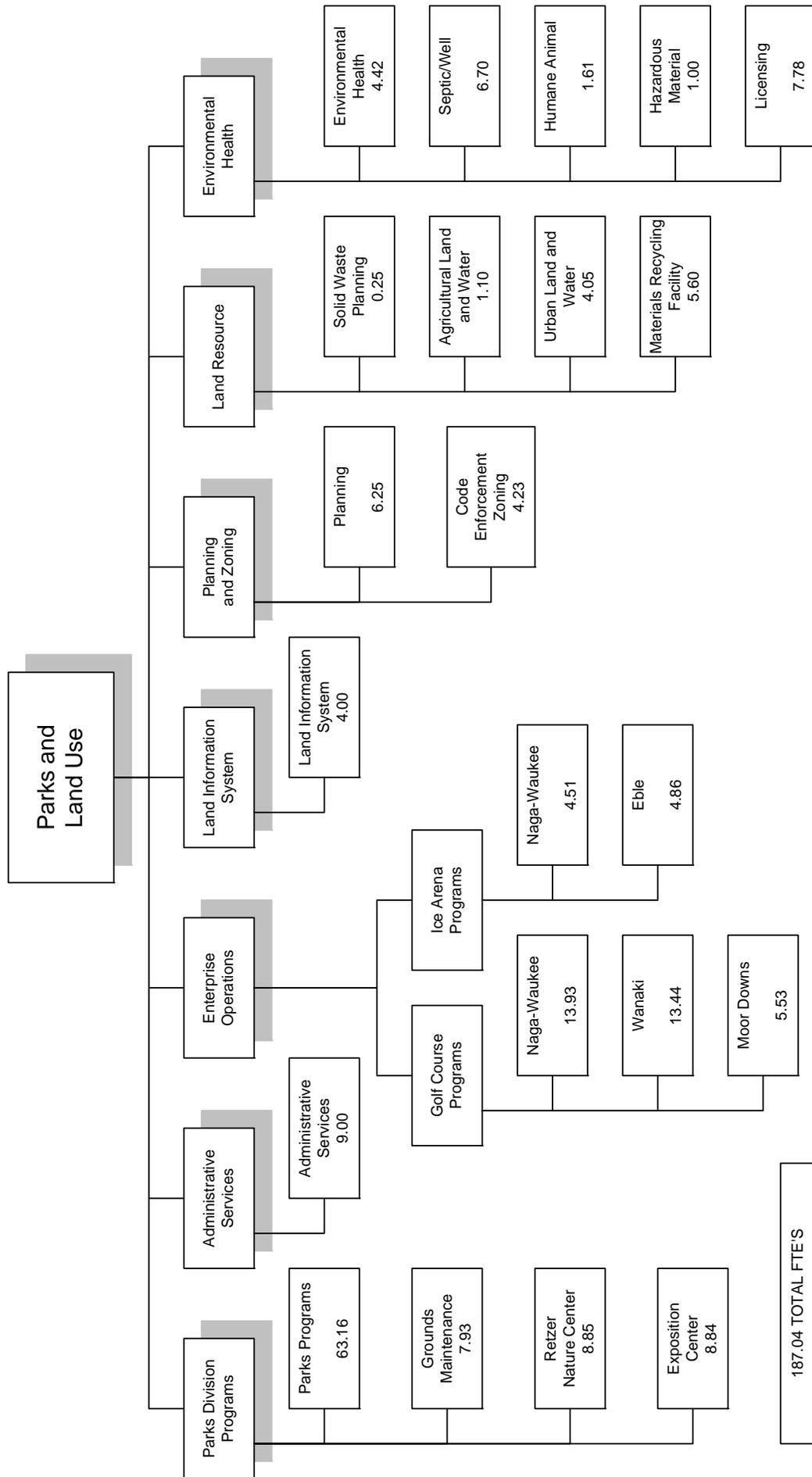


Parks & Land Use

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		2011 Budget	Change From 2010 Adopted Budget	
		Adopted Budget (e)	Estimate (a)(b)(e)		\$	%
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.



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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget (b)(e)	Est. (a)(b)(e)	Budget (c)	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.)

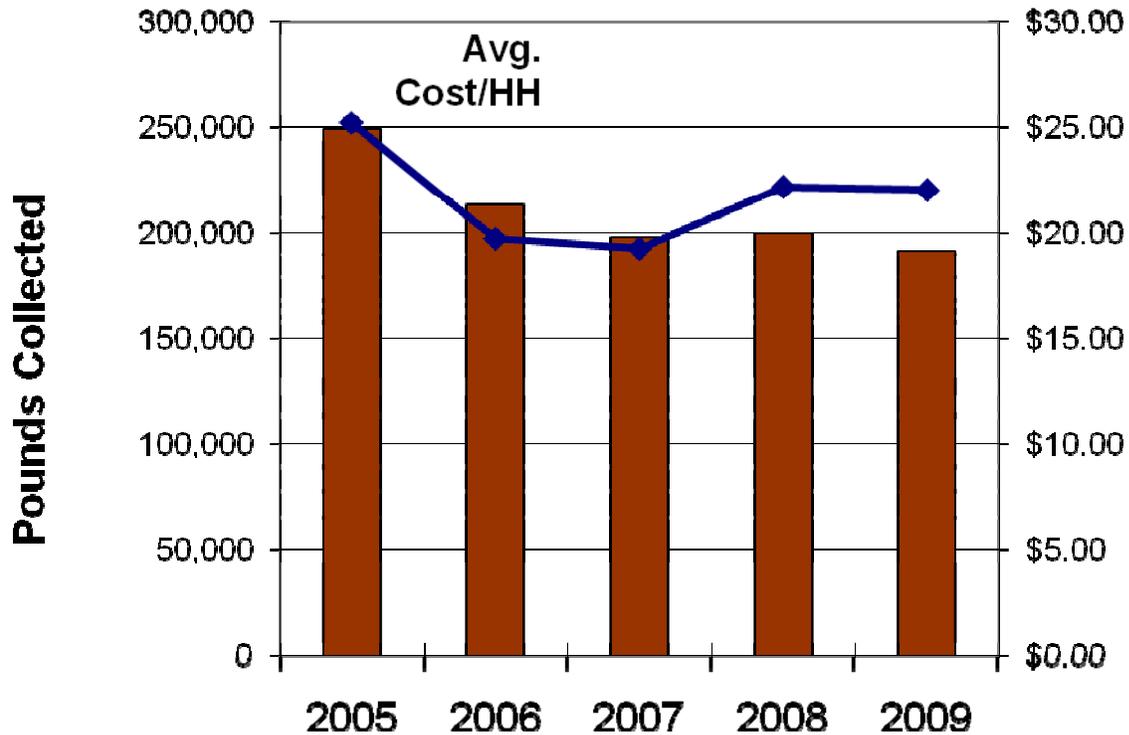


Activity

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

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



The above chart shows that the number of pounds of household hazardous waste collected in 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 std.	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	-	-
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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)

Environmental Health

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.

<u>Performance Measure:</u>	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

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	-	-
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(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

General Fund

Parks & Land Use

Program

	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	Budget Change
Licensing (cont.)					
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

<u># of Establishment Licenses issued</u>	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	-	-
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(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

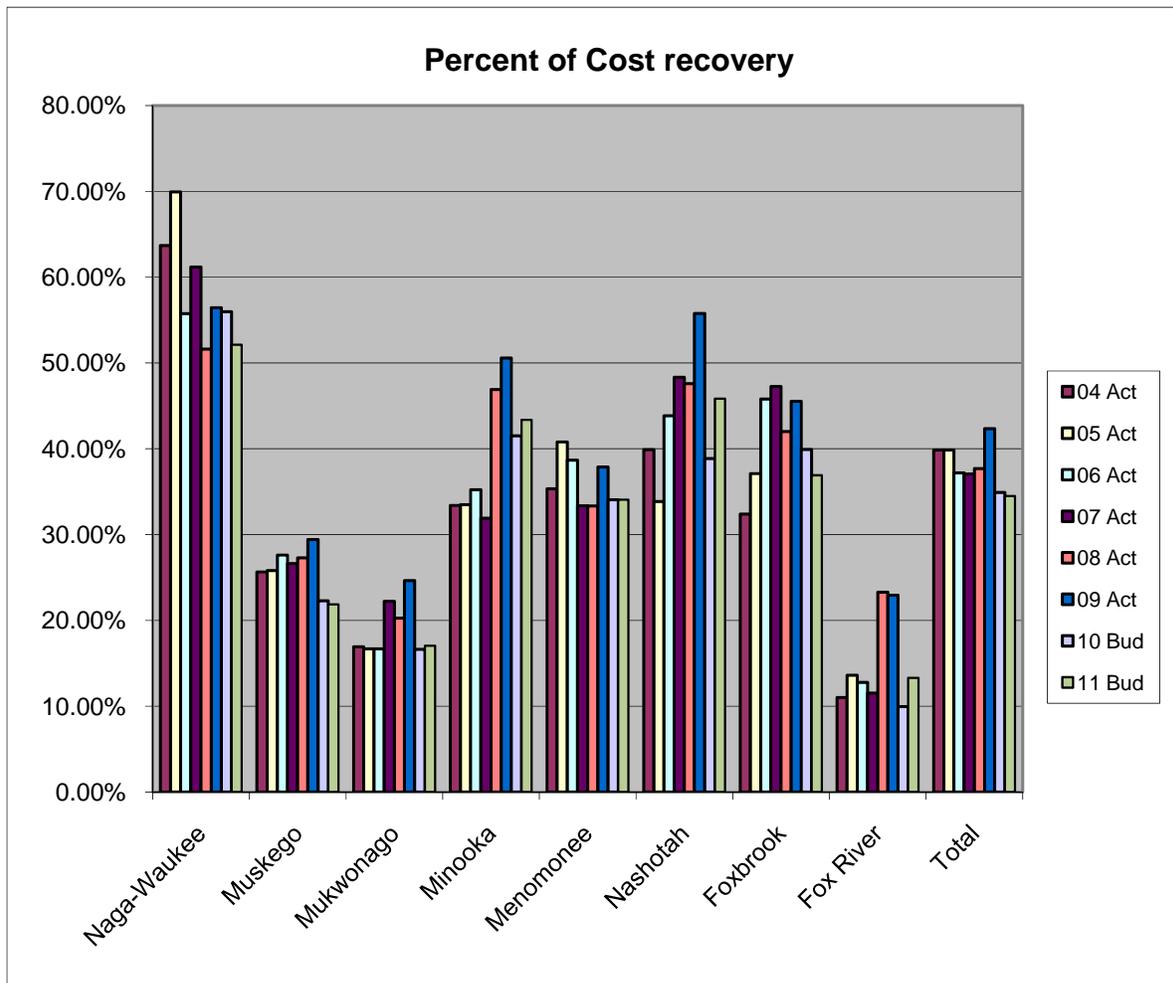
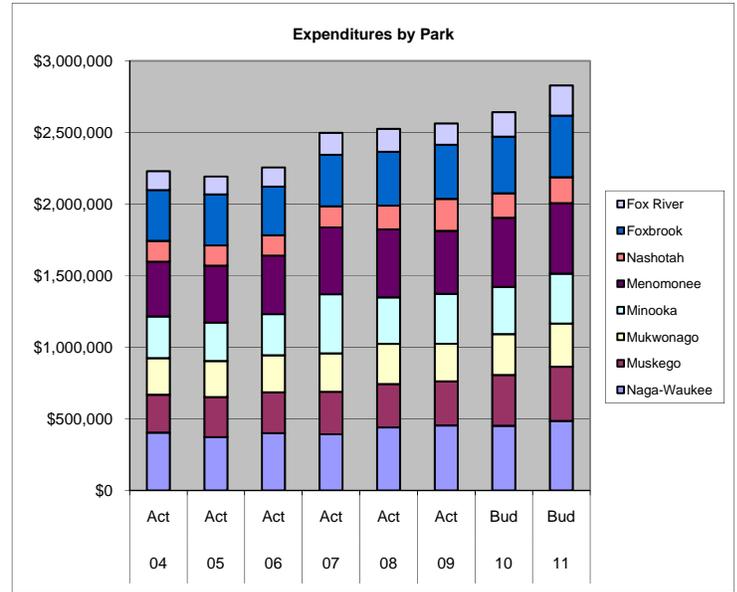
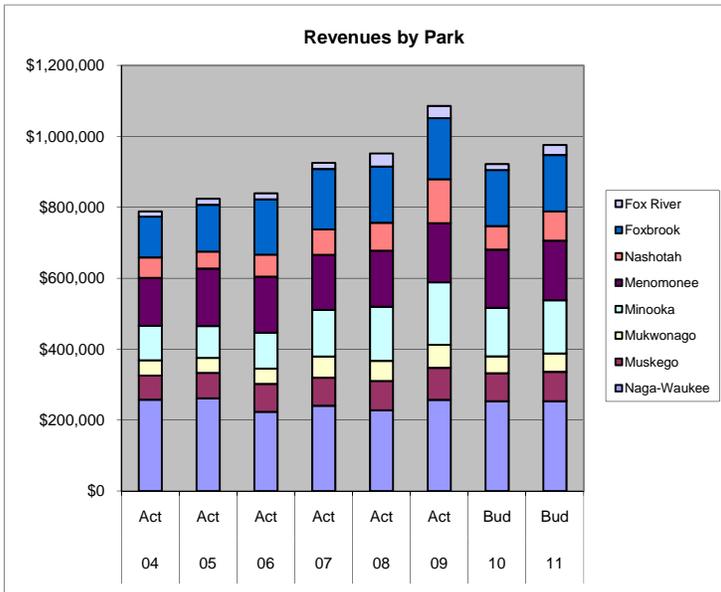
General Governmental revenues, which consist of state grant funding to maintain snowmobile trails, remains at the 2010 budget level of \$27,500. Fines and licenses, which consist of fines revenues from parking violations on County grounds, remain at the 2010 budget level of \$12,000. Charges for Service 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	--

Parks Programs (cont.)



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	-

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

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.	-	-	-	-	-
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Program Highlights

According to a ten year agreement, which began in 2003 and ends in 2012, with the Waukesha County Historical Society, the County 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

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%

Administrative Services (cont.)

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	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
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	<u>\$75,000</u>	<u>\$0</u>	<u>\$67,500</u>
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	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
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	<u>\$15,000</u>	<u>\$50,000</u>	<u>\$0</u>
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	<u>\$20,000</u>	<u>\$0</u>	<u>\$0</u>
Total Musego 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	<u>\$0</u>	<u>\$35,000</u>	<u>\$12,500</u>
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.)**

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Minooka Park(*)			
Building Repair/Maintenance	\$2,700	\$0	\$2,800
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
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	<u>\$0</u>	<u>\$20,000</u>	<u>\$36,000</u>
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	<u>\$0</u>	<u>\$5,000</u>	<u>\$0</u>
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	<u>\$0</u>	<u>\$15,000</u>	<u>\$0</u>
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	<u>\$0</u>	<u>\$59,800</u>	<u>\$0</u>
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	<u>\$110,000</u>	<u>\$184,800</u>	<u>\$116,000</u>
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	
					\$	%
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	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget (d)	Estimate (d)	Budget (d)	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.

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

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



Ice Arenas Fund

Parks & Land Use

Fund Purpose

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

Financial Summary	2009	2010	2010	2011	Change From 2010	
	Actual	Adopted Budget	Estimate	Budget	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-Wauke 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-Waukeee 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	2010	2010	2011	Budget Change
	Actual	Budget	Estimate	Budget	
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-Waukeee Ice Arena Revenue

	2009	2010	2010	2011	Budget Change
	Actual	Budget	Estimate	Budget	
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.

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	\$47,789	\$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)

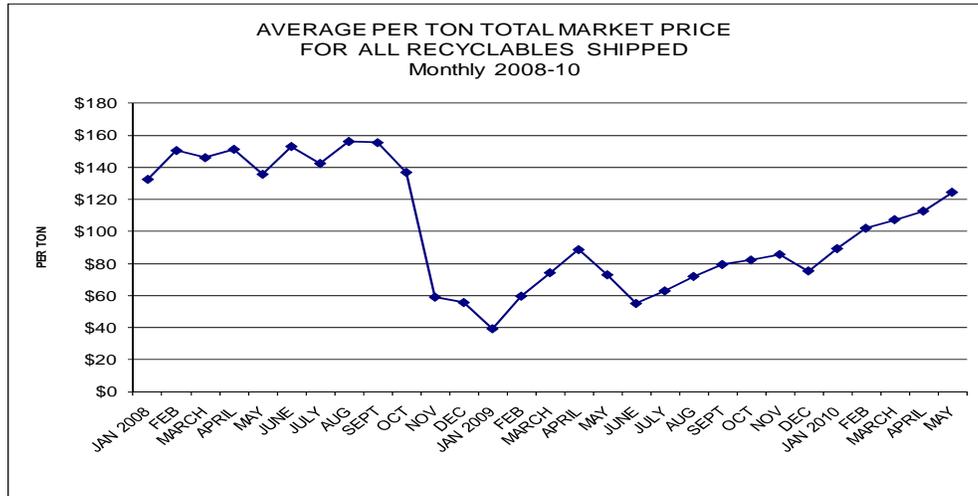
Regular Positions	0.00	4.15	4.15	4.15	0.00
Extra Help	0.00	1.32	1.45	1.45	0.13
Overtime	0.00	0.00	0.00	0.00	0.00
Total Positions	0.00	5.47	5.60	5.60	0.13

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

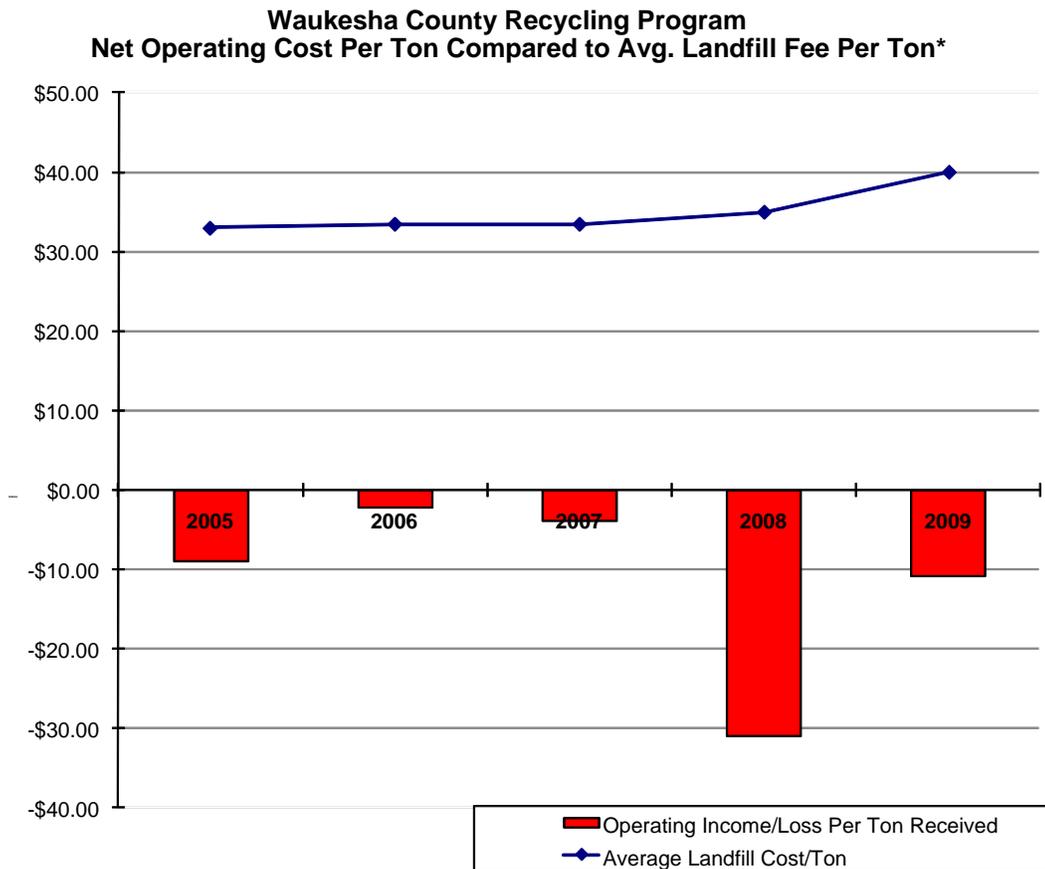
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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.



* 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%

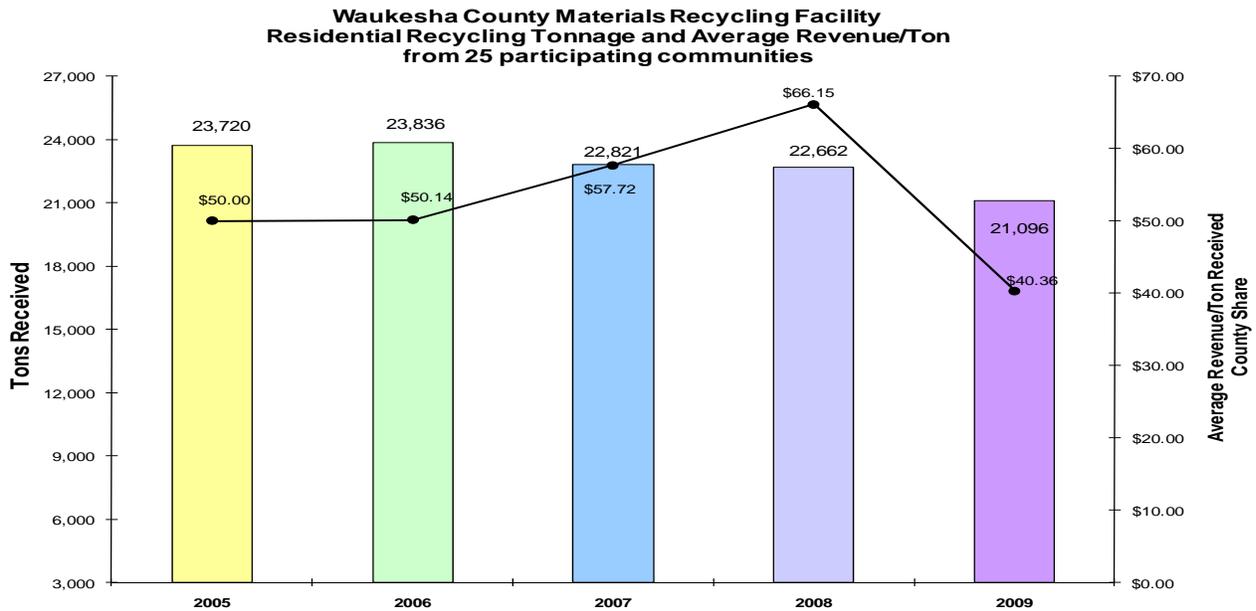
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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%