other Revenue	$114,134	$225,000	$220,000	$220,000	($5,000)
Appr. Fund Balance (a)	$291,355	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,186)**	**($103,857)**	**($103,857)**	**($115,509)**	**($11,652)**
Total Revenues	**$716,742**	**$171,143**	**$166,143**	**$152,991**	**($18,152)**
Personnel Costs (a)	$361,225	$22,249	$21,964	$22,947	$698
Operating Expenses (a)	$308,726	$147,079	$130,046	$128,191	($18,888)
Interdept. Charges (a)	$10,960	$1,815	$1,815	$1,853	$38
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$680,911**	**$171,143**	**$153,825**	**$152,991**	**($18,152)**
Rev. Over (Under) Exp.	$35,831	-	$12,318	-	-

(a) For comparative purposes, the 2010 Budget and 2010 Estimate for revenues, expenditures are staffing (FTE) levels have been restated lower to reflect the reallocation of costs associated with recycling education, municipal composting services and other related items to the Material Recycling Facility (MRF) Fund in the 2011 budget.

(b) Levy reflects revenues over expenses, which are used to offset expenses within other department programs.

Program Highlights

General Government revenues include $33,500 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. Other Revenues consist mostly of landfill siting fee revenues of $210,000 and $9,000 from sale of County generated recyclables, which has been reduced by $4,500 to be more in-line with prior-year actual experience. Landfill siting fee revenues in excess of $210,000 are allocated to the Tarmann Land Acquisition Fund.

Personnel costs increase by $698 to $22,947 and include the cost to continue current staffing levels. Due to the new E-Cycle Wisconsin program, electronics manufacturers pay the cost to recycle residential electronics. Elimination of the County funded program results in a budget savings of over $16,000 in this program area (and approximately $44,000 in the Material Recycling Fund, for a total County cost savings of $60,000). Operating expenses also include continuation of a multi-year agreement with Emerald Park Standing Committee (EPL) and Veolia Environmental Services for the hazardous waste program under which EPL funds are exhausted first, Clean Sweep grant funds are used next, then the county pays up to its maximum budgeted amount of $110,000. Participation is stable due to longevity of the program. Promotion of household product exchanges will continue at four 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. Through a new co-sponsorship of the one-day collection event in Mukwonago, Walworth and Waukesha County will co-promote the event, track participant addresses and split the cost based on participation.

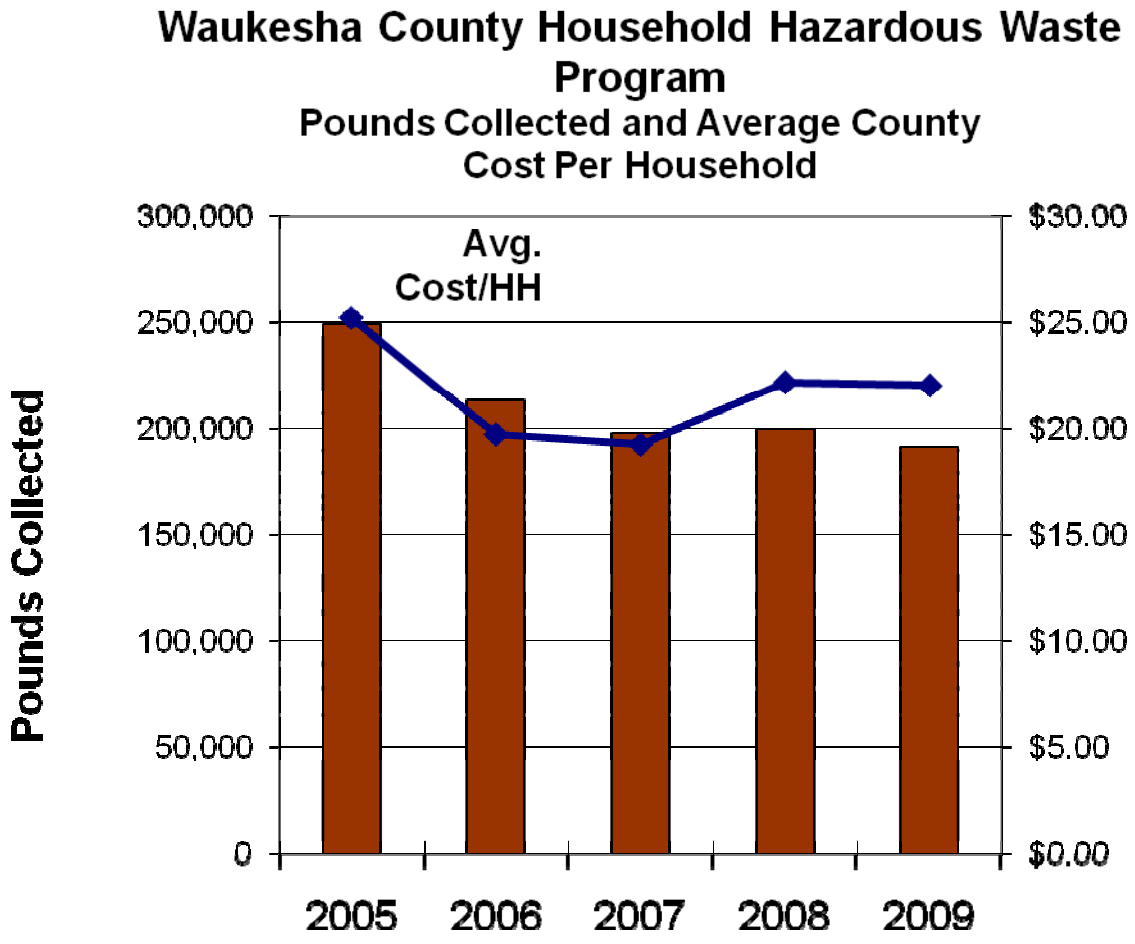
Activity

Workload - Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Tons processed at County compost facility	7,412	7,100	7,800	8,000	900
Tons of office paper and containers recycled – County	255	250	250	250	-
Number of participants in education presentation/events	1,950	1,700	1,900	2,000	300
Lbs. of residential computers recycled	304,000	275,000	400,000	600,000	325,000

Solid Waste Planning, Implementation & Education (Cont.)

Activity

Workload – Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Households served at Hazardous Waste Collection	5,074	5,000	5,100	5,200	200
Pounds of Hazardous waste collected	191,650	225,000	200,000	215,000	(10,000)
Pounds of HHW Per household	38	45	39	41	(4)
Number of Households using product exchange	177	85	190	200	115



The above chart shows that the number of pounds of household hazardous waste collected in 2009 was slightly less than 2008. The cost to the County per participating household was about the same.

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	20%

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$176,693	$90,000	$75,000	$75,000	($15,000)
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$24,450	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$66,146**	**$73,716**	**$73,716**	**$77,629**	**$3,913**
Total Revenues	**$267,289**	**$163,716**	**$148,716**	**$152,629**	**($11,087)**
Personnel Costs	$114,039	$90,605	$89,333	$93,845	$3,240
Operating Expenses	$20,143	$65,150	$49,850	$50,150	($15,000)
Interdept. Charges	$7,145	$7,961	$7,961	$8,634	$673
Total Expenditures	**$141,327**	**$163,716**	**$147,144**	**$152,629**	**($11,087)**
Rev. Over (Under) Exp.	**$125,962**	**-**	**$1,572**	**-**	**-**

Program Highlights

General Government revenues include a pass-through grant from the State to assist farmers with complying with water runoff pollution control standards of $30,000, which is a reduction of $18,000 from 2010 budget, mainly due to State budget reductions. General Government revenues also include a pass-through grant to farmers for damage to their property of $15,000, which is an increase of $3,000, mainly due to increases activities related to the deer donation program. The portion of state's staffing grant budgeted in this program (to help offset a portion of land conservation staffing costs) remains at the 2010 budget level of $30,000.

Personnel costs increase by $3,240 for the cost to continue 1.10 FTE staffing levels. Operating expenses have been reduced $15,000 due to the above mentioned changes in the water runoff pollution control and wildlife damage pass-through grants. Interdepartmental charges are budgeted to increase, mainly due to an increase in End User Technology (EUTF) charges, as part of the phasing in of the full cost of technology resources being used. Tax Levy is being shifted in from EUTF to partially offset the increase.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
# of Records Inventoried	16	14	12	12	(2)
# of Status Compliance Letters Issued	1	10	4	12	2
# New/Updated Conservation Plans Prepared	2	10	4	3	(7)

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Response time for storm water permit application >/= 1 acre. Benchmark = 20 working days.	8	15	10	15
< 1 acre. Benchmark = 10 working days.	4	10	5	8

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**3.30**	**4.05**	**4.05**	**4.05**	**0.00**
General Government	$4,429	$128,000	$130,000	$130,000	$2,000
Charges for Services	$87,722	$99,500	$91,000	$97,500	($2,000)
Interdepartmental	$13,640	$14,600	$14,500	$14,829	$229
Other Revenue	$54,977	$92,600	$58,000	$116,000	$23,400
Appr. Fund Balance(a)	$3,000	$0	$3,000	$0	$0
County Tax Levy	**$105,760**	**$115,082**	**$115,082**	**$126,132**	**$11,050**
Total Revenues	**$269,528**	**$449,782**	**$411,582**	**$484,461**	**$34,679**
Personnel Costs	$325,719	$342,198	$338,355	$354,576	$12,378
Operating Expenses	$35,207	$77,600	$41,550	$97,550	$19,950
Interdept. Charges	$25,995	$29,984	$29,920	$32,335	$2,351
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$386,921**	**$449,782**	**$409,825**	**$484,461**	**$34,679**
Rev. Over (Under) Exp.	**($117,393)**	**$0**	**$1,757**	**$0**	**$0**

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 by $2,000 to $130,000. Overall, this grant is budgeted at $160,000 with the remaining $30,000 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. 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 $27,500 budgeted for erosion control fees, which is a $5,000 reduction from the 2010 budget and $14,000 from mining permit fees.

Urban Land & Water Conservation (cont.)

Other Revenues are budgeted at $116,000, an increase of $23,400 from the 2010 budget. Other revenues include $40,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine; $50,000 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 (a $20,000 increase from 2010); and $20,000 in grants from the Graham Prairie Martin Foundation to construct rain gardens to help mitigate stormwater runoff pollution. Tax Levy increase allocated to this program helps fund expenditure increases outlined below.

Personnel costs increase $12,378 or about 3.6% to $354,576, mostly due to the cost to continue 4.05 FTE staffing levels.

Operating expenditures are budgeted to increase $19,950 to $97,550, mainly due to a $20,000 increase in stormwater compliance costs for new developments (offset with developer funds, mentioned above). Interdepartmental charges are budgeted to increase $2,351 to $32,335, mainly due to a $2,000 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity

Workload – Output Data	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of Educational Presentations/Events	74	34	70	50	16
Number of Erosion Control/ Storm water Permits	43	45	50	50	5
Number of Inspections Conducted	712	700	510	500	(200)
Number of Technical Referrals	3	10	8	10	--
Tons of Sediment Reduced from Construction Sites	1,075	1,125	1,250	1,250	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 the 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.

Planning (cont.)

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**6.95**	**7.43**	**6.53**	**6.25**	**(1.18)**
General Government	$154,970	$0	$0	$0	$0
Fines/Licenses	$6,100	$0	$0	$0	$0
Charges for Services	$27,703	$30,500	$30,000	$30,500	$0
Interdepartmental	$0	$500	$500	$500	$0
Other Revenue	$6,096	$12,500	$10,000	$10,000	($2,500)
Appr. Fund Balance	$8,188	$0	$0	$0	$0
County Tax Levy	**$575,517**	**$555,796**	**$555,796**	**$500,697**	**($55,099)**
Total Revenues	**$778,574**	**$599,296**	**$596,296**	**$541,697**	**($57,599)**
Personnel Costs	$568,900	$534,305	$542,567	$474,898	($59,407)
Operating Expenses	$164,302	$23,600	$23,200	$23,050	($550)
Interdept. Charges	$38,498	$41,391	$40,420	$43,749	$2,358
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$771,700**	**$599,296**	**$606,187**	**$541,697**	**($57,599)**

Rev. Over (Under) Exp.	$6,874	-	($9,891)	-	-

Program Highlights

Charges for Service revenue consist of reimbursement for direct staff time providing planning assistance to municipalities. Other revenues includes sale of maps and continues to decline as more materials are available on the county website. Tax Levy reduction in this program results from reductions in Planning program expenditures outlined below.

Personnel costs decrease by $59,407, mostly due to the unfunding of a 1.0 FTE Land Use Specialist position, resulting from a reduction in workload as the downturn in the housing and development market continues, and is estimated to reduce costs by about $81,000. In addition, 0.18 FTE (about 370 hours) of a Senior Planner is being used to help assist the Community Development Fund Home program, providing additional Home program support, which is estimated to reduce costs in this program by about $17,500. These decreases are partially offset by the cost to continue the remaining 6.25 FTE allocated to this program.

Interdepartmental charges are budgeted to increase $2,358, mainly due to a $2,500 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
# of mtgs. w/ town plan commissions under contract	42	40	44	40	--

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.35**	**4.35**	**4.35**	**4.23**	**(0.12)**
Fines/Licenses	$107,895	$140,000	$105,000	$110,000	($30,000)
Charges for Services	$12,145	$35,000	$25,000	$30,000	($5,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$148,556**	**$198,529**	**$198,529**	**$229,978**	**$31,449**
Total Revenues	**$268,596**	**$373,529**	**$328,529**	**$369,978**	**($3,551)**
Personnel Costs	$346,685	$352,529	$339,244	$348,878	($3,651)
Operating Expenses	$28	$5,000	$4,150	$5,000	$0
Interdept. Charges	$8,700	$16,000	$15,000	$16,100	$100
Total Expenditures	**$355,413**	**$373,529**	**$358,394**	**$369,978**	**($3,551)**
Rev. Over (Under) Exp.	($86,817)	-	($29,865)	-	-

Program Highlights

Fines and license revenue consist of zoning permit fee revenues, which are reduced by $30,000 due to the downturn in the housing and development market. Charges for Service revenue consists of subdivision plat review fees, which decline by $5,000 to $30,000 to be more in line with 2010 estimates. Tax Levy increase in the program mainly results from the lower permit revenues indicated above.

Personnel costs decrease by $3,651, mainly due to 0.12 FTE (about 250 hours) of a Senior Planner being used to help assist the Community Development Fund Home program, providing additional program support, which is estimated to reduce costs in this program by about $11,700. This decrease is partially offset by the cost to continue the remaining 4.23 FTE allocated to this program.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
No. of Zoning Permits	496	550	475	450	(100)
No. of Board of Adj.	57	100	60	65	(35)
No. of Certified Survey Maps (CSMs) reviewed	25	40	30	40	-
No. of Subdiv. Plat Recorded	8	20	15	15	(5)

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
System samples	451	460	454	454
% sampled	100%	100%	100%	100%
% with coliform bacteria	2.9%	2.5%	2.5%	2.5%
% with nitrates	1.0%	1.0%	1.0%	1.0%

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Maintenance cards sent	9,642	10,000	10,000	10,250
Number returned	6,653	7,560	7,400	7,585
% Returned	69.0%	75.6%	74.0%	75.0%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 3:

(a) Inventory private sewage systems that were installed before July 1, 1979 to comply with WI Statute 145.20(5)(am) for inclusion in the Mandatory Maintenance Program.
(b) Change the time period for mandatory maintenance of private sewage systems from 2 years to 3 years.
(c) By ordinance in 2011, amend the Waukesha County Code, Chapter 14, Division 3, Sec. 14-589, to reflect changes identified in (a) and (b).
(d) Submit a Technology Project Request to create an internet portal which will enable licensed pumpers to do reporting of maintenance that will update the maintenance records on our existing database.

Key Outcome Indicator: Maintenance of all private sewage systems in Waukesha County.

Performance Measure:	Actual	2009 Target	2010 Estimate	2010 Target	2011
Inventory Private Sewage Systems Installed before July 1, 1979	-	-	60%	100%	

Environmental Health (Cont.)

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.00**	**4.42**	**4.25**	**4.42**	**0.00**
General Government	$70,635	$35,000	$51,850	$50,000	$15,000
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$58,953	$56,400	$61,400	$57,900	$1,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$33	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$320,803**	**$312,578**	**$312,578**	**$322,541**	**$9,963**
Total Revenues	**$450,424**	**$403,978**	**$425,828**	**$430,441**	**$26,463**
Personnel Costs	$320,423	$333,107	$330,764	$342,655	$9,548
Operating Expenses	$61,276	$34,200	$50,600	$49,200	$15,000
Interdept. Charges	$37,401	$36,671	$36,700	$38,586	$1,915
Total Expenditures	**$419,100**	**$403,978**	**$418,064**	**$430,441**	**$26,463**
Rev. Over (Under) Exp.	$31,324	-	$7,764	-	-

Program Highlights

General Government revenues of $50,000 include a $35,000 pass-through grant from the State for the Wisconsin Fund septic system replacement program, intended to help lower-income County residents replace faulty septic systems, which is an increase of $15,000. It is anticipated that, with the slow economic recovery, more county residents may qualify for funding under the Wisconsin Fund Program. 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 of $57,900 include $50,000 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act and $6,500 from the sale of radon testing kits. Radon testing kit revenue has been increased $1,500 to reflect an expected increase in the volume of sales.

Personnel costs increase $9,548 or 2.9% to fund cost to continue 4.42 FTE existing staff. Operating expenses increase $15,000 due to the expansion in the Wisconsin Fund septic system replacement grant program, mentioned above. Interdepartmental charges are budgeted to increase $1,915, mainly due to a $2,000 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
WI Fund Grant (Septic Replacements)	7	5	5	9	-
# of on-site septic systems under Mandatory Maint.	22,762	23,750	23,750	24,000	250

Humane Animal

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of reported animal bites	546	530	550	550
% 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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
# Reports animal abuse/neglect	234	250	250	250
% followed up within 48 hours	90%	95%	90%	90%

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**1.38**	**1.61**	**1.61**	**1.61**	**0.00**
General Government	$218	$0	$0	$0	$0
Fines/Licenses	$54,483	$60,000	$60,000	$60,000	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$72,736**	**$73,930**	**$73,930**	**$76,939**	**$3,009**
Total Revenues	**$127,437**	**$133,930**	**$133,930**	**$136,939**	**$3,009**
Personnel Costs	$90,082	$101,293	$100,551	$103,147	$1,854
Operating Expenses	$12,301	$22,700	$18,950	$22,700	$0
Interdept. Charges	$6,405	$9,937	$9,935	$11,092	$1,155
Total Expenditures	**$108,788**	**$133,930**	**$129,436**	**$136,939**	**$3,009**
Rev. Over (Under) Exp.	$18,649	-	$4,494	-	-

Program Highlights

License revenue consists of dog license surcharge revenues of $60,000, which remains unchanged from the 2010 budget level based on revenues expected to be achieved in 2010. Personnel costs increase $1,854 and fund the cost to continue existing staff levels. Operating expenditure remain at the 2010 budget levels and include general operating costs such as mileage reimbursement, office supplies and printing/postage.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	28	30	30	30	--
Humane Investigations	233	260	240	240	(20)
Rabies Control Activities (bite investigation and quarantine follow-up)	763	825	800	800	(25)

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
% Tank sites with no violations	100%	100%	96%	95%

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	97%	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.

Objective 4: Work with Parks and Land Use to determine impact of Wisconsin's Administrative rule to regulate fuel storage tanks, known as COMM10. Fuel Regulation changes on Waukesha County fuel infrastructure to include budget strategy, station improvements and procedural changes. Long term impacts of COMM10 Regulations will be completed by end of 1st quarter 2011.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$440	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$21,075	$15,000	$18,556	$15,000	$0
County Tax Levy	**$149,523**	**$151,428**	**$151,428**	**$156,743**	**$5,315**
Total Revenues	**$171,038**	**$166,428**	**$169,984**	**$171,743**	**$5,315**
Personnel Costs	$112,423	$114,555	$113,310	$117,627	$3,072
Operating Expenses	$13,338	$46,900	$27,500	$47,500	$600
Interdept. Charges	$3,450	$4,973	$4,966	$6,616	$1,643
Total Expenditures	**$129,211**	**$166,428**	**$145,776**	**$171,743**	**$5,315**
Rev. Over (Under) Exp.	$41,827	-	$24,208	-	-

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

The Land Recycling program, funded with appropriated General Fund Balance of $15,000, is designed to identify, clean up and market those tax delinquent properties having redevelopment potential, and $15,000 is included in operating expenditures. Base operating expenditures also include $25,000 to conduct environmental reconnaissance for site assessments of properties the County is considering acquiring to determine if and how much pollution has contaminated the sites. Personnel costs increase by 2.7%, for the cost to continue the 1.0 FTE allocated to this program.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	36	30	40	25	(5)
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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of licensed food establishments	1,543	1,520	1,530	1,530
Number of inspections & consultations	2,760	2,800	2,700	2,750

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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
# of licensed food establishments inspectors	7.0	7.0	7.0	7.0
# of pre-inspections, inspections & consultations per inspector	394	400	400	400

Licensing (cont.)

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.30**	**7.78**	**7.50**	**7.78**	**0.00**
General Government	$1,801	$0	$0	$0	$0
Fines/Licenses	$630,394	$607,500	$607,500	$622,500	$15,000
Charges for Service	$1	$0	$0	$0	$0
Interdepartmental	$0	$4,000	$4,000	$4,000	$0
Other Revenue	$0	$500	$500	$500	$0
County Tax Levy	**$18,417**	**$7,973**	**$7,973**	**$25,206**	**$17,233**
Total Revenues	**$650,613**	**$619,973**	**$619,973**	**$652,206**	**$32,233**
Personnel Costs	$533,616	$561,226	$531,216	$587,872	$26,646
Operating Expenses	$28,469	$31,500	$30,800	$31,900	$400
Interdept. Charges	$23,664	$27,247	$26,850	$32,434	$5,187
Total Expenditures	**$585,749**	**$619,973**	**$588,866**	**$652,206**	**$32,233**
Rev. Over (Under) Exp.	$64,864	-	$31,107	-	-

Program Highlights

License revenues are budgeted at $622,500, an increase of $15,000 or 2.5%. Restaurant license/inspection revenues increase by $15,000 to $430,000, to be more in-line with 2009 actual revenues received. Unchanged from the 2010 budget level, campground and lodging license revenue are budgeted at $53,000 and $14,500, respectively. Retail food license revenues are budgeted at the 2010 level of $125,000. Retail food fees have been increased by a weighted average of approximately 1.6%. Tax Levy of $17,233 in this program area helps to fund expenditure increases outlined below.

Personnel costs increase $26,646 or 4.7%, due to the cost to continue the existing 7.78 FTE staffing level and higher health insurance costs due to an employee change in insurance plan selection. In addition, this budget abolishes a 1.0 FTE Environmental Health Supervisor position (unfunded in the 2009 and 2010 budgets) and creates a 1.0 FTE Lead Environmental Health Sanitarian position, in order to provide a "career ladder" opportunity for Environmental Health Sanitarians and to provide continuity of service when the Environmental Health Manager is not available. This position is estimated to cost $84,500, but is partially offset by the unfunding of a 1.0 FTE Environmental Health Sanitarian position, estimated to reduce costs by $81,100, for an estimated net cost increase of $3,400. Interdepartmental charges are budgeted to increase $5,187, mainly due to a $5,000 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity

# of Establishment Licenses issued	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Restaurants					
Temporary	129	100	100	100	--
Prepackaged	70	70	70	75	5
Full Service	931	926	926	915	(11)
# of School Food Service Inspections	121	120	120	120	--
# of Restaurant Inspections	2,060	2,050	2,000	2,050	--
Retail Food					
No Processing	104	105	105	110	5
Processing	309	315	315	312	(3)
# of Retail Food Inspections	579	530	530	530	--
Lodging					
Hotel/Motel	40	39	39	43	4
Bed and Breakfast	4	6	6	6	--
Tourist Rooming House	3	2	2	2	--
Recreation					
Public Pools	209	206	206	205	(1)
Campgrounds/Rec. Ed.	19	19	19	19	--
# of Lodge Inspections	47	48	48	48	--
# of Public Pools, Cap, Rec. Ed. Inspections	291	295	295	295	--

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of 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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of unsafe samples	234	60	70	70
Number of owner-collected samples	1,083	450	500	500
% Reported same day	100%	100%	100%	100%

(a) Higher 2009 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.

	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of systems inspected	263	370	270	300
% systems inspected on same-day	100%	100%	100%	100%

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**7.70**	**7.70**	**7.70**	**6.70**	**(1.00)**
General Government	$3,643	$0	$0	$0	$0
Fines/Licenses	$178,956	$225,000	$190,000	$210,000	($15,000)
Charges for Service	$88,588	$80,100	$80,100	$82,600	$2,500
Interdepartmental	$3,980	$2,000	$4,000	$2,000	$0
Appr. Fund Balance	$155	$0	$0	$0	$0
County Tax Levy	**$258,607**	**$373,085**	**$373,085**	**$324,651**	**($48,434)**
Total Revenues	**$533,929**	**$680,185**	**$647,185**	**$619,251**	**($60,934)**
Personnel Costs	$575,353	$591,749	$588,839	$525,747	($66,002)
Operating Expenses	$42,369	$60,550	$60,050	$59,050	($1,500)
Interdept. Charges	$22,474	$27,886	$27,508	$34,454	$6,568
Fixed Assets	$6,595	$0	$0	$0	$0
Total Expenditures	**$646,791**	**$680,185**	**$676,397**	**$619,251**	**($60,934)**
Rev. Over (Under) Exp.	($112,862)	-	($29,212)	-	-

Septic/Well/Lab Programs (cont.)

Program Highlights

License revenue consists of septic permit revenues, which decrease by $15,000 to $210,000, 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 1.8%. Charges for Service revenues are budgeted to increase by $2,500 to $82,600, due to an increase in water sample fee revenues of $2,500 to $52,500. Water sample fees have been increased by a weighted average of approximately 1.8%. Preliminary site evaluation (PSE) fees are budgeted at $30,000, the same as the 2010 budget. However, fee rates have been increased by $5 per fee category. Tax Levy decrease in this program area results from the personnel cost reductions, indicated below.

Personnel costs decrease $66,002 to $525,747, mostly due to the unfunding of 1.0 FTE Environmental Health Sanitarian position, estimated to reduce costs in this program by $81,000, due to a decline in workload largely resulting from the recent economic downturn, and lack of recovery in the real estate development market. Personnel cost decreases are partially offset by the cost to continue remaining staff in this program. Operating expenses are budgeted to decrease by $1,500 to $59,050 due to a reduction in small equipment purchases. Interdepartmental charges are budgeted to increase $6,568 to $34,454, mainly due to a $6,500 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Number of Septic Permits Issued					
Conventional (a)	138	200	130	150	(50)
Mound (a)	125	230	130	130	(100)
Holding Tank	23	35	30	35	-
At Grade	6	5	6	5	-
Pressure Distribution	4	5	2	5	-

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

Parks Programs

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.

Parks Programs (cont.)

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**60.01**	**62.57**	**62.50**	**63.16**	**0.59**
General Government	$28,547	$27,500	$27,500	$27,500	$0
Fine/Licenses	$8,640	$12,000	$12,000	$12,000	$0
Charges for Services	$1,039,544	$911,100	$1,002,355	$981,600	$70,500
Interdepartmental	$129,326	$139,100	$137,000	$142,548	$3,448
Other Revenue	$26,461	$40,000	$33,300	$23,000	($17,000)
Appr. Fund Balance (a)	$317,522	$80,000	$362,329	$60,000	($20,000)
County Tax Levy	**$3,132,594**	**$3,198,413**	**$3,198,413**	**$3,241,729**	**$43,316**
Total Revenues	**$4,682,634**	**$4,408,113**	**$4,772,897**	**$4,488,377**	**$80,264**
Personnel Costs	$2,860,319	$3,002,654	$2,999,330	$3,097,306	$94,652
Operating Expenses	$495,433	$515,045	$511,785	$547,175	$32,130
Interdept. Charges	$596,410	$683,914	$678,016	$711,896	$27,982
Fixed Assets (a)	$110,043	$206,500	$481,000	$132,000	($74,500)
Total Expenditures	**$4,062,205**	**$4,408,113**	**$4,670,131**	**$4,488,377**	**$80,264**
Rev. Over (Under) Exp.	$620,429	-	$102,766	-	-

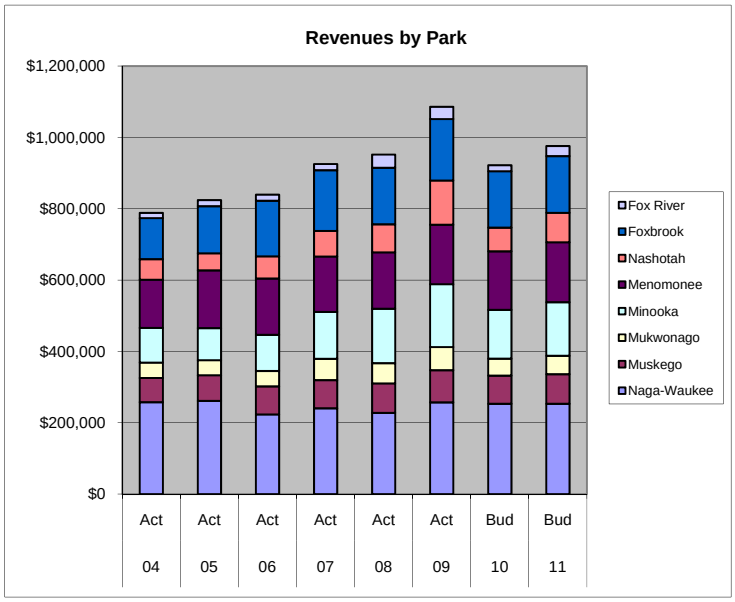
(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

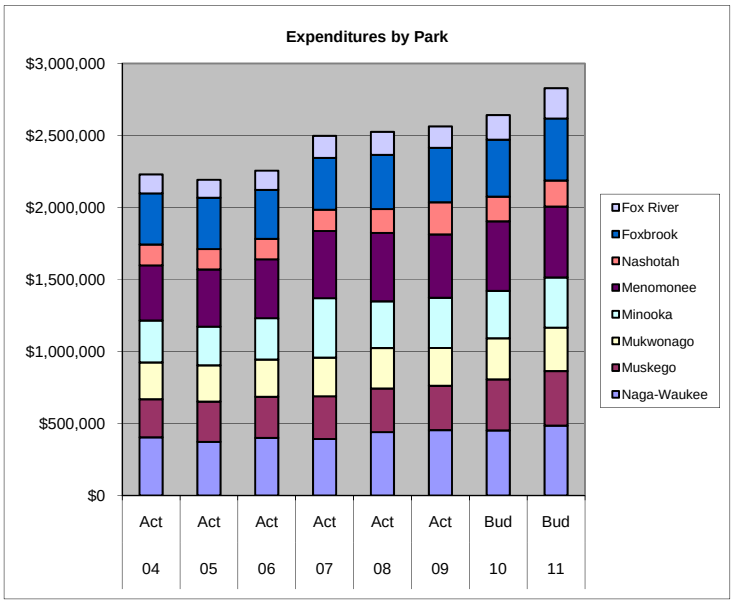
Program Highlights

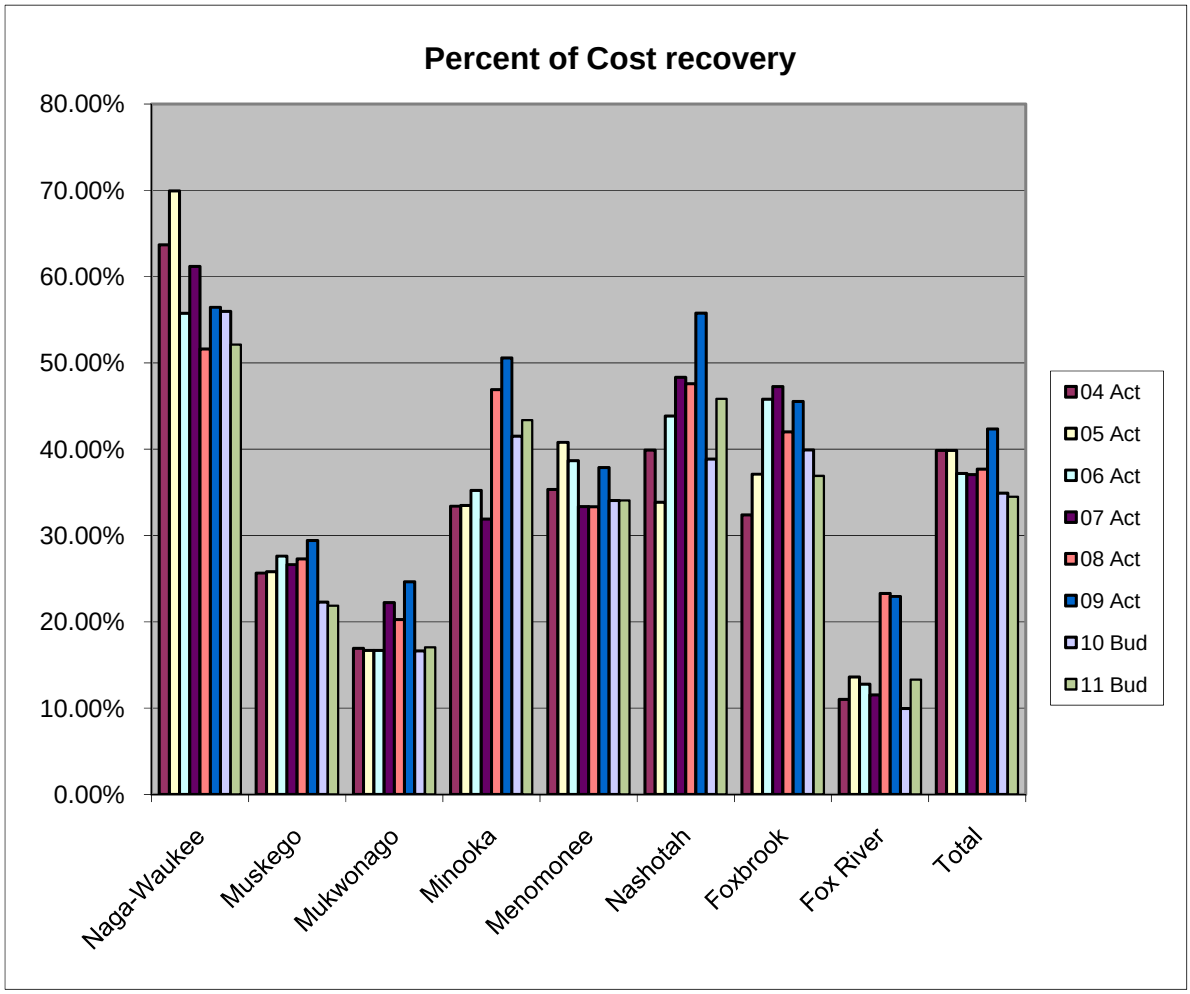
General Governmental revenues, which consist of state grant funding to maintain snowmobile trails, remains at the 2010 budget level of $27,500. Fines and licenses, which consist of fines revenues from parking violations on County grounds, remain at the 2010 budget level of $12,000. Charges for Service revenues increase by $70,500 to $981,600, and include the following: daily entrance - $260,600, annual stickers - $245,400, boat launch - $139,000, camping fee -$105,600, concessions - $87,500, reservation fee - $75,500 and land lease - $68,000. Revenue increase is largely due to a $51,200 increase in parks annual sticker revenues. Fees for the various Park annual stickers have been increased from between $1.50 and $2.00. Interdepartmental Revenues are budgeted to increase by $3,448 to $142,548, 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 $17,000 to $23,000 to be more in line with prior year actual and 2010 estimates. Appropriated General Fund Balance decreases by $20,000 to $60,000, reflecting the planned phase down of General Fund Balance support for Three-Year Maintenance plan work. Tax Levy increase allocated to this program area mainly results from higher cost to continue Parks operations as indicated below.

Personnel costs increase $94,652 or 3.2%, mostly due to the cost to continue existing staffing levels and an increase in temporary extra help of about $18,200 or 0.59 FTE (about 1,230 hours) to approximately $725,600 or 34.75 FTE. The extra help budget includes an additional Park Intern (0.25 FTE or 520 hours) for about $4,400 to provide assistance to the volunteers in the Parks program and additional Attendant Concessionaire hours (0.37 FTE or about 770 hours) for about $6,700 to implement improved cash handling procedures. Operating expenditures have increased by $32,130 to $547,175, mostly due to a $29,250 increase in the one-time equipment and Three-Year Maintenance Plan expenditures. Interdepartmental charges are budgeted to increase by $27,982 to $711,896, mainly due to an increase in Risk Management and Insurance charges by approximately $9,600, based on average claims experience and estimated overall risk exposure; Radio Service charges by about $7,500; End User Technology Fund (EUTF) by $4,500, mostly due to the phasing in of the full-cost of computer ownership; and vehicle replacement costs of about $4,400. Fixed Asset expenditures are budgeted to decrease by $74,500 to $132,000, mostly due to a decrease in major projects and Three Year Maintenance Plan expenditures budgeted in this program. The Fixed Asset budget includes $32,000 for greenway trail improvements; $26,000 for repairs, wetland planting and erosion control on Fox River Park trails; $20,000 to install a handicap accessible fishing dock at Muskego Park; $19,000 for equipment to maintain the Fox Brook Park beach.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Daily Entrance Stickers	80,763	74,200	75,000	74,200	--
Annual Stickers	9,922	7,600	8,000	7,600	--
Family Camping	4,637	4,800	4,800	4,800	--
Group Camping	1,430	1,700	1,800	1,800	100
Reserved Picnics/ Pavilion/Lodge Rental	1,384	1,150	1,100	1,050	(100)
Annual Boat Launch Stickers	472	500	525	525	25
Daily Boat Launch	15,743	13,400	13,500	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. The 2011 budget includes a cost recovery rate of 34.5%.

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, and Eble Ice Arena.

	2009 Actual	2010 Budget (a)	2010 Estimate (a) (b)	2011 Budget	Budget Change
Staffing (FTE) (a)	**10.91**	**7.77**	**7.93**	**7.93**	**0.16**
General Government	$0	$0	$0	$0	$0
Interdepartmental (a)	$136,208	$0	$0	$0	$0
Other Revenue	$303	$0	$0	$0	$0
Appr. Fund Balance (b)	$30,000	$0	$15,567	$0	$0
County Tax Levy	**$622,993**	**$616,649**	**$616,649**	**$699,119**	**$82,470**
Total Revenues	**$789,504**	**$616,649**	**$632,216**	**$699,119**	**$82,470**
Personnel Costs (a)	$451,440	$308,711	$320,285	$327,702	$18,991
Operating Expenses (a)	$103,819	$87,077	$88,728	$91,418	$4,341
Interdept. Charges (a)	$155,707	$174,861	$175,860	$179,499	$4,638
Fixed Assets (b)	$71,212	$46,000	$68,500	$100,500	$54,500
Total Expenditures	**$782,178**	**$616,649**	**$653,373**	**$699,119**	**$82,470**
Rev. Over (Under) Exp.	$7,326	-	($21,157)	-	-

(a) For comparative purposes, the 2010 Budget and 2010 Estimate are restate to reflect the elimination of an interdepartmental cross-charge to Moor Downs Golf Course for grounds maintenance services. Instead, these expenditures will now be budgeted directly in the Moor Downs Golf Course budget.

(b) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

Tax Levy support for this program increases by $82,470 to cover expenditures, described below.

Personnel costs are budgeted to increase by $18,991 and include the cost to continue existing staff and the transfer in of 0.15 FTE (about 310 hours) of a golf course superintendant from the Moor Downs Golf Course, estimated to increase costs by approximately $12,000. In addition, temporary extra help increases slightly. Operating expenditures increase by $4,341, mainly due to an increase in utility cost estimates by approximately $8,500.
Interdepartmental charges increase by $4,638, 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 $5,000 to $40,000, based on higher prior year actual usage levels. Fixed Asset expenditures increase by $54,500 to $100,500, mostly due to a an increase in Three-Year Maintenance plan fixed asset expenditures by $55,000 to $75,000, which is budgeted, mostly to replace out-of-date or add wayfaring signage around the Government Center, Juvenile Center, Mental Health Center, Airport and Jail.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 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, 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.
2. Increase number of attendees in environmental classes by 5% annually.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Class Attendance	1,531	1,600	1,550	1,600	---

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**8.71**	**9.14**	**9.00**	**8.86**	**(0.28)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$90,302	$79,000	$90,000	$79,000	$0
Other Revenue	$56,749	$66,000	$71,500	$86,000	$20,000
Appr. Fund Balance (a)	$0	$0	$5,300	$0	$0
County Tax Levy	**$520,854**	**$550,088**	**$550,088**	**$543,230**	**($6,858)**
Total Revenues	**$667,905**	**$695,088**	**$716,888**	**$708,230**	**$13,142**
Personnel Costs	$419,716	$419,319	$418,575	$425,449	$6,130
Operating Expenses	$115,674	$149,865	$122,600	$129,985	($19,880)
Interdept. Charges	$74,634	$85,904	$85,357	$92,796	$6,892
Fixed Assets (a)	$9,730	$40,000	$43,000	$60,000	$20,000
Total Expenditures	**$619,754**	**$695,088**	**$669,532**	**$708,230**	**$13,142**
Rev. Over (Under) Exp.	$48,151	-	$47,356	-	-

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

Charges for Services revenues remain unchanged from the 2010 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 increase $20,000 to $86,000 and include $32,000 in birdseed sale revenues, $23,000 for bookstore merchandise sale revenues, $23,000 in donations and $8,000 in other miscellaneous revenue. In 2011, Donation revenue is increased by $20,000 due to a one-time donation from the "Friends of Retzer Nature Center" to help fund the pond dredging and reconstruction project, mentioned later.

Retzer Nature Center (cont.)

Personnel costs increase $6,130 and includes the cost to continue existing staffing levels which is partially offset with a reduction in temporary clerical assistance help by about $4,200 or 0.29 FTE (about 600). Operating expenses are reduced $19,880 mainly due to a $11,800 reduction in maintenance project costs, a $3,000 reduction in natural gas costs to be more in line with prior year actual experience, and a $2,800 reduction in small equipment costs. Interdepartmental costs have been increased $6,892, mainly due to a $4,386 increase in telephone charges. Fixed assets have been increased $20,000 to $60,000 for pond dredging and reconstruction project, partially funded with donation revenues (mentioned previously).

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Attendance at hikes, work shops, seminars	6,531	8,000	7,500	8,000	---
Apple harvest festival attendance	4,295	4,600	4,600	5,000	400
Site Evaluations	4	10	5	10	---
Bird Seed Bags Sold	2,170	2,000	2,200	2,300	100

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Museum

	2009 Actual	2010 Budget	2010 Estimate	2011 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.	-	-	-	-	-

Program Highlights

According to a ten year agreement, which began in 2003 and ends in 2012, with the Waukesha County Historical Society, the County continues to provide a $215,000 grant to cover museum operating expenses in 2011, which is contingent upon the Museum meeting attendance standards.

Activity	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Estimate	2011 Budget
Annual Contractual Visitor Performance Standard	13,130	13,330	13,530	13,730	13,930	14,130
Actual/Estimate	15,389	14,394	15,509	15,559	16,000	16,480

Exposition Center

Program Description

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

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**9.26**	**8.84**	**8.84**	**8.84**	**0.00**
General Government	$19,829	$0	$11,000	$0	$0
Charges for Services	$564,229	$625,000	$565,000	$610,000	($15,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$54,535	$10,000	$10,000
County Tax Levy	**$39,900**	**$103,071**	**$103,071**	**$128,629**	**$25,558**
Total Revenues	**$623,958**	**$728,071**	**$733,606**	**$748,629**	**$20,558**
Personnel Costs	$418,553	$420,565	$418,936	$429,533	$8,968
Operating Expenses	$193,379	$239,255	$247,824	$251,857	$12,602
Interdept. Charges	$50,428	$68,251	$67,861	$67,239	($1,012)
Fixed Assets (a)	$0	$0	$55,000	$0	$0
Total Expenditures	**$662,360**	**$728,071**	**$789,621**	**$748,629**	**$20,558**
Rev. Over (Under) Exp.	($38,402)	-	($56,015)	-	-

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

Charges for Services revenue are budgeted to decrease by $15,000 to $610,000, mainly due to the loss of the events, and is also impacted by the current slow economic recovery. Fees will be adjusted as necessary to maintain market position. Appropriated General Fund Balance of $10,000 is budgeted to fund a one-time replacement of chairs and tables. Tax levy support for this program increases by $25,558 to $128,629, and also is provided to help partially offset the costs of free nonprofit and county agency use of the facility for County functions.

Personnel costs increase $8,968 or 2.1%, reflecting the cost to continue 8.84 FTE existing staff. Operating expenses increase by $12,602, mainly due to an increase for table and chair replacement of $10,000.

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
# of PLU web pages on viewed on divisions home page	297,768	N/A	300,000	305,000
# of web based inquires/% responded to within 2 business days	174/100%	200/100%	180/100%	200/100%

Objective 2:
The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Number of Jail Days Saved	N/A	N/A	480	720
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76x/hr)	N/A	N/A	$40,934	$61,978

Objective 3: The PLU-Parks Division and DPW-Engineering 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. Completion estimated by the end of the third quarter 2011.

Objective 4: The Departments of Parks and Land Use and Public Works will coordinate the implementation of the priority projects identified in the Waukesha County Sustainability Plan to reduce energy use by at least 20%. Benchmark electrical and natural gas data represents the average five-year utility use data from years 2005-2009.

Performance Measure:	Benchmark	2010 Estimate	2011 Target
Electrical Demand Reduction (kWh)	18,200,000	17,636,912	18,000,000
Natural Gas Demand Reduction (Therms)	806,224	855,848	849,000

Objective 5: 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.

	2009 Actual	2010 Budget	2010 Estimate (a)	2011 Budget	Budget Change
Staffing (FTE)	**9.01**	**9.00**	**9.00**	**9.00**	**0.00**
General Government	$0	$30,000	$30,000	$15,000	($15,000)
Charges for Services	$146	$1,086	$500	$500	($586)
Interdepartmental	$117,305	$150,000	$149,000	$152,952	$2,952
Other Revenue	$1,399	$5,000	$3,500	$2,743	($2,257)
Appr. Fund Balance (a)	$1,570	$0	$29,554	$0	$0
County Tax Levy	**$667,132**	**$639,102**	**$639,102**	**$672,588**	**$33,486**
Total Revenues	**$787,552**	**$825,188**	**$851,656**	**$843,783**	**$18,595**
Personnel Costs	$700,584	$684,590	$682,315	$712,002	$27,412
Operating Expenses (a)	$50,098	$73,295	$99,000	$68,750	($4,545)
Interdept. Charges	$63,259	$67,303	$65,533	$63,031	($4,272)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$813,941**	**$825,188**	**$846,848**	**$843,783**	**$18,595**
Rev. Over (Under) Exp.	($26,389)	-	$4,808	-	-

(a) 2010 estimates for expenditures and revenues exceed the adopted budget due 2009 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

General Government revenues consist of reimbursements related to federal stimulus Energy Efficiency Block Grant administrative cost recovery for managing these federally funded energy efficiency projects (see Capital Project 200918), which are reduced by $15,000 from $30,000 as projects are anticipated to being completed in 2011. Interdepartmental Revenues increase by $2,952 to $152,952, mostly due to a slight increase in administrative management charges to Parks Department enterprise and special revenue funds. The Tax Levy is increased in this program area to partially offset the revenue reductions indicated above and the cost to continue administrative personnel.

Personnel costs increase $27,412, due to the cost to continue 9.0 FTE staff. Operating costs are reduced $4,545, mainly due to a $5,000 reduction for a one-time grant to the city of Waukesha under the federal stimulus program in 2010. Interdepartmental charges have been reduced $4,272, mainly due to a 1,743 reduction in End User Technology (EUTF) charges, a $1,590 decrease in Risk Management and Insurances charges and a $1,000 reduction in postage.

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.

	2011	2012	2013
Expo Center(1)			
Building Repair/Maintenance	$46,000	$46,000	$46,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Expo Center	$47,500	$47,500	$47,500
Grounds Maintenance (1)			
Building Repair/Maintenance	$1,200	$0	$2,500
Road/Parking Lot Maintenance	$0	$0	$0
Building Improvements	$75,000	$0	$67,500
Total Grounds Maintenance	$76,200	$0	$70,000
Retzer Nature Center (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$600	$900	$900
Building Improvements	$0	$0	$0
Total Retzer Nature Center	$600	$900	$900
Naga-Waukee Park(*)			
Building Repair/Maintenance	$3,000	$0	$13,900
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$15,000	$50,000	$0
Total Naga-Waukee Park	$19,500	$51,500	$15,400
Muskego Park(*)			
Building Repair/Maintenance	$17,700	$2,500	$4,900
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$20,000	$0	$0
Total Musekgo Park	$39,200	$4,000	$6,400
Mukwonago Park(*)			
Building Repair/Maintenance	$1,000	$3,800	$24,700
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$35,000	$12,500
Total Mukwonago Park	$2,500	$40,300	$38,700

(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.)

	2011	2012	2013
Minooka Park(*)			
Building Repair/Maintenance	$2,700	$0	$2,800
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Minooka Park	$4,200	$1,500	$4,300
Menomonee Park(*)			
Building Repair/Maintenance	$2,000	$0	$13,100
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$20,000	$36,000
Total Menomonee Park	$3,500	$21,500	$50,600
Nashotah Park(*)			
Building Repair/Maintenance	$0	$0	$11,800
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$5,000	$0
Total Nashotah Park	$1,500	$6,500	$13,300
Foxbrook Park(*)			
Building Repair/Maintenance	$3,100	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$15,000	$0
Total Foxbrook Park	$4,600	$16,500	$1,500
Fox River Park(*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$59,800	$0
Total Fox River Park	$1,500	$61,300	$1,500
Total			
Building Repair/Maintenance	$76,700	$52,300	$119,700
Road/Parking Lot Maintenance	$14,100	$14,400	$14,400
Building Improvements	$110,000	$184,800	$116,000
Grand Total	$200,800	$251,500	$250,100
Planned Use of General Fund Balance appropriations	$60,000	$30,000	$0

(*) Included in Parks program budget.

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 $10 fee is collected and retained for Land Records Modernization efforts. This fee was raised from $7 in 2009. Of this $10, $2 is sent to the Wisconsin Department of Revenue; $8 is retained locally, of which $6 is used for general local land records activities; and $2 is used specifically for providing land information via the Internet.

Financial Summary	2009 Actual	2010 Adopted Budget	2010 Estimate (a)	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$300	$0	$300	$0	0.0%
Charges for Services	$492,550	$525,000	$558,600	$704,000	$179,000	34.1%
Other Revenues	$9,335	$82,000	$20,300	$6,500	($75,500)	-92.1%
Interdept. Charges	$720	$0	$15,000	$15,500	$15,500	NA
Appr. Fund Balance (a)	$239,965	$108,219	$117,519	$0	($108,219)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$742,570**	**$715,519**	**$711,419**	**$726,300**	**$10,781**	**1.5%**
Expenditures						
Personnel Costs	$386,741	$399,914	$396,264	$411,739	$11,825	3.0%
Operating Expenses (a)	$190,512	$191,421	$191,419	$193,463	$2,042	1.1%
Interdept. Charges	$122,785	$124,184	$123,736	$121,098	($3,086)	-2.5%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$700,038**	**$715,519**	**$711,419**	**$726,300**	**$10,781**	**1.5%**
Rev. Over (Under) Exp.	$42,532	-	-	-	-	NA
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	4.00	4.00	4.00	4.00	0.00	

(a) The 2010 estimate for appropriated LIS Fund Balance exceeds the 2010 adopted budget due to a 2009 open purchase order and expenditures authority carried forward into 2009 for mapping services.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	**Project Name**	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
201119	Orthophotography	2015	$400,000	0%	$0	NA

Major Departmental Strategic Outcomes and Objectives for 2011

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:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
Number of Parcels added	1,400	1,200	1,000	1,000
# 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:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
Average # of maps created for viewing per day	3,500	5,200	4,900	5,000

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:	2009 Actual	2010 Budget	2010 Estimate	2011 Target
# of survey monuments maintained	77	50	80	80

Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to increase $179,000 from the 2010 budget level of $525,000 to $704,000. This estimate is based on an anticipated drop in the number of recorded documents from 105,000 in 2010 to about 88,000 in 2011. This reduction is offset by an increase in the amount of fees retained per document from $5 to $8, as enacted per State Statute in 2010. Other Revenues decrease by $75,500 to $6,500, mostly due to the elimination of $80,000 in landfill siting fees temporarily budgeted in the LIS Fund in 2010 to help offset a decline document recording fees resulting from the downturn in the real estate development market. As mentioned above, document recording fees are anticipated to increase, and landfill siting fees are not expected to be needed to help fund LIS operations in 2011. Other Revenues mainly includes $6,300 for the resale of mapping materials (e.g., street atlases). In 2010, Land Information staff began contracting with the Department of Emergency Preparedness to provide street address maintenance services which has resulted in a $15,500 increase to Interdepartmental Revenues for the 2011 budget. Appropriated LIS Fund Balance of $108,219 budgeted in 2010 is removed from the 2011 budget, due to higher Charges for Service and Interdepartmental Charge revenues, mentioned above.

Personnel costs increase by $11,825 to $411,739 and includes the cost to continue for current 4.00 FTE staffing levels. Operating expenses increase by $2,042, to $193,463, mostly due to an increase of 2% for the County Surveyor services provided by the Southeastern Wisconsin Regional Planning Commission.

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	2009 Actual	2010 Adopted Budget (a)	2010 Estimate (a)(b)	2011 Budget (c)	Change From 2010 Adopted Budget $	Change From 2010 Adopted Budget %
Revenues						
General Government (a)	$0	$400,000	$104,000	$0	($400,000)	-100.0%
Charges for Services	$0	$0	$0	$0	$0	NA
Other Revenue	$479,415	$300,000	$244,100	$300,000	$0	0.0%
Appr. Fund Balance (b)(c)	$437,400	$300,000	$1,196,900	$700,000	$400,000	133.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$916,815**	**$1,000,000**	**$1,545,000**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Operating Expenses	$31,323	$25,000	$20,000	$25,000	$0	0.0%
Fixed Assets (b)	$1,402,592	$975,000	$1,525,000	$975,000	$0	0.0%
Total Expenditures	**$1,433,915**	**$1,000,000**	**$1,545,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	($517,100)	-	-	-	-	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.

(b) The 2010 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2010, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

(c) In 2011, due to the difficulty in predicting the receipt of State stewardship grants, prior year receipts will be budgeted as appropriated Tarmann Fund Balance.

Summary of Tarmann Fund Funding Sources 2008 – 2011

Revenue Source	2008 Actual	2009 Actual	2010 Budget	2011 Budget	Budget Change
DNR Stewardship Grant Reimbursements (c)	$0	$0	$400,000	$0	($400,000)
Interest Income	$231,534	$192,174	$200,000	$200,000	$0
Landfill Siting	$326,681	$281,684	$100,000	$100,000	$0
Tarmann Fund Balance	$0	$437,400	$300,000	$700,000	$400,000
Parks Excess Revenue (2008) (a)	$25,742	$0	$0	$0	$0
Land Sales - Permits/Sales, Etc.	$16,314	$5,557	$0	$0	$0
Total Revenues	**$600,271**	**$916,815**	**$1,000,000**	**$1,000,000**	**$0**
Total Expenditures	**$12,391**	**$1,433,915**	**$1,000,000**	**$1,000,000**	$0
Revenues Over/(Under) Expenditures	**$587,880**	**($517,100)**	**$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.

Program Highlights

General Governmental revenues, which consists of State Department of Natural Resources Stewardship Grant reimbursements for approximately half the value of land purchases, is not included in the 2011 budget, due to difficulty predicting the timing of state reimbursements (which are often provided in years after the actual land purchase). Instead, these reimbursement revenues are planned to be appropriated in future year budgets after they have been received. Based on approximately $1,675,000 in recent (2009 and first quarter 2010) approved land purchases, it is anticipated the Tarmann Fund will receive approximately $700,000 in Stewardship reimbursements (conservatively estimated at about 40% of the purchase price). In 2011, appropriated Tarmann Fund Balance will increase by $400,000 to $700,000 to cover the revenues not budgeted from Stewardship reimbursements.

Other Revenues include $200,000 in estimated interest to be earned on Tarmann Fund Balance and $100,000 in landfill siting revenues, both remaining at the 2010 budget level.

Expenditures remain at 2010 budget level of $1,000,000 which includes $975,000 for land purchases and $25,000 for consulting services such as 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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
# of Acres of parkland and greenway lands acquired	359	200	140	300

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:	2009 Actual	2010 Target (a)	2010 Estimate	2011 Target
Acres in Parks Plan (a)	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,021	4,071	4,121
% of Park Plan Acquired	86.2%	86.2%	87.2%	88.4%
Acres in Greenway Plan (a)	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,171	3,371	3,261	3,511
% of Greenway Plan Acquired	38.2%	40.6%	39.3%	42.3%

(a) 2010 Target figures are restated since the 2010 Budget Document inadvertently included acres not contained in the Parks and Open Space and Greenway Plans.

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	2009 Actual	2010 Adopted Budget (d)	2010 Estimate (d)	2011 Budget (d)	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,932,420	$3,365,000	$3,092,000	$3,300,000	($65,000)	-1.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$29,616	$30,000	$30,000	$30,000	$0	0.0%
Appr. Fund Balance	$21,190	$0	$214	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Total Revenue Sources	**$2,983,226**	**$3,395,000**	**$3,122,214**	**$3,330,000**	**($65,000)**	**-1.9%**
Expenditures						
Personnel Costs (d)	$1,209,852	$1,388,081	$1,357,018	$1,387,290	($791)	-0.1%
Operating Expenses (b)	$1,004,630	$1,148,506	$1,072,320	$1,137,333	($11,173)	-1.0%
Interdept. Charges (d)	$889,986	$844,310	$823,664	$861,243	$16,933	2.0%
Fixed Assets (Memo) (c)	$0	$60,000	$0	$71,500	$11,500	19.2%
Total Expenditures (b)(c)	**$3,104,468**	**$3,380,897**	**$3,253,002**	**$3,385,866**	**$4,969**	**0.1%**
Operating Inc./(Loss) (b)	**($121,242)**	**$14,103**	**($130,788)**	**($55,866)**	**($69,969)**	**-496.1%**
Cash Flow From Operations (b)	**$8,328**	**$209,002**	**$59,479**	**$142,598**	**($66,404)**	**-31.8%**
Position Summary (FTE)						
Regular Positions	8.60	9.00	8.85	8.85	(0.15)	
Extra Help	21.90	23.83	23.83	23.13	(0.70)	
Overtime	0.77	0.92	0.92	0.92	0.00	
Total	31.27	33.75	33.60	32.90	(0.85)	

(a) Other Revenue contained in the 2009 Actual includes interest income of $29,616. Interest income is budgeted and accounted for by management only in the Moor Downs Golf Course program area.

(b) Cash Flow from operations for the 2009 actual is obtained from the County's 2009 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2010 budget, 2010 estimate and 2011 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.

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

(d) For comparative purposes, the 2010 Budget and 2010 Estimate are restated to reflect the elimination of an interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Instead, these expenditures will now be budgeted directly in the personnel costs appropriation unit in the Moor Downs Golf Course budget.

Major Departmental Strategic Outcomes and Objectives for 2011

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

Objective 1: 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	2009 Actual	2010 Target	2010 Estimate	2011 Target
All three courses net operating income - EBITDA	$158,820	$8,328	$209,000	$64,265	$141,803

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

Objective 2: With the Department of Administration Divisions of Business Services and Information Technology, evaluate alternatives to existing cashiering, inventory and tee-time reservation systems to reduce the current $25,000 operating costs and address system performance issues.

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**15.02**	**14.27**	**14.27**	**13.93**	**(0.34)**
Charges for Services	$1,559,134	$1,750,000	$1,640,000	$1,745,000	($5,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$8,400	$0	$214	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,567,534**	**$1,750,000**	**$1,640,214**	**$1,745,000**	**($5,000)**
Personnel Costs	$588,253	$573,869	$562,886	$575,317	$1,448
Operating Expenses (excl. Depr. Expense)	$383,729	$459,352	$411,047	$453,655	($5,697)
Depreciation Expense	$75,605	$79,406	$79,406	$84,706	$5,300
Interdept. Charges	$349,638	$395,740	$389,553	$404,069	$8,329
Fixed Assets (Memo)(a)	$0	$49,500	$0	$60,000	$10,500
Total Expenditures (a)	**$1,397,225**	**$1,508,367**	**$1,442,892**	**$1,517,747**	**$9,380**
Operating Inc./(Loss)	**$170,309**	**$241,633**	**$197,322**	**$227,253**	**($14,380)**

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

Naga-Waukee Golf Course (cont.)

Program Highlights

Charges for Services revenue from greens fees, cart rental, food/merchandise and discount card sales decrease $5,000 to $1.7 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,500 offset by an overall weighted average fee increase of 1.5%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase approximately $0.50 and $0.25 per 18-hole and 9-hole round respectively.

Total budgeted expenditures increase $9,380 or less than 1%. Personnel costs increase $1,448 or 0.25%, which includes the cost to continue 3.27 FTE existing regular full time staff and a 0.34 FTE reduction from 10.59 FTE to 10.25 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease $5,697 or 1.2%. Operating decreases include reduced electricity expenditures of $6,000 based on recent history and a transfer of T-1 communication line expenditures totaling $5,700 to the interdepartmental charge appropriation unit reflecting incorporation of these lines in the County's master contract with AT&T. Operating cost reductions also include $5,000 in lower fertilizer and chemical expenditures. These operating expense reductions are partially offset by increases in small equipment expenditures of $5,445 mainly relating to expected price increases for gas powered cart replacements and increases of $3,440 for lumber, signage and golf supply expenses to maintain course signage and golfer amenities. Depreciation expenses increase $5,300 to $84,706 based on estimated depreciation expenses relating to patio and pavement management projects.

Interdepartmental charges increase $8,329 or 2.1% reflecting budgeting of the aforementioned lower T-1 communication line costs at $3,500 and a $3,450 increase, to $21,798, in End User Technology fund costs associated with the continued implementation of the full cost of computer ownership methodology recommended by Internal Audit. Interdepartmental charges also reflect a $2,692 increase, to $111,168, for Park Management Services cross charges and an increase of $1,630, to $88,735, for vehicle replacement expenditures.

Fixed assets expenditures are budgeted at $60,000 for the replacement of clubhouse cart storage/patio decking to eliminate water infiltration in the cart storage area and mechanical room.

Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	71,413	78,100	73,400	76,600	(1,500)
Golf Car Rentals	24,996	23,100	25,000	23,100	0
ID Cards Paying	1,482	2,000	1,600	1,600	(400)
9 Hole Play	19,401	21,300	19,600	21,200	(100)
18 Hole Play	26,006	28,400	26,900	27,700	(700)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2005	2009 Data
Gross Revenue	$1.1 Million	$1.69 Million
Gross Revenue/Round	$35	$37.27
Rounds Played	31,000	45,407
# 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 (cont.)

Naga-Waukee Golf Course Revenue				
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	$904,482	$1,033,000	$968,000	$1,033,000
Carts	$321,483	$332,100	$321,100	$332,100
ID Cards	$29,065	$40,100	$35,000	$38,000
Food	$164,584	$177,500	$175,000	$177,500
Merchandise	$95,737	$118,300	$96,000	$115,400
Misc. Revenue	$43,783	$49,000	$45,000	$49,000
Total Revenue	$1,559,140	$1,750,000	$1,640,000	$1,745,000

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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**13.78**	**13.78**	**13.78**	**13.44**	**(0.34)**
Charges for Services	$1,067,927	$1,265,000	$1,130,000	$1,215,000	($50,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$8,250	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,076,177**	**$1,265,000**	**$1,130,000**	**$1,215,000**	**($50,000)**
Personnel Costs	$509,415	$546,728	$539,232	$551,166	$4,438
Operating Expenses (excl. Depr. Expense)	$367,988	$409,482	$392,317	$399,236	($10,246)
Depreciation Expense	$92,314	$95,392	$90,760	$93,757	($1,635)
Interdept. Charges	$299,981	$327,652	$318,917	$336,762	$9,110
Fixed Assets (Memo) (a)	$0	$10,500	$0	$11,500	$1,000
Total Expenditures (a)	**$1,269,698**	**$1,379,254**	**$1,341,226**	**$1,380,921**	**$1,667**
Operating Inc./(Loss) (a)	**($193,521)**	**($114,254)**	**($211,226)**	**($165,921)**	**($51,667)**

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

Program Highlights

Charges for Services revenue from greens fees, cart rental, food /merchandise and discount card sales decrease $50,000 to $1.2 million. Total rounds are also budgeted to decrease 1,780 rounds to 59,850 (9-hole) rounds. Fees will be adjusted as necessary to maintain market position, however, greens fees are expected to increase a weighted average of 1.1% or $0.50 and $0.25 per 18-hole and 9-hole round respectively for mid season rates.

Wanaki Golf Course (cont.)

Total budgeted expenditures increase $1,667 or 0.12%. Personnel costs increase $4,438 or less than 1.0%, which includes the cost to continue 3.25 FTE regular full time staff and a 0.34 FTE reduction from 10.17 FTE to 9.83 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease $10,246 or 2.5%. Operating expense reductions include a transfer of lower cost T-1 communication line expenses of $5,700 shifted to the interdepartmental charge appropriation unit reflecting incorporation of these lines in the County's master contract with AT&T. Operating decreases also include $4,250 in lower fertilizer and chemical expenditures.

Interdepartmental expenses increase $9,110 or 2.8% reflecting budgeting of the aforementioned lower cost of T-1 communication lines at $3,000. End User Technology fund costs associated with the continued implementation of the full cost of computer ownership methodology recommended by Internal Audit increase by $3,050 to $18,800. Interdepartmental charges also increase $1,614 for Park Management Services cross charges and $1,542 for vehicle replacement expenses.

Fixed Asset expenses include $11,500 for door and window repairs/replacements to the grounds maintenance building.

Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	52,976	61,630	54,100	59,850	(1,780)
Golf Car/Cart Rental	14,441	15,200	14,800	14,800	(400)
ID Cards Paying	1,124	1,360	1,200	1,200	(160)
9 Hole Play	24,558	27,430	25,100	27,250	(180)
18 Hole Play	14,209	17,100	14,500	16,300	(800)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2009 Data
Gross Revenue	$1.1 Million	$1.1 Million
Gross Revenue/Round	$35	$27.54
Rounds Played	31,000	38,767
# 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				
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	$631,614	$759,000	$660,000	$727,200
Carts	$126,780	$160,000	$135,000	$152,800
ID Cards	$22,140	$26,200	$23,000	$23,000
Food	$138,601	$165,000	$157,000	$157,000
Merchandise	$128,797	$140,000	$136,000	$136,000
Misc.	$19,995	$14,800	$19,000	$19,000
Total	$1,067,927	$1,265,000	$1,130,000	$1,215,000

Moor Downs 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.

	2009 Actual	2010 Budget (c)	2010 Estimate (c)	2011 Budget (c)	Budget Change
Staffing (FTE)	**2.47**	**5.70**	**5.55**	**5.53**	**(0.17)**
Charges for Services	$305,359	$350,000	$322,000	$340,000	($10,000)
Other Revenue (a)	$29,616	$30,000	$30,000	$30,000	$0
Appr. Fund Balance	$4,540	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$339,515**	**$380,000**	**$352,000**	**$370,000**	**($10,000)**
Personnel Costs (c)	$112,184	$267,484	$254,900	$260,807	($6,677)
Operating Expenses (excl. Depr. Expense)	$64,858	$84,773	$78,689	$85,978	$1,205
Depreciation Expense	$20,136	$20,101	$20,101	$20,001	($100)
Interdept. Charges (c)	$240,367	$120,918	$115,194	$120,412	($506)
Fixed Assets (Memo) (b)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$437,545**	**$493,276**	**$468,884**	**$487,198**	**($6,078)**
Operating Inc./(Loss) (b)	**($98,030)**	**($113,276)**	**($116,884)**	**($117,198)**	**($3,922)**

(a) Other Revenue consists of interest income at $30,000, which is budgeted and accounted for by management only in the Moor Downs Golf Course program area.

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

(c) For comparative purposes, the 2010 Budget and 2010 Estimate are restated to reflect the elimination of an interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Instead, these expenditures will now be budgeted directly in the personnel costs appropriation unit in the Moor Downs Golf Course budget.

Program Highlights

Charges for Services revenue from greens fees, cart rental, food /merchandise and discount card sales decrease $10,000 to $340,000. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase a weighted average of less than 1% mainly reflecting early and late season motorized golf carts fee increases.

Total budgeted expenditures decrease $6,078. Personnel costs decrease $6,667 to $260,807 and reflect the cost to continue for 2.33 FTE regular full time employees, a 0.02 FTE reduction from 3.07 FTE to 3.05 FTE in temporary extra help, and a transfer out of 0.15 FTE (about 310 hours) of a golf course superintendant to the Parks & Land Use - General County Grounds Maintenance program. Operating expenses (excluding depreciation) increase $1,205 or 1.4%. Operating expenses increases include contractual service expenditures of $3,000 for goose control services and $3,500 for municipal water. These increases are partially offset by reductions in a number of course maintenance and supply items.

Moor Downs Golf Course (cont.)

Activity

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
9 Hole Rounds	20,109	22,200	20,400	21,440	(760)
Golf Car Rental	5,937	5,500	5,900	5,550	50
ID Cards paying	729	900	770	820	(80)
9 Hole Play	19,863	22,000	20,160	21,200	(800)
18 Hole Play	123	100	120	120	20

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2009 Data
Gross Revenue	$1.1 Million	$331,740
Gross Revenue/Round	$35	16.59
Rounds Played	31,000	19,986
# 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*				
	2009 Actual	2010 Budget	2010 Estimate	2011 Budget
Green Fees	$214,081	$259,300	$235,500	$255,500
Carts	$40,241	$34,900	$40,200	$40,000
ID Cards	$11,873	$18,200	$11,800	$11,500
Food	$21,944	$21,000	$21,000	$21,000
Merchandise	$8,054	$7,900	$8,500	$7,900
Misc. Revenues	$9,165	$8,700	$5,000	$4,100
Total Revenue	$305,358	$350,000	$322,000	$340,000

*Excludes Investment Income

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	2009 Actual	2010 Adopted Budget	2010 Estimate	2011 Budget	Change From 2010 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	NA
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Services	$961,519	$1,011,000	$1,005,000	$1,024,000	$13,000	1.3%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$9,632	$11,000	$11,000	$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	**$971,151**	**$1,022,000**	**$1,016,000**	**$1,035,000**	**$13,000**	**1.3%**
Expenditures						
Personnel Costs	$478,622	$456,018	$449,041	$462,580	$6,562	1.4%
Operating Expenses (b)	$482,774	$526,954	$481,566	$527,880	$926	0.2%
Interdept. Charges	$88,077	$76,064	$73,954	$73,649	($2,415)	-3.2%
Fixed Assets(Memo)	$0	$32,000	$26,700	$60,000	$28,000	87.5%
Interdept. Debt-Prin (Memo) (d)	$0	$0	$0	$0	$0	NA
Total Expenditures	**$1,049,473**	**$1,059,036**	**$1,004,561**	**$1,064,109**	**$5,073**	**0.5%**
Operating Inc./(Loss) (b) (c)	**($78,322)**	**($37,036)**	**$11,439**	**($29,109)**	**$7,927**	**-21.4%**
Cash Flow From Operations(a)	**$1,603**	**$88,508**	**$143,101**	**$105,464**	**$16,956**	**19.2%**
Position Summary (FTE)						
Regular Positions	5.70	4.95	4.95	4.95	0.00	
Extra Help	4.02	4.42	4.42	4.42	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.72	9.37	9.37	9.37	0.00	

(a) Cash Flow from operations for the 2009 actual is obtained from the County's 2009 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2010 budget, 2010 estimate and 2011 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 higher depreciation expense from all capital investment regardless of the funding source.

(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-Waukee Ice Arenas' 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 2011

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:	2008 Actual	2009 Actual (a)	2010 Target	2010 Estimate	2011 Target
Naga-Waukee: Prime hours utilized	60%	65%	60%	62%	62%
Eble: Prime hours utilized	56%	54%	60%	60%	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).

Performance Measure:	2008 Actual	2009 Actual (a)	2010 Target	2010 Estimate	2011 Target
Naga-Waukee: Non-prime hours utilized	21%	24%	22%	24%	25%
Eble: Non-prime hours utilized	25%	23%	25%	24%	25%

(a) The reduction in hours at Eble is partially associated with the 2009 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.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.51**	**4.51**	**4.51**	**0.00**
Charges for Services	$489,742	$500,000	$500,000	$507,000	$7,000
Other Revenue (a)	$9,632	$11,000	$11,000	$11,000	$0
App. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$499,374**	**$511,000**	**$511,000**	**$518,000**	**$7,000**
Personnel Costs	$233,063	$208,129	$203,242	$210,732	$2,603
Operating Expenses (excl. depr. expense)	$185,907	$225,013	$198,142	$226,119	$1,106
Depreciation Expense (b)(c)	$63,506	$64,202	$63,821	$65,202	$1,000
Interdept. Charges	$40,682	$37,723	$36,593	$35,512	($2,211)
Fixed Assets (Memo) (c)	$0	$20,000	$18,000	$20,000	$0
Interdept. Debt-Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$523,158**	**$535,067**	**$501,798**	**$537,565**	**$2,498**
Operating Inc./(Loss) (b)(c)	**($23,784)**	**($24,067)**	**$9,202**	**($19,565)**	**$4,502**

(a) Other Revenue is solely investment income.

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

(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.

Naga-Waukee Ice Arena (cont.)

Program Highlights

Charges for services revenue is estimated to increase by $7,000 mainly reflecting rate increases for public skating fees of $.50 from $4.00 to $4.50 for junior/seniors and $5.50 to $6.00 for adults. Contract skating rates are budgeted to increase a weighted average 1.2%. The 2011 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increase $2,603 reflecting costs to continue existing positions. Operating costs increase $1,106 reflecting increases in utility costs of $3,200 offset by reductions in small equipment purchases and equipment maintenance expenses. Depreciation increase $1,000 reflecting recent fixed asset improvements to locker room showers. Interdepartmental charges decrease $2,211 mainly due to End User Technology (EUTF) adjustments reflective of the level of technology resources used at Ice Arena Operations.

Fixed assets include $20,000 to continue locker room flooring renovation.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Contract Ice Hours	1,569	1,610	1,610	1,610	0
Public Skating Attendance (a)	9,350	8,900	8,900	8,900	0
No. of Skate Rentals	4,900	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 2009.

Naga-Waukee Ice Arena Revenue

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Public Skating - $ Receipts	$43,116	$39,400	$40,700	$42,900	$3,500
Contracted - $ Receipts	$350,631	$369,300	$368,000	$373,500	$4,200
Concession- $ Receipts	$44,000	$49,000	$45,000	$48,000	($1,000)
Merch/Bds/Misc* - $ Receipts	$51,995	$42,300	$46,300	$42,600	$300
Total	**$489,742**	**$500,000**	**$500,000**	**$507,000**	**$7,000**

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers.

Eble Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.86**	**4.86**	**4.86**	**0.00**
Charges for Services	$471,777	$511,000	$505,000	$517,000	$6,000
Other Revenue	$0	$0	$0	$0	$0
App. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$471,777**	**$511,000**	**$505,000**	**$517,000**	**$6,000**
Personnel Costs	$245,559	$247,889	$245,799	$251,848	$3,959
Operating Expenses (excl. depr. expense)	$159,579	$176,397	$151,762	$167,188	($9,209)
Depreciation Expense (a)	$73,782	$61,342	$67,841	$69,371	$8,029
Interdept. Charges	$47,395	$38,341	$37,361	$38,137	($204)
Fixed Assets (Memo) (b)	$0	$12,000	$8,700	$40,000	$28,000
Interdept. Debt-Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures (a)(b)	**$526,315**	**$523,969**	**$502,763**	**$526,544**	**$2,575**
Operating Inc./(Loss) (a)(b)	**($54,538)**	**($12,969)**	**$2,237**	**($9,544)**	**$3,425**

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

(b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.

Program Highlights

Charges for services revenue are estimated to increase $6,000 mainly reflecting rate increases for public skating fees of $.50 from $4.00 to $4.50 for junior/seniors and $5.50 to $6.00 for adults. Contract skating rates are budgeted to increase a weighted average 2.5%. The 2011 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increase $3,959 reflecting costs to continue existing positions. Operating costs decrease $9,209 reflecting projected lower utility costs of $7,100 and a $3,000 decrease in budgeted recreation services expenditures to align more closely with historical Hockey League and Lesson expenses. Depreciation expenses increase $8,029 mainly reflecting the 2009 improvements to the Eble parking lot.

Fixed assets include budgeted at $40,000 include $24,000 paint the interior, and seal the exterior of the arena, $16,000 is budgeted to replace the Bluemound Road Eble Ice Arena sign.

Activity	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Contract Ice Hours	1,542	1,570	1,570	1,570	0
Public Skating Attendance	11,590	13,300	14,300	13,300	0
No. of Skate Rentals	7,270	7,700	7,220	7,700	0

Eble Ice Arena Revenue

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Public Skating- $ Receipts	$51,931	$56,900	$56,900	$60,500	$3,600
Contracted - $ Receipts	$328,235	$355,400	$355,400	$359,600	$4,200
Concession- $ Receipts	$43,824	$53,000	$47,000	$50,000	($3,000)
Merch/Bds/Misc* - $ Receipts	$47,7879	$45,700	$45,700	$46,900	$1,200
Total	**$471,777**	**$511,000**	**$505,000**	**$517,000**	**$6,000**

* Misc. includes Waukesha County Hockey League (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	2009 Actual (a)(e)	2010 Adopted Budget (b)	2010 Estimate (b)	2011 Budget (c)	Change From 2010 Adopted Budget $	%
Revenues (b)						
General Government (a)(c)	$1,975,008	$1,347,073	$1,300,000	$1,300,000	($47,073)	-3.5%
Charges for Services	$57,285	$125,200	$65,200	$65,200	($60,000)	-47.9%
Other Revenue	$794,238	$700,000	$800,000	$800,000	$100,000	14.3%
Appr. Fund Balance (c)(e)	$793,484	$1,165,900	$1,226,753	$1,305,435	$139,535	12.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,620,015**	**$3,338,173**	**$3,391,953**	**$3,470,635**	**$132,462**	**4.0%**
Expenditures (b)						
Personnel Costs	$0	$353,426	$350,932	$365,469	$12,043	100.0%
Operating Expenses	$1,377,874	$1,989,263	$1,952,912	$2,091,474	$102,211	5.1%
Interdept. Charges	$214,225	$192,408	$187,753	$202,492	$10,084	5.2%
Fixed Assets Memo (d)	$47,630	$20,000	$0	$30,000	$10,000	50.0%
Total Expenditures	**$1,592,099**	**$2,535,097**	**$2,491,597**	**$2,659,435**	**$124,338**	**4.9%**
Operating Inc./(Loss) (d)(e)	$2,027,916	$803,076	$900,356	$811,200	$8,124	1.0%

Position Summary (FTE) (b)					
Regular Positions	0.00	4.15	4.15	4.15	0.00
Extra Help	0.00	1.32	1.45	1.45	0.13
Overtime	0.00	0.00	0.00	0.00	0.00
Total Positions	0.00	5.47	5.60	5.60	0.13

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

(a) 2009 actual General Government revenues include $771,918 in prior and current-year state Recycling Efficiency Initiative (REI) grant revenue that is planned to be appropriated in future year budgets to help provide free yard-waste composting to County residents.

(b) For comparative purposes, the 2010 Budget and 2010 Estimate for revenues, expenditures are staffing (FTE) levels have been restated here to reflect the reallocation of costs associated with recycling education, municipal composting recycling services and other recycling related items that are funded with recycling funding, which are from the Parks General Fund – Solid Waste Planning program to this Fund in the 2011 budget.

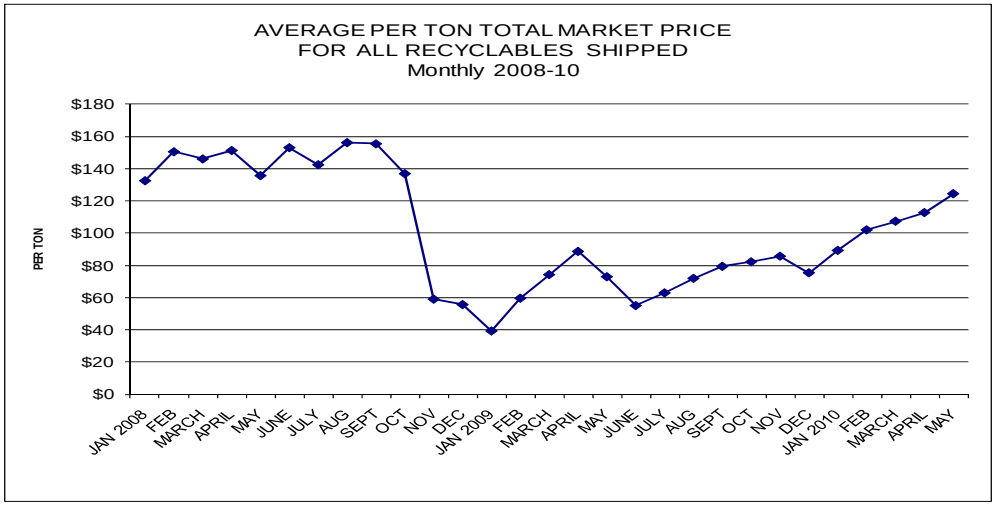
(c) MRF Fund Balance appropriation consists of prior year State Recycling Grant revenue received above budgeted amounts, and $917,400 is appropriated to pay disbursement payments to municipalities participating in the County's recycling program: the Base Dividend and the Rebate Incentive and a portion of the Solid Waste Tip Fee Credit payment (the remainder covered with current-year State Recycling Grant Revenues). MRF Fund Balance appropriation of $114,000 consists of prior-year state Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities at no charge. The remaining $274,035 in MRF Fund Balance appropriation consists of accumulated MRF interest earnings and is budgeted to cover program administration.

(d) 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 revenues are used to fund the purchase of fixed asset capital outlay expenditures of $30,000 planned for 2011.

(e) Amount shown for the 2009 Actual Operating Income/(Loss) differs from the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated MRF Fund Balance of $793,484 as a current-year revenue source. In addition, the CAFR includes an interfund transfer from the MRF to the Parks General to help fund the Solid Waste Planning program operations of $275,000 that is not reflected in the financial summary above.

Program Highlights

General Government revenues, which consist of the State Recycling Grant are budgeted to decrease by about $47,000 to $1.3 million. Charges for Service consist of a per-ton payment received from the vendor for incoming tons, and is budgeted at a $60,000 decrease mainly due to adjustments made to the vendor contract, which ties this payment to market conditions. Other Revenue consists of the County's share (50%) of material sales from MRF operations, which is budgeted to increase $100,000 to $800,000, reflecting an improvement in market sales prices. Recovered material markets are rebounding from a low of $39.22 per ton in January 2009 to approximately $120 per ton in the first half of 2010 (see graph below). This budget assumes an average market price of $80 per ton (County's share is $40) for 20,000 tons sold.



Appropriated MRF Fund balance increases $139,535 to $1,305,435 over 2010, mainly to help fund an increase in recycling disbursements paid to participating communities (discussed below), including funding all of the base dividend, the rebate incentive and a portion of the solid waste tip fee credit payment (the remainder funded with State Recycling Grant Revenue).

Personnel costs increase by $12,043 to $365,469 and include the cost to continue for the current 4.15 FTE staffing levels, and an increase in temporary extra help (program interns) by 0.13 FTE (about 270 hours). Operating expenditures increase by $102,211 to nearly $2.1 million, mainly due to a $146,800 increase in recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below). This disbursement consists of three components. The base dividend, prorated to each community based on State Recycling Grant eligible costs, increases by $59,400 to $459,400. The solid waste tip fee credit payment is budgeted to increase by $43,700 to $343,700, to help offset higher waste disposal costs resulting from the State's increase in its mandated tip fee by $7.10 per ton to $12.99 per ton in its 2009-11 biennium budget. The solid waste tip fee credit provided in this disbursement, increases from $4.25 per ton in the 2010 budget to $5.20 per ton in 2011 (or by 33% of the State's tip fee to 40%). The rebate incentive, which is calculated based on the actual tons delivered to the MRF and each community's recycling rate, increases $43,700 to $414,300.

Disbursement and Other Grants to Communities: 2010 and 2011

	'10 Budget	'11 Budget	Bud. Chng.
Base Dividend	$400,000	$459,400	$59,400
Solid Waste Tip Fee Credit	$300,000	$343,700	$43,700
Rebate Incentive	$370,600	$414,300	$43,700
Subtotal Disbursement to Participating Municipalities	**$1,070,600**	**$1,217,400**	**$146,800**
Other Recycling Grants to Communities/ Organizations (a)	$50,900	$51,000	$100
Total Grants to Communities	**$1,121,500**	**$1,268,400**	**$146,900**

(a) Other recycling grants to communities include funding for green school program, special event recycling program and subsidies for drop-off site operations.

Due to the new E-Cycle Wisconsin program, electronics manufacturers pay the cost to recycle residential electronics. Elimination of the County funded program results in a budget savings of approximately $44,000 in this Fund (and approximately $16,000 in the Solid Waste Planning program in the General Fund, for a total County costs savings of $60,000). In addition, there is a $25,000 reduction in scheduled depreciation. Overall consulting services remain at the 2010 budget level of $140,000, including $60,000 for the continuation of a study to determine the feasibility of transitioning to a regional, single-stream 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. The remaining $20,000 is requested mostly for technology consulting assistance to develop a Household Hazardous Waste (HHW) program module that will allow municipalities to enter HHW data into a central website and track program volume. This budget also includes the County's share in a coalition of local governments, the state, businesses and not-for-profit entities dedicated to reducing waste and encouraging recycling through education and coordination of regional recycling efforts, which remains at the 2010 budget level of $34,000. Fixed asset purchases of $30,000 are budgeted for new conveyor belts. Pending a decision on the future of the current facility, major modifications are being deferred.

Major Departmental Strategic Outcomes and Objectives for 2011

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.

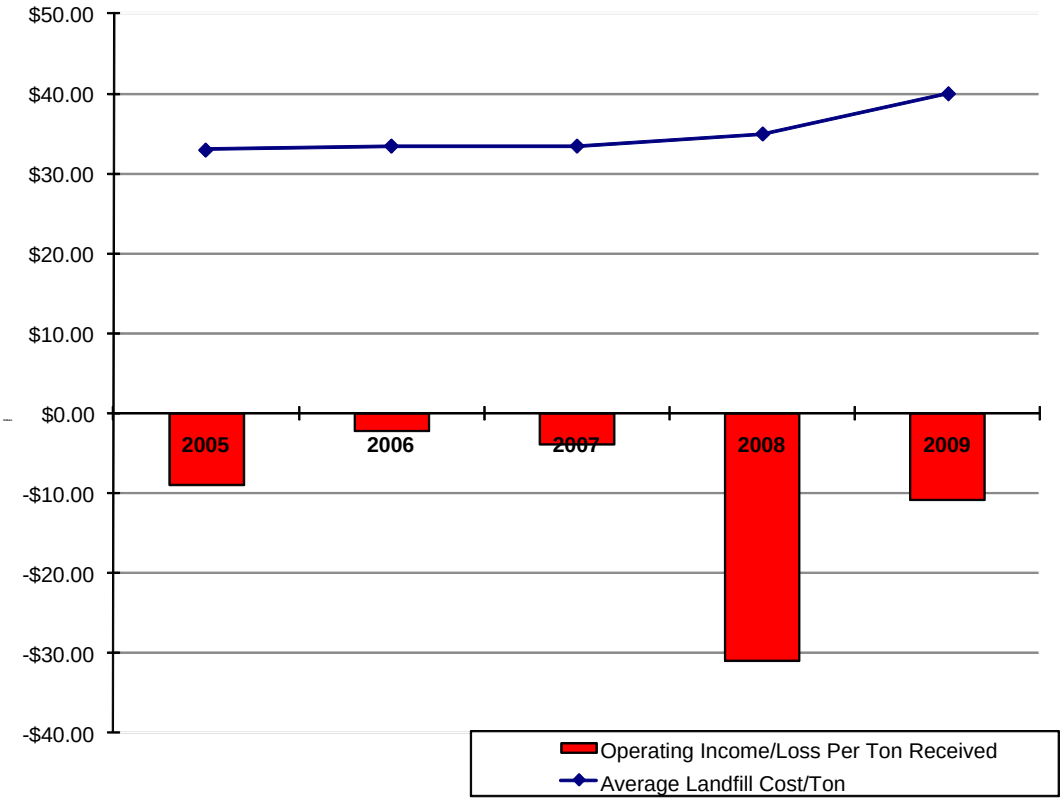
Key Outcome Indicator: Maintain recycling program cost per ton at a rate lower than landfill disposal, net operating cost of recycling per ton received at the MRF, compared to the average landfill revenue tip fee. Collection costs paid by municipalities or residents are not included in either the recycling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

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Revenue as a percentage of total expenses	134%	86%	101%	97%
Net operating cost per ton (a)	$10.20	$5.75	($0.37)	$1.31

(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 2005, mainly due to strong markets in 2006 and 2007 and a significant reduction in processing costs due to a new vendor contract in 2008. The prevailing landfill disposal charge for solid waste is estimated to increase to $40.00 per ton due to State tip fee increases. The five year net average operating gain of $11.28 per ton when added to landfill costs is $51.28 per ton advantage to recycling.

Waukesha County Recycling Program
Net Operating Cost Per Ton Compared to Avg. Landfill Fee Per Ton*



* Note that a negative cost = positive revenue.
Includes education and administration costs, not including state grant or investment income.

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:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Percentage of residue rejected	3.2%	4.0%	4.0%	4.0%

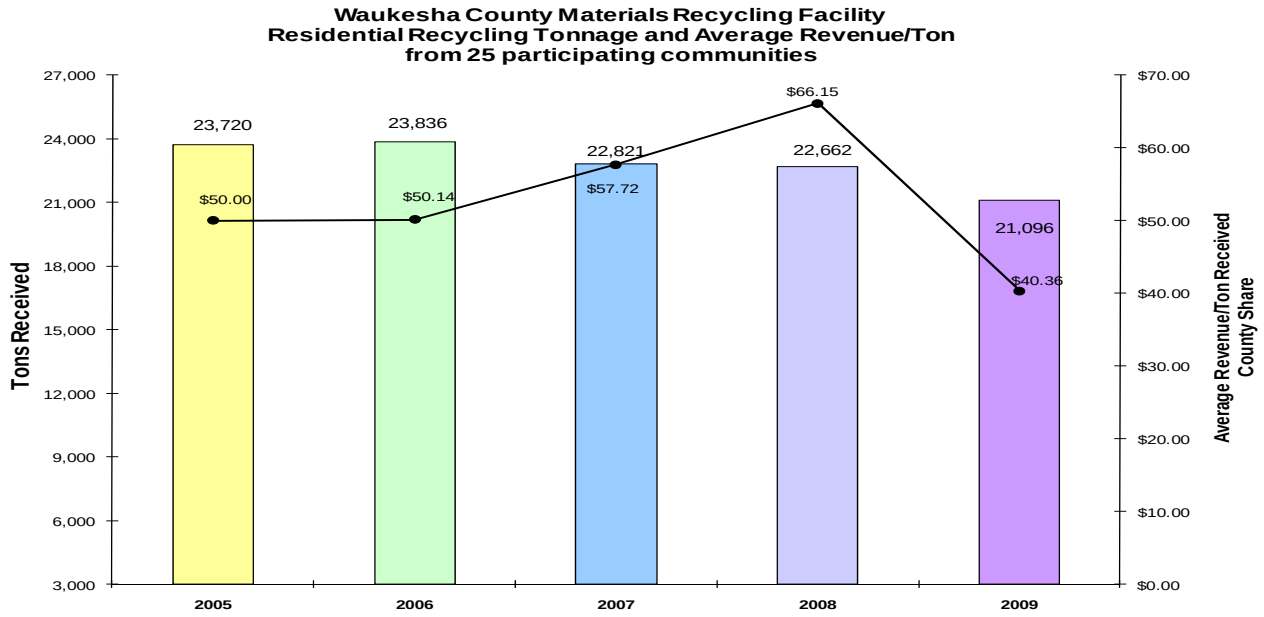
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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 be received at the County MRF.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Tons of recyclables received	21,096	24,000	22,000	23,000

There has been a slight gradual decline in annual tonnage recycled at the MRF since 2005. However, because of the rebound in the economy there is a projected increase for 2011. The drop in average per ton revenue in 2009 reflected the economic conditions, however, with improved economic conditions, county share of average revenue per ton is expected to rebound to approximately $40.00 per ton in 2011.



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 thru recycling, composting, and waste reduction, calculated annually.

Performance Measure:	2009 Actual	2010 Target	2010 Estimate	2011 Target
Recycling participation as measured by survey	98%	98%	98%	98%
Percentage of waste stream recycled	43%	40%	42%	42%