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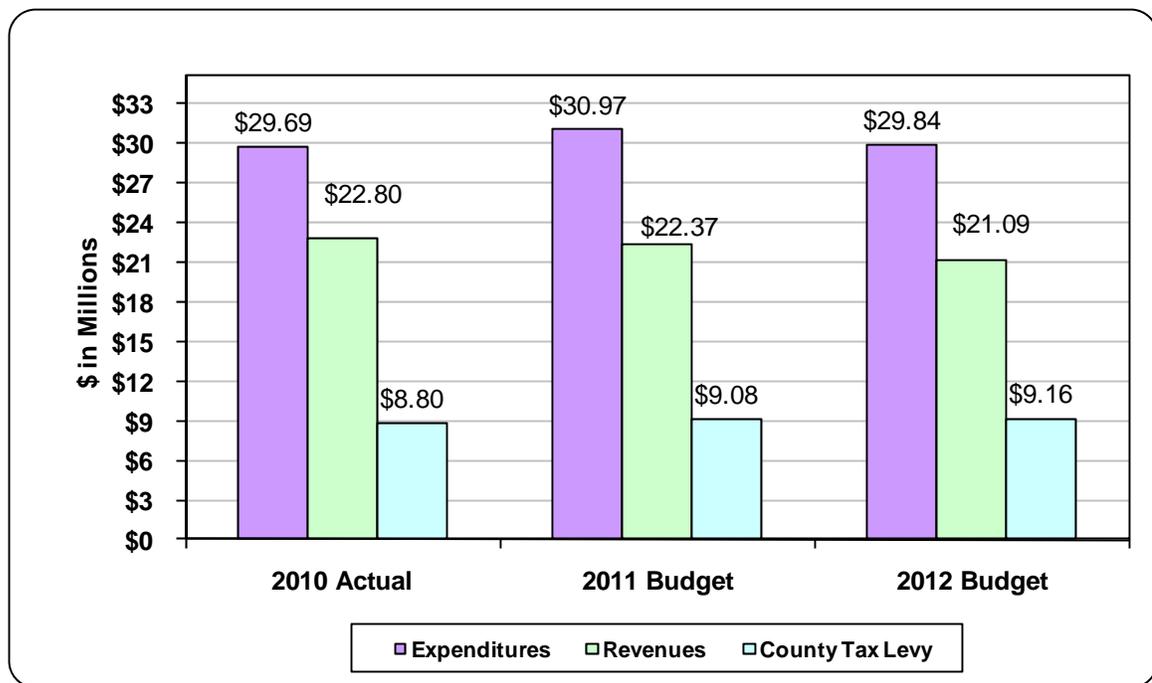
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension** Office offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects and enhances the County's natural resources (manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste Programs) and environmental health of its citizens through education, public cooperation, and regulation; and administers the County land use planning and zoning functions. The Community Development Fund (previously in the County Executive Department and in the Health and Human Services Functional Area) is being moved into the Parks and Land Use department and the Parks, Environment Education and Land Use Functional Area in 2012. The Community Development (CDBG and HOME) programs promote the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate-income households.



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

The 2012 Expenditure Budget for this functional area totals \$29,836,688, after adjustments to exclude proprietary fund capitalized fixed asset item purchases, a decrease of \$1,131,158 or 3.7% from the 2011 Adopted Budget. Revenues in the 2012 Budget total \$21,093,309, after including \$1,849,037 of various Fund Balance appropriations, which is a decrease of \$1,276,706 or 6% from the 2011 base budget of \$22,370,014. The Tax Levy necessary to fund this functional area totals \$9,157,258, an increase of \$78,055 or 0.9% from the 2011 Budget.

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

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget (b)	2011 Estimate (a)	2012 Budget (b)	Change from 2011 Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE *						
Revenues (a) (b)	\$22,802,469	\$22,370,014	\$24,408,610	\$21,093,309	(\$1,276,705)	-5.7%
County Tax Levy	\$8,802,638	\$9,079,203	\$9,079,203	\$9,157,258	\$78,055	0.9%
Expenditures (a)	\$29,688,750	\$30,967,846	\$33,118,881	\$29,836,688	(\$1,131,158)	-3.7%
Rev. Over (Under) Exp.	\$487,062	\$29,181	\$16,906	\$65,000	\$35,819	NA
Oper Income/(Loss) (c)	\$1,429,295	\$452,190	\$352,026	\$348,879	(\$103,311)	-22.8%

BREAKDOWN BY AGENCY**REGISTER OF DEEDS**

Revenues	\$2,407,227	\$2,846,083	\$2,357,535	\$2,816,500	(\$29,583)	-1.0%
County Tax Levy (d)	(\$1,378,839)	(\$1,368,301)	(\$1,368,301)	(\$1,368,301)	\$0	0.0%
Expenditures	\$1,425,512	\$1,477,782	\$1,475,955	\$1,448,199	(\$29,583)	-2.0%
Rev. Over (Under) Exp. (d)	(\$397,124)	-	(\$486,721)	-	-	NA

UW-EXTENSION

Revenues (a)	\$410,245	\$427,672	\$496,735	\$371,991	(\$55,681)	-13.0%
County Tax Levy	\$326,994	\$339,063	\$339,063	\$341,063	\$2,000	0.6%
Expenditures (a)	\$681,599	\$766,735	\$824,682	\$713,054	(\$53,681)	-7.0%
Rev. Over (Under) Exp.	\$55,640	-	\$11,116	-	-	NA

FED. LIBRARY SYSTEM

Revenues (a)(b)	\$1,457,157	\$1,548,787	\$2,061,454	\$1,781,750	\$232,963	15.0%
County Tax Levy	\$2,773,900	\$2,853,939	\$2,853,939	\$2,883,486	\$29,547	1.0%
Expenditures	\$4,114,725	\$4,373,545	\$4,367,995	\$4,600,236	\$226,691	5.2%
Rev. Over (Under) Exp. (e)	\$116,332	29,181	\$547,398	\$65,000	35,819	NA

PARKS AND LAND USE (f)

Revenues (a)(b)	\$18,527,840	\$17,547,472	\$19,492,886	\$16,123,068	(\$1,424,404)	-8.1%
County Tax Levy	\$7,080,583	\$7,254,502	\$7,254,502	\$7,301,010	\$46,508	0.6%
Expenditures (a)	\$23,466,914	\$24,349,784	\$26,450,249	\$23,075,199	(\$1,274,585)	-5.2%
Rev. Over (Under) Exp.	\$712,214	-	(\$54,887)	-	-	NA
Oper Income/(Loss) (c)	\$1,429,295	\$452,190	\$352,026	\$348,879	(\$103,311)	-22.8%

(a) The 2011 estimates exceed the 2011 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2012 Budget includes various Fund Balance appropriations totaling 1,849,037 which includes \$992,600 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; \$55,000 in Parks and Land Use from the General Fund; \$25,000 in PLU-Community Development from the General Fund, \$700,000 from the Parks Tarmann Parkland Acquisition Fund; and \$76,437 in the Federated State Aids, Federal and Misc. Fund. The 2011 Budget includes various Fund Balance appropriations totaling \$1,818,901 which includes \$1,031,400 (a) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by \$274,035 for comparative purposes to the 2012 budget.) from the Parks and Land Use Materials Recycling Facility (MRF) Fund; \$85,000 in Parks and Land Use from the General Fund; \$700,000 from the Parks Tarmann Parkland Acquisition Fund; and \$2,501 in the Federated Library County Library Fund.

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

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

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

(f) Community Development was previously in the County Executive Department in the Health and Human Services Functional Area has been transferred to the Parks and Land Use Department and to the Parks, Environment, Education and Land Use Functional Area and the 2010 Actuals and 2011 Budget has been restated to this Functional Area.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Register of Deeds (ROD) Charges** for service revenues are budgeted to decrease by about \$29,600 to about \$2.8 million mostly due to a reduction in budgeted real estate transfer fees of \$100,000 to \$1,075,000 and a reduction in real estate document recording fees of \$20,000 to \$1,300,000, to be more in-line with lower prior-year revenues received as a result of the continuing weak real estate market. In addition to the regular \$15 per document recording fee retained by the ROD Office, an additional \$5 per document is being collected to fund the redaction of social security numbers on documents (authorized by Wisconsin Act 314 – 2010) as part of the ROD Electronic Document Redaction Capital Project (# 201117). The 2012 ROD budget includes \$100,000 in redaction fee revenue to help pay for staff time working on redaction.
- **University of Wisconsin – Cooperative Extension** budgeted expenditures decrease by about \$53,700 to \$713,100, mainly due to reductions in various grant and other funding sources. Federal Community Development Block Grant (CDBG) funding is anticipated to be reduced by \$53,800, from \$126,700 to \$82,900, based on federal funding reductions that have occurred in 2011 and decreases anticipated for 2012. This funding is used to provide community education in the City of Waukesha's three Neighborhood Revitalization Strategy Areas (NRSAs), which is budgeted to fund programming for the first half of 2012. For the second half of 2012, department management plans to secure new grant awards, and if successful, request to appropriate new grant funding along with any unused 2011 budget grant appropriations for this same purpose. In addition, lower US Department of Agriculture Farmers Market Promotion Program (FMPP) grant funding is budgeted to decrease by about \$29,500, from \$59,600 to \$30,100, for the second year of this two-year grant award. Also, the Waukesha School District has eliminated the Substance Abuse Prevention Program funding of about \$19,000, which began in 2010 as a partnership to discourage alcohol and drug abuse among youth. These reductions are partially offset by the ProHealth Care Cancer Prevention Education Outreach Project grant, budgeted at \$56,400, to help facilitate cancer education, prevention and screening.
- **The Federated Library System County Library Tax Levy** increases by \$29,547 or 1% to \$2,883,486 and includes two components:
 - The first component is calculated based on County Code 11-4, which multiplies aggregate local municipal library operating expenses (excluding capital) by non-library (True Non-Resident (TNR)) community resident usage as a percent of total County-wide library usage, and is distributed to the system's member libraries to compensate them for providing library services to TNR communities. For 2012, this component is \$2,876,523, which is an increase of \$24,121 or less than 1%.
 - The second component is due to Wisconsin State Statute 43.12, which requires Waukesha and other counties to pay for their TNR residents' use of adjacent County's libraries (except for in Milwaukee County). For 2012 budget purposes, this component is estimated at \$6,963, which is an increase of \$5,426 from the 2011 budget.
- **The Federated Library System State Aids, Federal & Misc. Revenue Fund** 2012 budget includes a decrease in State Library Aid revenues by about \$77,200 or 7.5% to \$958,600, due to state aid reductions in Act 32 (State 2011-2013 Biennial Budget). The 2012 budget also includes the use of about \$76,400 in State Library Aids Fund Balance, budgeted to cover a portion of full-text database costs (totaling \$115,000) and to help purchase E-Book content (totaling about \$47,000) for member library patrons. E-Book content is text that can be read on electronic readers such as Kindles, Nooks or I-Pads and other similar devices. A combination of State Aid revenues and member library contributions are planned to cover the remainder of these budgeted costs in 2012. State Aids Fund Balance use is planned to be phased down over the next three years.
- **The Federated Library CAFÉ Shared Automation Fund** budgeted expenditures approximately double from about \$192,900 in the 2011 budget to \$391,000 in the 2012 budget, mainly due to the first full-year impact of budgeting for the CAFÉ Fund. Since this program was transitioned from the City of Waukesha Public Library to the Federated Library System mid-way during 2011, only a partial year was budgeted for in 2011.
- **Parks and Land Use General Fund** Charges for Service revenue are budgeted to decrease by approximately \$42,850 to \$1,926,750, mainly due to the loss of several events at the County's Exposition Center, which is budgeted to decrease by \$50,000 partially due to the slow economic recovery. Also, Subdivision Fees are budgeted to decrease by \$12,400 to closer reflect prior year actual experience and is also related to the downturn in the real estate development market. These lower than budgeted fees are partially offset by increases in various Parks revenues including annual stickers and entrance fees. The increase in park fee revenues continues to be driven by the popularity of the dog exercise areas (which opened in 2009).

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use General Fund** licensing revenues decrease by \$44,500 or 4.4% to \$970,000. This includes a decrease in Zoning permits by \$35,000 and Septic permits by \$15,000, which results mostly from the lack of recovery in the housing and development market. The lower license revenues are partially offset by an increase in Restaurant and Retail Food License fee revenues by \$17,500.
- **Parks and Land Use General Fund - General Government revenues** are budgeted to decline by \$26,400 or 7.6% from \$346,000 to \$319,600 partially due to the State Land Conservation Staffing grant budgeted to decrease by \$14,000 to \$146,000, and the elimination of \$15,000 from one-time budgeted energy efficiency block grant administration reimbursement revenue.
- **Parks and Land Use General Fund budget**, no longer funds a net 1.50 FTE regular positions in 2012, which is estimated to generate a cost avoidance of \$132,800 to limit spending in line with revenue reductions. The unfunded positions includes 1.0 FTE Environmental Health Sanitarian position (0.20 FTE of the position is in the Septic/Well/Lab program and 0.80 FTE of the position is in the Licensing program) is estimated to reduce personnel costs by \$80,200 and 0.50 FTE Land Use Specialist in the Code Enforcement/Zoning Program, estimated to reduce personnel costs by \$52,600. Department management indicates that workload in both of these program areas has declined significantly since the beginning of the economic downturn. County Tax levy support of the Parks and Land Use General Fund Operations increase by \$75,700 or about 1%.
- **Parks and Land Use – Community Development Fund** will continue the development of viable urban communities within Waukesha County through the provision of grants and technical assistance to cities, villages, towns and non-profit agencies participating in Waukesha County's Urban County Community Development Programs. Funding is provided at significantly lower levels in 2011 and budgeted for 2012 to help low and moderate-income households and to Neighborhood Revitalization Strategy Areas (NRSA) within the County for homeownership, housing rehabilitation, rental opportunities, planning, economic development and other County needs primarily through subgrantee agreements with non-profit agencies. Revenues from the Department of Housing and Urban Development (HUD) are estimated to decrease in total by \$756,000 including a decrease of \$424,000 for the Community Development Block Grant program (CDBG) and a decrease of \$332,000 for the HOME program. Also, other revenues are budgeted to decrease by \$227,560 mostly related to revolving loan repayments in the CDBG program which are budgeted to decrease by \$135,000 and program income repayments in the HOME program are budgeted to decrease by \$92,000 based on prior year actuals. Expenditures are budgeted to decrease by almost \$987,800 related to the lower estimated revenues, as noted.
- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the 2011 budgeted level of \$1 million, and include \$875,000 for direct land purchases, \$100,000 for grants to conservancy organizations to assist with land purchases and \$25,000 for operating expenditures related to land acquisition (e.g., surveying and appraising) These expenditures are funded with various funding sources without using direct tax levy funding.
- **Parks and Land Use Material Recycling Facility (MRF) Fund**, total budgeted revenues decrease by \$209,000 to nearly \$3 million, mainly due to Act 32 (State 2011-13 Biennial Budget) decreasing the State Recycling Grant by \$425,000 to \$875,000. Also, appropriated MRF Fund Balance decreases by \$38,800 to \$992,600, which is used to help fund the recycling disbursement to municipalities (discussed below) and to provide yard waste composting services to municipalities at no charge. Lower revenues are partially offset by a \$200,000 increase anticipated from the County's share of recycling material sales revenue (split 50/50 with the contracted MRF operator) budgeted at \$1 million, and an increase in MRF operator's recycling tip fee paid to the County by \$54,800. Both of these revenue source increases are mainly due to improvements in the market prices of recyclable materials.
- **Parks and Land Use Material Recycling Facility (MRF) Fund** includes recycling disbursements paid to municipalities, which are nearly 50% of the MRF expenditure budget, are at the 2011 budgeted level of \$1,217,400. This disbursement consists of three components: The base dividend, prorated to each community based on State Recycling Grant eligible costs (\$459,400); the recycling incentive payments (\$414,300), which is calculated based on the actual tons delivered to the MRF and each community's recycling rate; and the solid waste tip fee credit payment (\$343,700). This disbursement is funded with \$873,700 of MRF Fund Balance and \$343,700 of State Recycling Grant revenues.

**BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2010	2011	2011	2012	11-12
		Year End (a)	Adopted Budget (a)	Modified Budget (a)	Budget	Change
REGISTER OF DEEDS (a)	General	21.00	19.00	19.00	18.60	(0.40)
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	7.00	6.25	6.25	6.00	(0.25)
	CAFÉ Shared Automation Fund	0.00	0.75	0.75	1.00	0.25
	Subtotal Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	88.40	82.00	82.00	80.80	(1.20)
	Community Development (b)	2.50	2.80	2.80	2.35	(0.45)
	Golf Courses	8.85	8.85	8.85	8.85	0.00
	Ice Arenas	4.95	4.95	4.95	4.95	0.00
	Materials Recycling Fund	0.00	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use	108.70	106.75	106.75	105.10	(1.65)
TOTAL REGULAR POSITIONS		139.70	135.75	135.75	133.70	(2.05)
TOTAL EXTRA HELP		75.74	79.83	79.97	75.71	(4.12)
TOTAL OVERTIME		3.96	3.64	3.64	3.64	0.00
TOTAL BUDGETED POSITIONS		219.40	219.22	219.36	213.05	(6.17)

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

(a) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

(b) The Community Development program was shifted from the Health and Human Services Functional Area in the County Executive Department to the Parks, Environment, Education And Land Use functional area in the Parks and Land Use department in the 2012 Budget. History has been restated for comparative purposes.

2012 BUDGET ACTIONS:

Register of Deeds

Shift 0.40 FTE of a Sr. Financial Analyst from Register of Deeds to the Department of Emergency Preparedness

UW-Extension

Increase Extra Help by 0.11 FTE

Federated Library

Shift 0.25 FTE of a Library Automation Coordinator Position from the Federated Library State Aids Fund to the CAFÉ Shared Automation Fund

Parks - General

Unfund 0.50 FTE Senior Land Use Specialist
Unfund 1.00 FTE Environmental Health Sanitarian
Transfer in 0.30 FTE Sr. Planner from Community Development
Decrease Extra Help 0.48 FTE

Parks - Community Development

Transfer Out 0.30 FTE to Parks General Fund
Transfer Out 0.15 FTE to County Executive

Parks - Golf Courses

Reduce Extra Help by 3.38 FTE

Parks - Materials Recycling Fund

Transfer out 0.10 FTE Clerk Typist III to the Parks & Land Use General Fund
Transfer in 0.10 FTE Sr. Conservation Specialist III from the Parks & Land Use General Fund
Reduce Temporary Extra Help by 0.37 FTE

2011 CURRENT YEAR ACTIONS:

UW-Extension

Increase Extra Help by 0.14 FTE (Enrolled Ordinance 165-83)

Parks - General

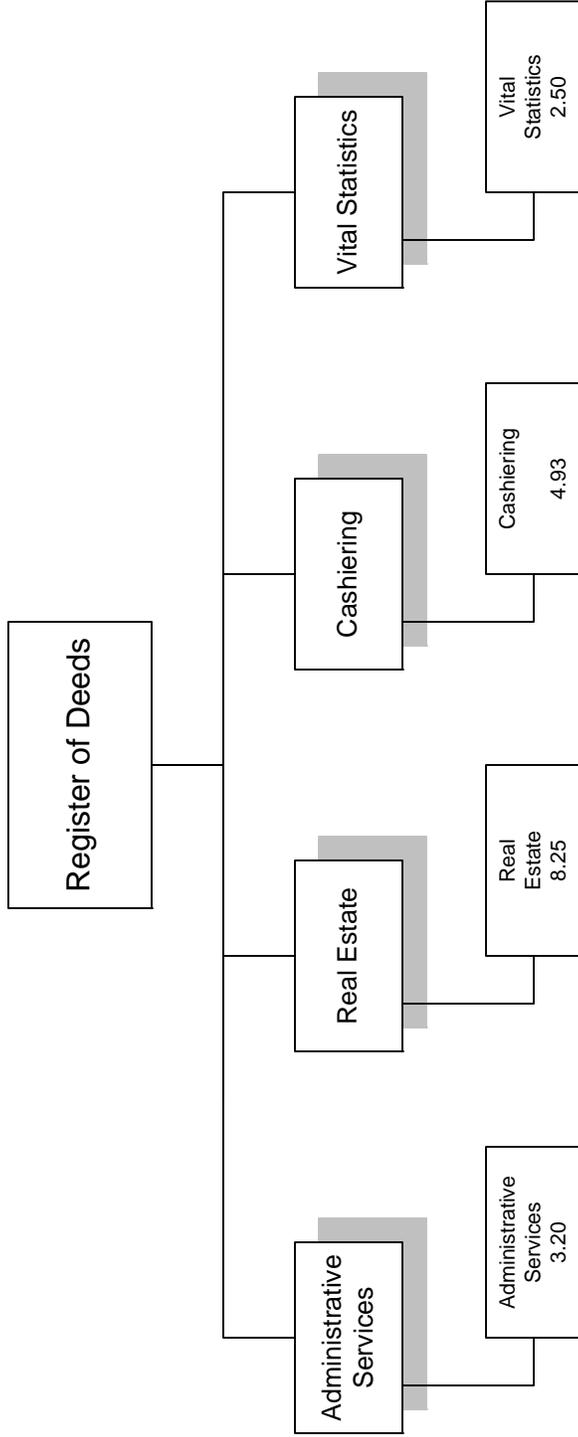
Fund 1.00 FTE Land Use Specialist
Unfund 1.00 Senior Planner

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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



18.88 TOTAL FTE'S

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



Statement of Purpose

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County:

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (b)	2012 Budget	Change From 2011 Adopted Budget	
					\$	%
General Government	\$0	\$0	\$0	\$0	\$0	NA
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	NA
Charges for Service	\$2,403,585	\$2,846,083	\$2,357,535	\$2,816,500	(\$29,583)	-1.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$3,642	\$0	\$0	\$0	\$0	NA
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	NA
County Tax Levy (Credit) (a)	(\$1,378,839)	(\$1,368,301)	(\$1,368,301)	(\$1,368,301)	\$0	0.0%
Total Revenues Sources	\$1,028,388	\$1,477,782	\$989,234	\$1,448,199	(\$29,583)	-2.0%
Personnel Costs	\$1,092,027	\$1,158,993	\$1,158,686	\$1,125,823	(\$33,170)	-2.9%
Operating Expenses	\$40,935	\$89,480	\$89,297	\$92,377	\$2,897	3.2%
Interdept. Charges	\$292,550	\$229,309	\$227,972	\$229,999	\$690	0.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$1,425,512	\$1,477,782	\$1,475,955	\$1,448,199	(\$29,583)	-2.0%
Rev. Over (Under) Exp.	(\$397,124)	\$0	(\$486,721)	\$0	-	NA

Position Summary (FTE)

Regular Positions	21.00	19.00	19.00	18.60	(0.40)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.28	0.28	0.23	0.28	0.00
Total	21.28	19.28	19.23	18.88	(0.40)

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

(b) The Department is estimating that they will finish unfavorably in 2011 due to the downturn in the real estate market affecting real estate related revenues.

Major Departmental Strategic Outcomes and Objectives for 2012**County-Wide Key Strategic Outcome: An economically vibrant county**

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

Key Outcome Indicator: The Real Estate Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department's benchmark for making documents available to the public is 8 business days, and the benchmark for distributing documents is 30 calendar days. With the new land records software implementation completed in 2010 and ongoing business process adjustments, benchmark for recording was reduced from 8 to 6 days in 2011.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of days when a document is recorded after the benchmark of 6 business days*	0	10*	0	0
# of days when a document is mailed out after the benchmark of 30 calendar days	0	0	0	0

* Benchmark was reduced from 8 to 6 days in 2011

Note: This performance measure will be revised and/or replaced in 2012 in light of the reporting capabilities of the new Land Records System.

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

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

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

Performance Measure:	2010 Actual*	2011 Target	2011 Estimate	2012 Target
Total transactions via Internet	1,601	2,500	1856	2000
Walk-in help requests	5,461	5,000	5200	4700
Phone-in help requests	5,733	5,500	5600	5250

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

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

Objective 3: Provide constituents with an irrefutable, reasonably accessible record of births, marriages and deaths within Waukesha County. The majority of interaction with constituents taking place in the Register of Deeds Office occurs at the Vital Records counter. (Vital Statistics)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Positive responses to survey	98%	98%	99%	99%

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Time it takes to complete the indexing process and make the document available to the public. The current benchmark is 8 business days, which the department achieved 100% in 2010.	8 days or less	6 days or less.*	7 days or less.	6 days or less*

* Target reduced based on improved efficiency with new land records system.

Current and Adopted Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
200205	Tax Records Replacement (a)	2012	\$900,000	95%	\$22,000	A
200414	Countywide Cashiering (b)	2012	\$970,000	60%	\$43,250	A
200622	Tract Index Replacement	2011	\$331,500	100%	\$37,000	A
201117	ROD Electronic Record Redaction (c)	2016	\$550,000	0%	\$0	N/A

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

- (a) Project is coordinated by Department of Administration. Annual ongoing costs including software and licensing costs will be split between the Register of Deed's Office (45% or \$9,641), the Treasurer's Office (45% or \$9,641), and the Department of Administration (10% or \$2,142).
- (b) Project is coordinated by Department of Administration. Estimated operating costs reflect annual county-wide costs to be built into the End User Technology Fund budget.
- (c) Project sponsored by Register of Deeds with project implementation taking place in 2011 and expected completion in approximately 7 years. This project is self-funded by a fee of \$5 per document recorded. Once the digitization and redaction is complete, the fee will be discontinued and the ROD office will continue to use autoreduction software to examine and redact Social Security Numbers in newly recorded documents.

Administrative Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.60	3.60	3.60	3.20	(0.40)
Charges for Services	\$910,566	\$1,199,050	\$943,500	\$1,096,500	(\$102,550)
Other Revenue	\$3,642	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$880,644)	(\$812,186)	(\$812,186)	(\$737,100)	\$75,086
Total Revenues	\$33,564	\$386,864	\$131,314	\$359,400	(\$27,464)
Personnel Costs	\$319,701	\$330,090	\$336,753	\$301,771	(\$28,319)
Operating Expenses	\$23,792	\$31,213	\$30,130	\$31,617	\$404
Interdept. Charges	\$22,010	\$25,561	\$24,557	\$26,012	\$451
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$365,503	\$386,864	\$391,440	\$359,400	(\$27,464)
Rev. Over (Under) Exp.	(\$331,939)	-	(\$260,126)	-	-

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



Program Highlights

Charges for Services revenue are budgeted to decrease by \$102,550 to \$1,096,500, mainly due to a decrease in real estate transfer fees by \$100,000 to \$1,075,000. This reflects a leveling off in the real estate market and more closely approximates 2010 actual revenues received and 2011 estimates. Under current state statute, the Register of Deeds office collects \$0.30 per \$100 of the consideration amount from any real estate property sale not exempted. Of this revenue the County retains 20% and the state is allocated 80%. Factors impacting this revenue are the number properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties.

Personnel costs decrease by about \$28,300 to \$301,800, mainly due reallocating 0.40 FTE (about 830 hours) of a senior financial analyst position to the Department of Emergency Preparedness to help provide professional fiscal support, estimated to reduce personnel costs in this program by about \$39,300, which is partially offset by the cost to continue remaining staff, including a change in an employee's health plan coverage selection from a single to a family plan. Operating expenditures and interdepartmental charges are budgeted to increase slightly by about \$400 and \$450, respectively.

Real Estate

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	10.23	8.23	8.21	8.25	0.02
Charges for Services	\$1,298,250	\$1,457,033	\$1,224,035	\$1,530,000	\$72,967
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$768,412)	(\$839,646)	(\$839,646)	(\$910,102)	(\$70,456)
Total Revenues	\$529,838	\$617,387	\$384,389	\$619,898	\$2,511
Personnel Costs	\$382,214	\$419,730	\$413,813	\$417,947	(\$1,783)
Operating Expenses	\$10,652	\$47,829	\$48,629	\$50,148	\$2,319
Interdept. Charges	\$224,677	\$149,828	\$149,727	\$151,803	\$1,975
Fixed Asset	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$617,543	\$617,387	\$612,169	\$619,898	\$2,511

Rev. Over (Under) Exp.	(\$87,705)	-	(\$227,780)	-	-
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(a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.



Program Highlights

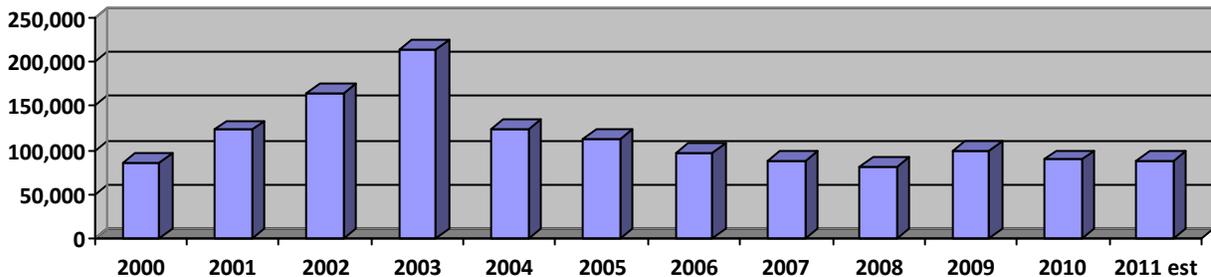
On June 25, 2010, the statutory recording fee structure changed from a gross charge of \$11 for the first page of any real estate document plus \$2 for each additional page to a flat fee of \$30 for recording any document, which includes a \$5 fee to provide for redaction of social security numbers. This change is estimated to provide the Register of Deeds office with additional recording revenue of approximately \$2.40 per document. The \$5 redaction fee will be used to redact social security numbers from all electronic real estate documents (see ROD Electronic Document Redaction Capital Project 201117) , and to digitize, redact and make available to the public all ROD real estate records dating back to 1935.

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

Charges for services increase by about \$73,000 to \$1,530,000, mainly due to budgeting \$100,000 in redaction fee revenue to cover staffing costs related to the redaction capital project (discussed above). This is partially offset by a decrease in budgeted document recording fee revenue by \$20,000 to \$1.3 million, or by about 1,333 documents to 86,667 documents, mainly due to the continuing weak real estate market.

Personnel cost decrease by about \$1,800, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Personnel costs also include an increase in overtime and related benefits by about \$1,000 for an additional 0.02 FTE (about 40 hours) to 0.25 FTE (about 520 hours). Operating expenditures are budgeted to increase by about \$2,300 to \$50,100, mainly due to an estimated increase in licensing fee revenues for the land records system.

Annual Document Recording volume



Cashiering

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepares the recorded documents for imaging and microfilming and returns those documents to the customer. In 2011, the Department added document scanning functions to this program area.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.45	5.45	4.92	4.93	(0.52)
County Tax Levy	\$336,892	\$345,911	\$345,911	\$315,826	(\$30,085)
Total Revenues	\$336,892	\$345,911	\$345,911	\$315,826	(\$30,085)
Personnel Costs	\$292,557	\$307,837	\$278,000	\$277,043	(\$30,794)
Operating Expenses	\$1,596	\$2,793	\$2,893	\$2,967	\$174
Interdept. Charges	\$29,569	\$35,281	\$35,272	\$35,816	\$535
Total Expenditures	\$323,722	\$345,911	\$316,165	\$315,826	(\$30,085)
Rev. Over (Under) Exp.	\$13,170	-	\$29,746	-	-



Program Highlights

Personnel costs are budgeted to decrease by about \$30,800 to \$277,000, mainly due to shifting 0.5 FTE of Clerk II position to the Vital Records program, estimated to reduce costs in this program area by about \$29,000. Budgeted overtime and related benefits decreases by about \$1,400 or 0.02 FTE (about 40 hours). Operating expenditures and interdepartmental charges increase slightly by about \$174 and \$535.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	142	165	112*	130	(35)
Total pages recorded**	442,532	400,000	354,450**	375,000	(25,000)

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

** This reduction is mainly due to fewer mortgages being processed (which generate more pages) due to the downturn in the economy.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.50	2.50	0.50
Charges for Services	\$194,769	\$190,000	\$190,000	\$190,000	\$0
County Tax Levy (Credit) (a)	(\$66,675)	(\$62,380)	(\$62,380)	(\$36,925)	\$25,455
Total Revenues	\$128,094	\$127,620	\$127,620	\$153,075	\$25,455
Personnel Costs	\$97,555	\$101,336	\$130,120	\$129,062	\$27,726
Operating Expenses	\$4,795	\$7,645	\$7,645	\$7,645	\$0
Interdept. Charges	\$16,294	\$18,639	\$18,416	\$16,368	(\$2,271)
Total Expenditures	\$118,644	\$127,620	\$156,181	\$153,075	\$25,455
Rev. Over (Under) Exp.	\$9,450	-	(\$28,561)	-	-

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



Program Highlights

Charges for Service revenues remain unchanged from the 2011 budgeted level, based on current year estimate and prior year actual.

Personnel costs increase by about \$27,700 to \$129,100, mainly due to the shifting in of 0.5 FTE of a Clerk II position from the Cashiering program, estimated to increase personnel costs in this program by about \$29,000. This is partially offset by reduced Wisconsin Retirement System Pension costs, due to the State Budget Repair Bill, requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs for 2012. Operating expenses remain at 2011 budgeted levels. Interdepartmental charges decrease by about \$2,300 to \$16,400, due primarily to savings in imaging charges resulting from the state's new Statewide Vital Records Information System (SVRIS) centralized vital records system, which no longer requires imaging at the County level.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Certificates Filed					
Birth	5,544	5,700	154*	0*	(5,700)
Death	3,086	3,500	3,198	3,200	(300)
Marriage	1,856	2,000	1,360	1,800	(200)
Domestic Partnership	10	35	12	12	(23)
Number of Certified Copies Issued					
Birth	5,423	5,400	5,200	5,400	0
Death	36,224	33,000	36,000	37,072	4,072
Marriage	6,988	7,300	3,500	7,000	(300)
Domestic Partnership	11	35	26	30	(5)

* Note: In January 2011, the state's SVRIS system went live, which allows hospitals and other agencies to file birth records directly with the state. As a result, County vital records departments are no longer responsible for scanning birth records. This has no impact on revenue.

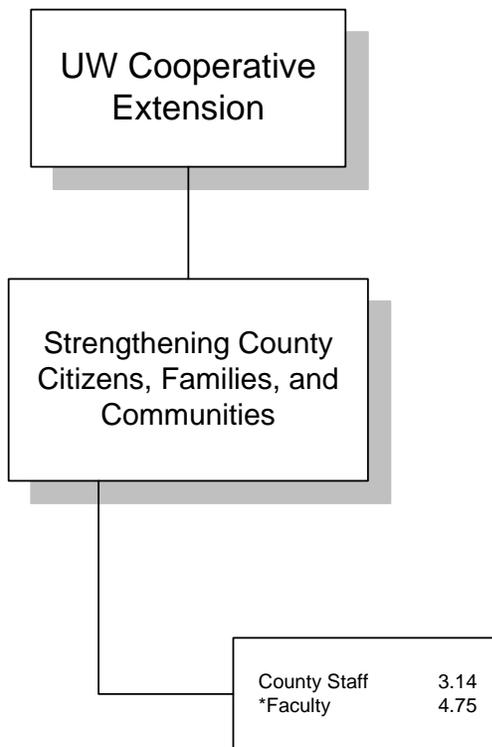
Vital records fees are set by State statute (S. 69.22) at \$20 for the first copy and \$3 for additional copies, with fees for the first copy split with the State receiving \$13 and the County retaining \$7, except for birth certificates in which the County retains \$5. Fees from additional copies stay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

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University of Wisconsin Cooperative Extension

UW COOPERATIVE EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.14 TOTAL FTE'S

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

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



Statement of Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$300,910	\$341,265	\$428,906	\$245,559	(\$95,706)	-28.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$33,884	\$41,475	\$18,366	\$19,000	(\$22,475)	-54.2%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$75,451	\$44,932	\$49,463	\$107,432	\$62,500	139.1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$326,994	\$339,063	\$339,063	\$341,063	\$2,000	0.6%
Total Revenue Sources	\$737,239	\$766,735	\$835,798	\$713,054	(\$53,681)	-7.0%
Expenditures						
Personnel Costs	\$176,277	\$185,394	\$168,587	\$170,813	(\$14,581)	-7.9%
Operating Expenses (a)	\$405,266	\$468,395	\$542,958	\$434,718	(\$33,677)	-7.2%
Interdept. Charges	\$100,056	\$112,946	\$113,137	\$107,523	(\$5,423)	-4.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$681,599	\$766,735	\$824,682	\$713,054	(\$53,681)	-7.0%
Rev. Over (Under) Exp.	\$55,640	-	\$11,116	-	-	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help (a)	0.01	0.03	0.14	0.14	0.11
Overtime	0.00	0.00	0.00	0.00	0.00
Total County Positions	3.01	3.03	3.14	3.14	0.11
Additional Human Res.					
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00
Grant Funded State 144 Contract (c)	2.10	2.25	2.25	1.51	(0.74)
AmeriCorps/AmeriCorps VISTA Workers (d)	2.45	1.65	1.65	1.64	(0.01)
WI Nutrition Education Program (e)	8.60	9.20	9.20	8.35	(0.85)
State 4H Advisor	0.00	0.00	0.00	1.00	1.00
Total (Non-County)	17.90	17.85	17.85	17.25	(0.60)

- 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
- State UW Cooperative Extension 133 Contract educators are funded with approximately 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.
- The State 144 Contract for UW Cooperative Extension community educators is paid 100% through Community Development Block Grants (CDBG) funding, various other grants and Charges for Service revenues. Additional grants may be identified and requested for appropriation through ordinances during 2012 to increase the level of 144 Contract educator community support.
- The 2011 Budget is restated for comparative purposes to the 2012 budget. The 2011 budget figure includes a partial year of AmeriCorps worker assistance.
- The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Cooperative Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Cooperative Extension Office.

Strengthening County Citizens, Families & Communities

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

Program Description

Cooperative Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW Cooperative Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and mental health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development. The number of educational program participants served (reflecting participation where single individuals may attend multiple educational programs) in 2010 was 38,499 and estimated for 2011 is 39,300 and budgeted for 2012 is 39,400.

Program Highlights

General Government revenues are estimated to decrease by about \$95,700 from \$341,300 to \$245,600, mainly reflecting a decrease in federal Community Development Block Grant (CDBG) funding for Neighborhood Revitalization Strategy Areas (NRSAs) by about \$53,800, from \$126,700 to \$82,900, based on federal CDBG funding cuts in 2011 and anticipated for 2012. This CDBG funding is used to cover State "144 Contract" community educators' work in these NRSAs, and the funding level is budgeted to cover the first six months of 2012. To cover the second half of 2012, department management is planning to request appropriating new grant awards and unused grant funds carried over from 2011 by ordinance. General Government revenues also include federal USDA Farmers' Market Promotion Program (FMPP) grant funding, which is scheduled to decrease by about \$29,500, from \$59,600 to \$30,100, for the second year of this two-year grant. This grant funding is used to research the economic benefits to farmers' markets of introducing electronic benefit transfer (EBT) machines, capable of processing transactions involving food stamp cards.

Charges for Service revenue is estimated to decrease by \$22,475, from \$41,475 to \$19,000, mainly due to the Waukesha School District's elimination of the Substance Abuse Prevention Program (SAPP), which began in 2010 as a partnership to discourage alcohol and drug abuse among youth. In addition, horticultural and community planning class fees and related revenues are estimated to decrease by about \$3,700, from \$22,700 to \$19,000, to be closer to 2010 actuals achieved.

Other Revenues increase by about \$62,500, from \$44,900 up to \$107,400, mainly due to budgeting for the ProHealth Care Cancer Prevention Education Outreach Project grant of \$56,400, to help facilitate cancer education, prevention and screening. Other Revenues also include an increase in grant funding for the Healthy West Side Neighborhood Initiative by \$8,600 to \$15,800 for the third-year award of this grant from the Greater Milwaukee Foundation. The total grant award is \$25,000, but a portion (about \$9,200) is planned to be appropriated through an adopted ordinance during 2011, with the remainder estimated to be used in 2012. This project is intended to encourage community development, housing rehabilitation and community leadership in the City of Waukesha's West Side neighborhood. Other Revenues also include the Waukesha County Fresh Produce Donation Grant from the Waukesha County Community Foundation of \$8,000, budgeted for the first time in 2012. Grant Funding is planned to be used to help operate the Huber Gardens program, collect fresh produce from the Menomonee Falls and Waukesha farmers' market sites (volunteers now collect produce from the Brookfield site), and promote hunger awareness. These increases are partially offset by lower reimbursements for the cost of resources (e.g., technology, office supplies) being used by outside agencies (e.g., the 180° Juvenile Diversion program), by \$5,600, mainly due to the elimination of the State's Quad County UW Extension Office, and the elimination of a cost-share revenue of \$5,300 from the 180° Juvenile Diversion program for federal VISTA (Volunteer in Service to America) workers, as no VISTAs are planned to be requested this program in 2012. Tax levy support increases \$2,000 to nearly \$341,100, however, lower Wisconsin Retirement System Contribution costs (resulting from the State Budget Repair Bill) reduces the cost-to-continue for County staff by about \$6,300, which is reallocated within the budget, for a net tax levy increase of approximately \$8,300.

Personnel costs decrease by about \$14,600 to \$170,800, mainly due turnover cost savings for the Office Services Coordinator position of about \$13,300 and lower Wisconsin Retirement System pension expenditures of about \$6,300 (resulting from the State Budget Repair Bill requiring most county employees contribute 50% towards these costs), partially offset by an increase for the cost to continue 3.0 FTE County-employed clerical and administrative support. Temporary extra help and related benefits are increasing by an additional \$2,770 for 0.14 FTE (about 300 hours) to help implement the Waukesha County Fresh Produce Donation program, mentioned above.

Operating expenditures decrease by about \$33,700 to \$434,700, mainly due to decrease in state "144 Contract" community educator costs by about \$61,400, mainly due to significant federal CDBG funding reductions (mentioned previously), which will only allow for budgeting for a half-year contract (January – June 2012). Department management plans to request appropriating additional grant award funding for the second half of 2012, once awarded. Federal FMPP grant-funded operating expenditures decrease by about \$21,100, from \$47,800 to \$26,700, for the second year of this grant project (mentioned above). This is partially offset by budgeting \$51,800 for the ProHealth Care Cancer Prevention Education Outreach Project (mentioned above), primarily for state contracted educators, program materials and supplies. State "133 Contract" educator costs for 4.75 FTE decrease slightly by about \$2,500 to \$158,500 based on state salary and benefit cost estimates.

Interdepartmental Charges decrease by about \$5,400 to \$107,500, mainly due to a decrease in countywide indirect cost recovery charges by about \$5,100, based on decreases in grant funding being budgeted, discussed above.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

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

Key Outcome Indicator: Increasing the number of farmers' markets that use electronic benefit transfer devices; increasing the amount of benefits redeemed; and increasing the number of state association farmer's market members.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Participating Markets	N/A	10	8	10
Amount of Benefits Redeemed	N/A	\$12,000	\$10,000	\$12,000
Number of Farmers Markets Association Members	N/A	35	35	40

N/A = Not Applicable

Objective 2: Conduct workshop for municipal plan commissioners to increase knowledge and skills for effective implementation of comprehensive plans and making decisions in concert with applicable zoning codes and land division ordinances. (Community Resource Development Educator in partnership with Parks & Land Use Dept.)

Key Outcome Indicator: Percent Increase in knowledge by program participants and percent who better understand their role as a plan commissioner (pre and post test)

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Participants who Report an Increase in Knowledge	N/A	N/A	N/A	80%
Percentage Who Understand Role as a Plan Commissioner	N/A	N/A	N/A	90%

N/A = Not Applicable

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

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

Key Outcome Indicators: WNEP partners with community and government agencies to reach the low income population in Waukesha County. Curriculum include "Eating Smart Being Active" (ESBA), which is designed for nutrition educators to use when teaching low-income families with young children to learn healthy lifestyle choices. Also, to address poverty issues in the community, "Community Change Circles," consisting of residents, businesses and organizations are organized to discuss solutions and propose action plans. The following indicators are focused on the percentage of participants who report intent to increase fruit and vegetable consumption (pre/post test evaluation). percent increase in responding low income participants who showed improvement in one or more nutrition practices following a series of eight lessons (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist) percent of WCNC program participants showing an increase in knowledge or awareness of poverty issues.

Performance Measure

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Community Partner Agencies	N/A	N/A	N/A	85
Number of Unduplicated Program Participants	N/A	N/A	N/A	15,300
Number of Eating Smart Being Active Participants (ESBA)	N/A	N/A	N/A	83

N/A = Not Applicable

B. Collect evaluation data from participants of ESBA curriculum. This data will measure nutritional behavior change through use of research and evidence based WNEP state program evaluations comparing pre and post-tests.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Participants Who Report an Increase in Fruit and Vegetable Consumption	69%	63%	63%	65%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	81%	75%	78%	81%

C. Staff will measure program success by documenting number of participants in poverty simulations and community change circles along with program evaluations documenting positive change.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: # of Unduplicated Poverty Simulation Participants	N/A	N/A	N/A	150
b: # of Unduplicated Community Change Circle Participants	N/A	N/A	N/A	49
c: Percent of Evaluations That Show Positive Change	N/A	N/A	N/A	83

N/A = Not Applicable

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

Key Outcome Indicators Participant assessment of economic savings realized by gardening; assessment of Huber inmate participation in the community garden educational program.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Participants Who Report a Savings	57%	70%	65%	70%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared With Others	N/A	N/A	N/A	90%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	N/A	N/A	N/A	80%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	N/A	N/A	N/A	90%

N/A = Not Applicable

Objective 5: Develop the capacity of adult and youth Neighborhood Revitalization Strategy Area (NRSA) residents to provide leadership in their neighborhoods by training residents to develop four new neighborhood block clubs and 4 youth community action clubs. Conduct advanced educational training with neighborhood leaders. (NRSA Community Educators funded through Community Development Block Grant and Greater Milwaukee Foundation Grant)

Key Outcome Indicator: Train adult neighborhood residents with 75% using personal and team leadership skills within their community. For 2012, create four new neighborhood block clubs to increase community engagement and stability in the neighborhoods. Develop four youth 4-H community action clubs with 80% of youth assuming a leadership role.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Increase in New Neighborhood Block Clubs	2	6	4	4
Adult Block Club members in Leadership Roles	60%	60%	70%	75%
Increase in Youth Leadership Clubs	3	4	3	4
Percent Youth Club members in Leadership Roles	70%	40%	70%	80%
Increase in Youth 4-H Community Action Clubs	N/A	N/A	N/A	4
Bring community program participation up to federal civil rights parity guidelines	N/A	N/A	N/A	12%

N/A = Not Applicable

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

Objective 6: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW Extension Specialists and the University of Wisconsin System. (UW Coop. Extension Staff)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Survey Analysis	20	50	20	20
Comprehensive & Strategic Planning	75	80	50	50
4-H Volunteer Training	140	160	160	180
Horticulture Business & Volunteer Training	170	210	170	175
UW Ext. Staff Professional Development	325	335	335	350
Community Education Consultation	190	225	225	250
Total Hours of UWEX Specialist Support	920	1,060	960	1,025
Estimated dollar value (\$75.00/hour)	\$69,000	\$79,500	\$72,000	\$76,875

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

Objective 7: Prepare youth to be tomorrow's leaders by providing educational leadership training and hands-on learning experiences through 4-H projects ranging from quilting to robotics. Through these projects, youth enhance their experiences translating into college and workforce readiness with special emphasis on Science, Engineering, Technology, and Mathematics (STEM) programming. (4-H and Youth Development Educator)

Key Outcome Indicator: Emphasis of STEM programming to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase of volunteer support, adding one new support program/year.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Certified Adult Leaders	372	370	360	363
Youth Enrollments	987	1,095	1,027	1,012
Percent of Youth Enrolled in STEM Projects that Report Mastery of at Least One STEM Skill	79	85	85	90

Objective 8: Recruit and retain volunteers to support educational programs and outreach. (UW Cooperative Extension Staff)

Key Outcome Indicator: An Increase volunteer recruitment by 5 percent and an Increase in the number of hours donated by volunteers by 5 percent.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Volunteers	1,041	1,093	1,080	1,147
Number of Hours	41,473	43,546	43,500	45,741

Objective 9: Implement the Federal Drug Free Communities Program to 1) build leadership capacity in a countywide coalition which will 2) reduce the use and abuse of drugs and alcohol by youth in Waukesha County. (Drug Free Communities Grant)

Key Outcome Indicator:

a: Number of coalition members; b: Number of educational outreach contacts to alcohol sales retailers; c: number of coalition member volunteer hours; d: number of households participating in prescription drug collection; e: pounds of prescription drugs collected through the Drug Collection and Awareness Program.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: Number of Coalition Members	106	135	125	140
b: Number of Educational Outreach Contacts with Alcohol Sales Retailers	25	30	30	40
c: Number of Coalition Member Volunteer Hours	2,867	2,900	2,950	3,200
d: Number of Households Participating in Prescription Drug Collection	2,425	2,500	2,636	2,925
e: Pounds of Prescription Drugs Collected	4,869	5,500	4,596	5,000

Objective 10: Census data indicates a significant increase in Hispanic community population in Waukesha County. To better respond to this community's needs, work with statewide UW Cooperative Extension team to provide trainings on Latino Culture and Values to increase staff effectiveness in delivering culturally appropriate services for Latino individuals and Families. (Martha Hubert, Walk One Hour Regional Coordinator/Bilingual Nutrition Educator and Fred Garcia, Waukesha County Health and Human Services)

Key Outcome Indicator: a: number of culture training programs; b: number of train the trainer programs; c: number of participant evaluations showing behavior change.

Performance Measure:

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: Number of Culture Training Programs	N/A	N/A	N/A	6
b: Number of Train the Trainer Programs	N/A	N/A	N/A	2
c: Number of Participant Evaluations Showing Behavior Change	N/A	N/A	N/A	75%

N/A = Not Applicable

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2010 (d)	Amounts Awarded for 2011 (b)(d)	Budgeted for 2012 (a)(b)(c)(d)
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA) (a)(c)	CDBG	City of Waukesha	\$40,000	\$45,000	\$33,750
CDBG Haertel Field Revitalization (NRSA) (a)(c)	CDBG	County	\$45,000	\$45,000	\$24,400
CDBG Phoenix Heights Revitalization (NRSA) (a)(c)	CDBG	County	\$45,000	\$45,000	\$24,800
CDBG Sussex Community Development	CDBG	Village of Sussex	\$5,000	\$0	N/A
CDBG NRSA Planning Board Grant	CDBG	City of Waukesha	\$29,250	\$0	\$0
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	\$4,000	\$7,500	\$7,500
Waukesha Co. Fresh Produce Donation Project (a)	Wauk Co. Community Fdn.	County	\$0	\$8,000	\$8,000
Farmer's Market Promotion Program (b)	Federal	County	N/A	\$59,600	\$30,100
Drug Free Communities Coalition Grant (a)(c)	Federal	County	\$125,000	\$125,000	\$125,000
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private	County	\$30,000	\$9,200	\$15,800
Wisconsin Energy Independent Community Partnership 25x25 Grant	WI Office of Energy Independence	State	\$45,000	N/A	N/A
ProHealth Care Cancer Prevention Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care Regional Cancer Center	N/A	N/A	\$56,400
Sub Total County UW Ext. Administered Grants			\$368,250	\$344,300	\$325,750
Subtotal State/Nonprofits/Other Administered Grants (d)	Various	Various	\$591,200	\$756,000	\$626,500
Total UW Extension Grants			\$959,450	\$1,100,300	\$952,250

(a) Grant awards pending.

(b) Grant award for Healthy West Side Neighborhood project in 2011 is \$25,000, but department management plan to request an ordinance appropriating approximately \$9,200 in 2011 and budgeting the remainder of about \$15,800 in 2012.

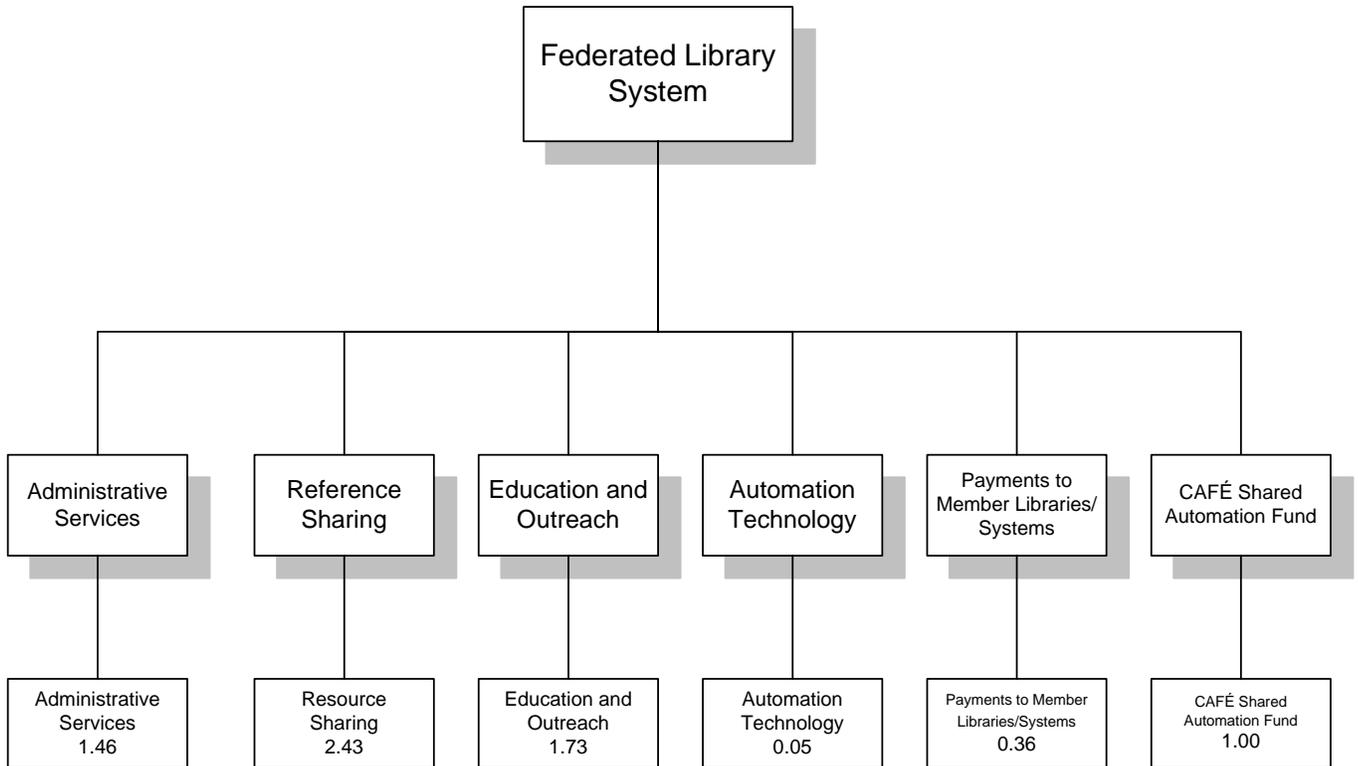
(c) Community Development Block Grant (CDBG) NRSA funding is budgeted to cover the first six months of 2012. If CDBG allocations exceed budget, Department management plans to request appropriating additional funds by ordinance for the second half of 2012.

(d) These State/Non-Profit and Other Administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County Residents. For 2010, this includes Wisconsin Nutrition Education Program (WNEP) Actuals of \$581,159 (including, Supplemental Food Assistance Program (SNAP) education \$512,794; Expanded Food and Nutrition Education Program (EFNEP) of \$54,365; and Summer Youth EFNEP of \$14,000) and Waukesha Youth Collaborative of \$10,000. For 2011, this includes the WNEP Budget of \$682,086 (including, SNAP education of \$602,086; EFNEP of \$66,000; Summer Youth EFNEP of \$14,000); Quad County Latino Project of \$19,996; Wisconsin Commercial Horticulture website of \$22,862; Boerner Diagnostic Center of \$30,065; and Teaching Garden Life Skills (and more) to Jail Inmates of \$1,019. For 2012, this includes the WNEP budget of \$626,517 (including SNAP education of \$546,781 and EFNEP of \$79,736).

Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.03 TOTAL FTE'S

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



All Funds

Federated Library

Statement of Purpose

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

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual (b)	Adopted Budget (a)(b)(c)	Estimate (a)(b)(d)(e)	Budget (b)	\$	%
County Library Fund						
Revenue (a)	\$0	\$2,501	\$2,501	\$0	(\$2,501)	-100.0%
County Tax Levy (TNR)	\$2,773,900	\$2,853,939	\$2,853,939	\$2,883,486	\$29,547	1.0%
Expenditures	\$2,773,900	\$2,856,440	\$2,856,440	\$2,883,486	\$27,046	0.9%
Rev. Over (Under) Exp.	-	-	-	-	-	NA
State Aids, Federal & Misc.						
Revenue (b)	\$1,457,157	\$1,324,230	\$1,393,430	\$1,325,754	\$1,524	0.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Expenditures	\$1,340,825	\$1,324,230	\$1,321,154	\$1,325,754	\$1,524	0.1%
Rev. Over (Under) Exp.	\$116,332	-	\$72,276	-	-	NA
CAFÉ Shared Automation Fund (c)						
Revenue (d)(e)		\$222,056	\$665,523	\$455,996	\$233,940	105.4%
County Tax Levy		\$0	\$0	\$0	\$0	NA
Expenditures (e)		\$192,875	\$190,401	\$390,996	\$198,121	102.7%
Rev. Over (Under) Exp.		\$29,181	\$475,122	\$65,000	\$35,819	122.7%
Total All Funds (c)						
Revenue (a)(b)(d)(e)	\$1,457,157	\$1,548,787	\$2,061,454	\$1,781,750	\$232,963	15.0%
County Tax Levy (TNR)	\$2,773,900	\$2,853,939	\$2,853,939	\$2,883,486	\$29,547	1.0%
Expenditures (e)	\$4,114,725	\$4,373,545	\$4,367,995	\$4,600,236	\$226,691	5.2%
Rev. Over (Under) Exp.	\$116,332	\$29,181	\$547,398	\$65,000	\$35,819	122.7%
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	7.03	7.01	7.03	0.00	

- (a) The 2011 special library tax levied on non-library (True Non-Resident (TNR)) communities included a small component to compensate municipal libraries in adjacent counties (excluding Milwaukee County) for library use by Waukesha County TNR residents. During 2009, some adjacent counties neglected to request their payments from WCFLS, and the \$2,501 in remaining tax levy was appropriated as County Library Fund Balance to help fund 2011 payments to adjacent counties and reduce the overall TNR tax levy increase for this purpose.
- (b) The 2010 actual and 2011 estimate included State Aids Fund Balance appropriations of \$97,037 and \$50,000 respectively. However, no State Aids Fund Balance was needed in 2010 and none is estimated to be needed in 2011, due to estimated below budget expenditure levels. The 2012 budget includes \$76,427 in State Aids Fund Balance appropriation.
- (c) The CAFÉ Shared Automation Fund was transitioned from the City of Waukesha's Public Library to the Waukesha County Federated Library System beginning in the 2011 budget.
- (d) Estimated above budget revenues include a one-time transfer of an estimated \$440,000 of prior-year CAFÉ Fund Balance as part of the transition of this program to WCFLS. This revenue was not appropriated in the 2011 budget because it is planned to be retained and assigned in this special revenue fund to be used to provide software/equipment replacement and/or automation services to participating member libraries in future years' budgets.
- (e) Estimates for expenditures and revenues also exceed the 2011 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.



Fund Purpose

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

County Fund Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$2,501	\$2,501	\$0	(\$2,501)	-100.0%
County Tax Levy (TNR)	\$2,773,900	\$2,853,939	\$2,853,939	\$2,883,486	\$29,547	1.0%
Total Revenue Sources	\$2,773,900	\$2,856,440	\$2,856,440	\$2,883,486	\$27,046	0.9%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,773,900	\$2,856,440	\$2,856,440	\$2,883,486	\$27,046	0.9%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,773,900	\$2,856,440	\$2,856,440	\$2,883,486	\$27,046	0.9%
Rev. Over (Under) Exp. (a)	-	-	-	-	-	N/A

No positions are budgeted in this fund. The Federated Library Director carries out administration of this County Fund Budget, and staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 libraries by residents of the 18 communities without libraries determines the largest portion of the County library funding amount. For purposes of the 2012 Budget, those residents borrowed 17.559% of the materials at libraries, and the ordinance calls for them to be taxed for 17.559% of the library operating costs as calculated by the ordinance. For 2012, this portion of the Library Tax Levy increases by 0.85%. Of this amount, higher allowable operating costs account for 0.49% and higher relative TNR circulation accounts for the rest. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). This portion of the Library Tax increases to \$6,963.

How the County Special Library Tax Levy is calculated:

The county ordinance (11-4) specifies that WCFLS should annually calculate an allowable expenditure factor based on member library operating expenditures. The allowable expenditure factor is multiplied by the percent of use (at 17.559% for 2012) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category	2011		2012	Change
Expenditures (2 years prior)	\$17,319,205		\$17,919,303	3.46%
Revenues (2 years prior)	\$17,434,821	-	\$17,964,268	3.04%
Overage or (lapse) - 2 years prior	(\$115,616)		(\$44,965)	-61.11%
Projected budget - year prior	\$16,417,579	+	\$16,427,194	0.06%
Calculated allowable expenditures	\$16,301,963		\$16,382,229	0.49%
Countywide TNR percent 2 years prior	17.497%	x	17.559%	0.35%
County levy (TNR % times allowable expenditure)	\$2,852,402		\$2,876,523	0.85%
Intercounty Funding	\$4,038	+	\$6,963	72.44%
Credit for prior year unclaimed Intercounty	(\$2,501)	+	\$0	-100.00%
Total	\$2,853,939		\$2,883,486	1.04%

Payments to Member Libraries/Systems

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.36	0.36	0.36	0.36	0.00
General Government	\$266,169	\$278,626	\$282,180	\$270,407	(\$8,219)
Appr. Fund Balance	\$0	\$2,501	\$2,501	\$0	(\$2,501)
County Tax Levy (TNR)	\$2,773,900	\$2,853,939	\$2,853,939	\$2,883,486	\$29,547
Total Revenues	\$3,040,069	\$3,135,066	\$3,138,620	\$3,153,893	\$18,827
Personnel Costs	\$37,456	\$39,035	\$37,741	\$38,364	(\$671)
Operating Expenses	\$3,001,798	\$3,096,031	\$3,094,423	\$3,115,529	\$19,498
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,039,254	\$3,135,066	\$3,132,164	\$3,153,893	\$18,827
Rev. Over (Under) Exp.	\$815	-	\$6,456	-	-



Program Highlights

General Government revenues include payments from the Lakeshores Library System partnership with Racine and Walworth Counties to WCFLS member libraries for their use of libraries in Waukesha County, which decreases by about \$7,850 to \$145,300. The remaining decrease is due to a reduction in State Library Aid revenues allocated to this program by \$350 to \$125,100. Overall, across all programs in this Fund, State Library Aid revenues decrease by about \$77,200 to \$958,600 due to state aid reductions in the 2011-13 state biennial budget. The County Library Tax Levy increases by \$29,547 or 1% to \$2,883,486. This increase is due to a combination of higher member library operating costs and higher circulation usage rates by non-library communities using libraries in the County (see previous page for the Library Tax Levy calculation, and see activity data below).

Personnel costs decrease by about \$700, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Changes in operating expenditures include higher payments of County Library Tax Levy, mostly to Waukesha County member libraries by about \$27,046 to \$2,883,486 (this increase is lower than tax levy increase noted above due to budgeting \$2,500 of one-time County Library Fund balance in 2011 to partially cover these expenditures). Operating Expenditures also include payments to member libraries from the Lakeshores Library System (Racine and Walworth Counties) for their residents' use of Waukesha County member libraries, which decrease by about \$7,850 to \$124,300, and payments to the Federated Library System's resource library (Waukesha Public Library), funded with State Library Aid revenues, which decreases by about \$3,900 to \$67,300.

Activity	2010 Budget	2011 Budget	2012 Budget	2011 - 2012 Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	833,193	867,190	878,220	11,030
Percent Non Library Community Borrowing of Total County Borrowing	17.39%	17.50%	17.56%	Less than 1%
Budget Year	2010	2011	2012	2010-2012 Average
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	\$15.9Mil.	\$16.3 Mil	\$16.4 mil	\$16.2 Mil
Percent Increase Library Allowable Operating Costs	1.0%	2.38%	0.49%	1.3%

Payments to Member Libraries/Systems (cont.)

How the 2012 Special County Tax Distribution Formula is Distributed:

In August 2008, the County Board adopted a new Library Tax Levy Distribution formula to take effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee (chaired by a County Board Supervisor). The Committee evaluated funding formula options with the major policy goals of fairness, stability and clarity. This formula is requested to be modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below).

Library Distribution Formula:

- A) Libraries first receive the minimum dollar amount required by Wisconsin State Statute 43.12 (which is 70% of the library's operating expenditures), known as the Act 150 minimum.
- B) After distributing the Act 150 minimums, remaining levy is distributed to libraries based on their effort in circulating materials to outside communities. Circulation effort is defined as the sum of a member library's circulation to residents of non-library (True Non-Resident - TNR) communities, plus its net crossover circulation. Net crossover circulation for each library community is determined by subtracting the amount of materials their residents borrow from other library communities from the amount of library materials that residents of other county library communities borrow from them. Crossover circulation includes both materials borrowed in-person or by interlibrary loan (when library patrons request materials be delivered to the library in their community, typically through the online CAFÉ Shared Automation system). Circulation effort from overall net lenders (i.e., libraries with positive circulation effort) is added together, and net lenders receive the remaining tax levy based on their proportion of total positive circulation effort.
- C) To provide stability in funding, this formula limits decreases for each library to 5% or \$5,000, whichever is less. However, this cap may not prevent libraries from receiving their state-required Act 150 minimum distribution, as mentioned above.
- D) After applying these limits (in C), any remaining Library Tax Levy will be distributed on the same basis as in (B). When this occurs, some libraries will receive an allocation increase greater than 5% or \$5,000 from the prior year, as is the case for some Libraries in 2012. (See 2011-2012 Library Tax Levy Distribution table, below.) However, if applying these caps uses more Library Tax Levy than available, proportionate reductions in libraries' increases will be made to remain within the available Library Tax Levy amount.

2011-2012 Library Tax Levy Distribution

Library	2011 Distribution (a)	2012 Distribution	'11 vs. '12 \$ Change	'11 vs. '12 % Change
Big Bend	\$17,293	\$16,428	(\$865)	-5.0%
Brookfield	\$292,808	\$289,701	(\$3,107)	-1.1%
Butler	\$1,233	\$1,401	\$168	13.6%
Delafield	\$260,604	\$267,358	\$6,754	2.6%
Eagle (Alice Baker)	\$21,293	\$25,085	\$3,792	17.8%
Elm Grove	\$33,587	\$32,225	(\$1,362)	-4.1%
Hartland	\$233,529	\$230,005	(\$3,524)	-1.5%
Menomonee Falls	\$8,288	\$7,874	(\$414)	-5.0%
Mukwonago	\$336,821	\$344,671	\$7,850	2.3%
Muskego	\$47,139	\$49,872	\$2,733	5.8%
New Berlin	\$8,158	\$11,113	\$2,955	36.2%
North Lake	\$51,666	\$53,421	\$1,755	3.4%
Oconomowoc	\$261,327	\$267,400	\$6,073	2.3%
Pewaukee	\$77,004	\$81,612	\$4,608	6.0%
Sussex-Lisbon (Pauline Haass)	\$70,598	\$67,355	(\$3,243)	-4.6%
Waukesha	\$1,131,054	\$1,131,002	(\$52)	0.0%
Subtotal Payments to Waukesha Co. Member Libraries	\$2,852,402	\$2,876,523	\$24,121	0.8%
InterCounty Payments (a)	\$1,537	\$6,963	\$5,426	353.0%
Total Library Tax Levy Distribution	\$2,853,939	\$2,883,486	\$29,547	1.0%

(a) The 2011 InterCounty payment totaled \$4,038, but was funded partially with \$2,501 of prior-year County Library Fund Balance, resulting in \$1,537 needed of Library County tax levy for this purpose.



Fund Purpose

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

Financial Summary	2010 Actual (a)	2011 Adopted Budget	2011 Estimate (a)	2012 Budget (a)	Change From 2011 Adopted Budget	
					\$	%
State Aids, Federal & Misc. Fund						
Revenues						
General Government	\$1,335,185	\$1,277,950	\$1,307,222	\$1,204,901	(\$73,049)	-5.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$3,208	\$3,208	\$6,416	\$3,208	100.0%
Other Revenue	\$25,320	\$43,072	\$33,000	\$38,000	(\$5,072)	-11.8%
Appr. Fund Balance (a)	\$96,652	\$0	\$50,000	\$76,437	\$76,437	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,457,157	\$1,324,230	\$1,393,430	\$1,325,754	\$1,524	0.1%
Expenditures						
Personnel Costs	\$587,985	\$535,143	\$505,864	\$500,653	(\$34,490)	-6.4%
Operating Expenses (a)	\$664,625	\$697,296	\$723,499	\$728,758	\$31,462	4.5%
Interdept. Charges	\$88,215	\$91,791	\$91,791	\$96,343	\$4,552	5.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,340,825	\$1,324,230	\$1,321,154	\$1,325,754	\$1,524	0.1%
Rev. Over (Under) Exp.	\$116,332	-	\$72,276	-	-	N/A
Position Summary (FTE)						
Regular Positions (b)	7.00	6.25	6.25	6.00	(0.25)	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	6.28	6.26	6.03	(0.25)	

- (a) Fund Balance appropriation in 2010 included a potential one-time local match for a state Department of Public Instruction (DPI) led ARRA (American Recovery and Reinvestment Act - federal stimulus) funded project to upgrade the Waukesha County Federated Library System's (WCFLS) Wide Area Network (\$80,000). Fund balance was also budgeted to cover a portion of the full-text database expenses (\$8,652) and a redesign of WCFLS's web site (\$8,000). The 2011 estimate includes \$50,000 in State Aids Fund Balance and operating expenditure authority carried over from 2010 to help for the Wide Area Network project. The 2012 fund balance amount of \$76,437 will be used for one time purchase of e-book content and for full text databases.
- (b) The reduction of 0.25 FTE staffing reflects a transfer of staffing from this Fund to the CAFÉ Shared Automation Fund indicated later in this budget document. The Federated Library System took over funding and governance of the shared automation system for 15 of 16 member libraries during 2011. The transfer reflects this change in duties.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Continue to improve operational efficiency so that the County's library tax remains stable. The average tax in library communities is \$117 and in a non-library community taxed by the county the rate is \$64. The combined average is \$104.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Est. Median Value of a Home in Waukesha Co.	\$272,100	\$260,700	\$260,700	\$255,600
37 community average library tax	\$102	\$104	\$105	\$105

County-Wide Key Strategic Outcome: A well planned county

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Libraries meeting standards as specified in County Code	16 of 16	16 of 16	16 of 16	16 of 16

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

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
WCFLS Assisted plans	11	11	12	11
Plans meeting WCFLS criteria w/o WCLFS assistance	5	5	4	5
Total plans in place	16	16	16	16

Administrative Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.44	1.46	1.44	1.46	0.00
General Government	\$235,896	\$223,500	\$229,829	\$224,809	\$1,309
Interdepartmental	\$0	\$3,208	\$3,208	\$6,416	\$3,208
Other Revenue	\$22,320	\$40,072	\$30,000	\$35,000	(\$5,072)
Appr. Fund Balance	\$96,652	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$354,868	\$266,780	\$263,037	\$266,225	(\$555)
Personnel Costs	\$106,279	\$111,951	\$107,174	\$109,315	(\$2,636)
Operating Expenses	\$65,049	\$67,923	\$67,371	\$65,638	(\$2,285)
Interdept. Charges	\$83,924	\$86,906	\$86,906	\$91,272	\$4,366
Total Expenditures	\$255,252	\$266,780	\$261,451	\$266,225	(\$555)
Rev. Over (Under) Exp.	\$99,616	-	\$1,586	-	-



Program Highlights

General Government revenues increase about \$1,300, mostly due to an increase in State Library Aids allocated to this program. Interdepartmental revenues consist of administrative cost recovery charges to the CAFÉ Shared Automation Fund, and increase about \$3,200 to reflect the first full-year of WCFLS management of CAFÉ in 2012. Other Revenues consist of interest income on State Aids Fund Balance and decrease by about \$5,100 reflecting lower interest rates.

Personnel costs decrease by about \$2,600, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenses decrease by about \$2,300, mostly due to decreases in supplies, employee travel, and mileage expenses. Interdepartmental charges increase about \$4,400, mostly due to an increase in countywide indirect cost recovery charges by \$4,000 to \$59,500.

Resource Sharing

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	2.43	2.43	2.43	2.43	0.00
General Government	\$431,673	\$473,773	\$456,136	\$435,554	(\$38,219)
Appr. Fund Balance	\$0	\$0	\$0	\$76,437	\$76,437
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$431,673	\$473,773	\$456,136	\$511,991	\$38,218
Personnel Costs	\$181,692	\$189,314	\$183,820	\$187,438	(\$1,876)
Operating Expenses	\$248,181	\$283,207	\$270,186	\$323,299	\$40,092
Interdept. Charges	\$1,059	\$1,252	\$1,252	\$1,254	\$2
Total Expenditures	\$430,932	\$473,773	\$455,258	\$511,991	\$38,218
Rev. Over (Under) Exp.	\$741	-	\$878	-	-



Program Highlights

General Government revenues decrease by about \$38,200, mostly due to a reduction in State Library Aids allocated to this program by about \$43,200 to \$367,600, mainly due to higher operating expenditures discussed below. This is partially offset by charges to member libraries for a portion of the system's full-text database costs that increase by \$5,000 to \$68,000. The Federated Library System's portion of full-text database costs, funded with State Library Aid Fund Balance, decreases by \$11,000, to \$47,000, for a total full-text database cost budget of \$115,000. The remaining \$29,437 in State Aids Fund Balance is budgeted to cover a portion of the purchase costs for electronic book (E-Book) content (discussed below). State Aids Fund Balance use for full-text database and E-Book content costs is planned to be phased down over the next couple of years.

Personnel costs decrease by about \$1,900, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenses increase by about \$40,100, mostly due to budgeting, for the first time in 2012, about \$47,000 for the purchase of E-book content for member libraries to make available to the public. E-book content is text that can be read on portable electronic devices, such as Kindles, Nooks or I-Pads.

Automation Technology

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

Program Description

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

	2010 Actual	2011 Budget (a)	2011 Estimate (b)	2012 Budget	Budget Change
Staffing (FTE)	1.05	0.30	0.30	0.05	(0.25)
General Government (b)	\$169,332	\$81,340	\$123,151	\$54,535	(\$26,805)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$50,000	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$169,332	\$81,340	\$173,151	\$54,535	(\$26,805)
Personnel Costs	\$105,602	\$31,794	\$31,262	\$5,900	(\$25,894)
Operating Expenses	\$48,924	\$46,267	\$88,584	\$45,174	(\$1,093)
Interdept. Charges	\$2,956	\$3,279	\$3,279	\$3,461	\$182
Total Expenditures	\$157,482	\$81,340	\$123,125	\$54,535	(\$26,805)
Rev. Over (Under) Exp.	\$11,850	-	\$50,026	-	-

- (a) The 2011 adopted budget is significantly lower than 2010 actuals due to the shifting out of 0.75 FTE (1,560 hours) of the library automation coordinator position CAFÉ Shared Automation Fund. This CAFÉ program was transitioned from the City of Waukesha Public Library to WCFLS beginning in 2011
- (b) Estimated above budget General Government revenues are mostly due to conservatively underestimating State Library Aid revenues in the 2011 budget in anticipation of future State revenue reductions.



Program Highlights

General Government revenues decrease by about \$26,800, due to a reduction in State Library Aids allocated to this program to about \$37,100, mostly due to lower personnel costs discussed below. Remaining \$17,400 of base General Government revenues consist of an annual library automation block grant from the federal government (passed through the State Department of Public Instruction).

Personnel Costs decrease by about \$25,900, mostly due to shifting the remaining \$24,900 or 0.25 FTE (about 520 hours) of the Library Automation Coordinator's position out to the CAFÉ Shared Automation Fund.

Operating expenditures decrease by about \$1,100, mostly due to a reduction for web training for member library staff.

Education and Outreach

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.73	1.73	1.73	1.73	0.00
General Government	\$232,115	\$220,711	\$215,926	\$219,596	(\$1,115)
Other Revenue	\$3,000	\$3,000	\$3,000	\$3,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$235,115	\$223,711	\$218,926	\$222,596	(\$1,115)
Personnel Costs	\$156,956	\$163,049	\$145,867	\$159,636	(\$3,413)
Operating Expenses	\$74,573	\$60,308	\$59,375	\$62,604	\$2,296
Interdept. Charges	\$276	\$354	\$354	\$356	\$2
Total Expenditures	\$231,805	\$223,711	\$205,596	\$222,596	(\$1,115)
Rev. Over (Under) Exp.	\$3,310	-	\$13,330	-	-



Program Highlights

General Government revenues decrease by \$1,115, mostly due to a reduction in State Library Aids allocated to this program by about \$8,100 to \$204,000. This is partially offset by the first time budgeting \$7,000 in charges to the Milwaukee County Federated Library System for their share of continuing education costs (for member library and system staff), as part of a new agreement between the two systems that took effect during 2011. Other Revenue of \$3,000 consists of a corporate donation for the annual member library trustee dinner.

Personnel costs decrease by about \$3,400, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenditures increase by about \$2,300, mostly due extra spending for continuing education programs (and offset with revenue from the Milwaukee County Federated Library System, mentioned above).



Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for 14 of the 16 libraries in the county. It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. Funding was by contractual membership dues. By 2006, 11 other libraries joined. Menomonee Falls and New Berlin are not currently members although New Berlin will be joining during 2011. During 2010, Waukesha Public Library, the member libraries of CAFÉ, and the Federated Library System engaged in a planning process. The result was a determination that the governance and fund handling of CAFÉ should be handled by the federated library system. The transfer was scheduled to take place in April of 2011, but because of a Waukesha Public Library retirement, took place in April instead.

**CAFÉ Shared
Automation**

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget (a)	Estimate (b)(c)	Budget	Adopted Budget \$	%
Revenues						
General Government (b)(c)		\$217,128	\$663,023	\$440,996	\$223,868	103.1%
Fine/Licenses		\$0	\$0	\$0	\$0	N/A
Charges for Services		\$0	\$0	\$0	\$0	N/A
Interdepartmental		\$0	\$0	\$0	\$0	N/A
Other Revenue		\$4,928	\$2,500	\$15,000	\$10,072	204.4%
Appr. Fund Balance		\$0	\$0	\$0	\$0	N/A
County Tax Levy		\$0	\$0	\$0	\$0	N/A
Total Revenue Sources		\$222,056	\$665,523	\$455,996	\$233,940	105.4%
Expenditures						
Personnel Costs		\$86,420	\$76,421	\$102,577	\$16,157	19%
Operating Expenses (c)		\$103,247	\$110,772	\$282,003	\$178,756	173%
Interdept. Charges		\$3,208	\$3,208	\$6,416	\$3,208	100%
Fixed Assets		\$0	\$0	\$0	\$0	N/A
Total Expenditures		\$192,875	\$190,401	\$390,996	\$198,121	103%
Rev. Over (Under) Exp.		\$29,181	\$475,122	\$65,000	\$35,819	122.7%

Position Summary (FTE)

Regular Positions	0.00	0.75	0.75	1.00	0.25
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.75	0.75	1.00	0.25

- (a) The CAFÉ Shared Automation Fund was transitioned from the City of Waukesha's Public Library to the Waukesha County Federated Library System beginning in the 2011 budget.
- (b) Estimated above budget revenues include a one-time transfer of an estimated \$440,000 of prior-year CAFÉ Fund Balance as part of the transition of this program to WCFLS, which will be retained in CAFÉ fund balance for system software/hardware replacement.
- (c) Estimates for expenditures and revenues also exceed the 2011 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.



Program Highlights

General Government revenues of nearly \$441,000 consist of member library membership dues for participating in the CAFÉ (Computer Access for Everyone) Shared Automation System, and increases by about \$223,900 to cover program costs for the first full-year being under WCFLS operation. (Since the program was transitioned part-way through 2011, the 2011 budget only includes revenues and expenditures for a partial year of operation). Other revenues consist of projected interest earnings on CAFÉ Fund Balance, which increases by about \$10,100 to \$15,000.

Personnel costs increase by about \$16,200, mostly due to shifting into this fund the remaining 0.25 FTE (about 520 hours) or \$24,900 of the library automation coordinator from the State Aids, Federal and Miscellaneous Fund. This is partially offset by eliminating \$8,750 in 2011 for potential unemployment costs that were incurred by reducing staffing for CAFÉ prior to the program transfer to WCFLS. Operating expenses increase by about \$178,800, mostly for the first full-year of WCFLS managing CAFÉ (mentioned above). This increase includes the first time budgeting about \$124,000 in vendor licensing and software support costs; contracted IT support from the Waukesha Public Library, which increases by \$39,500 to \$81,800; and a subscription to an online cataloging system that increases by \$17,000 to \$31,000. This is partially offset by the elimination of a one-time pass-through payment from the City of New Berlin to the CAFÉ software vendor to configure the City's library database in order to join CAFÉ in 2011, not repeated in 2012.

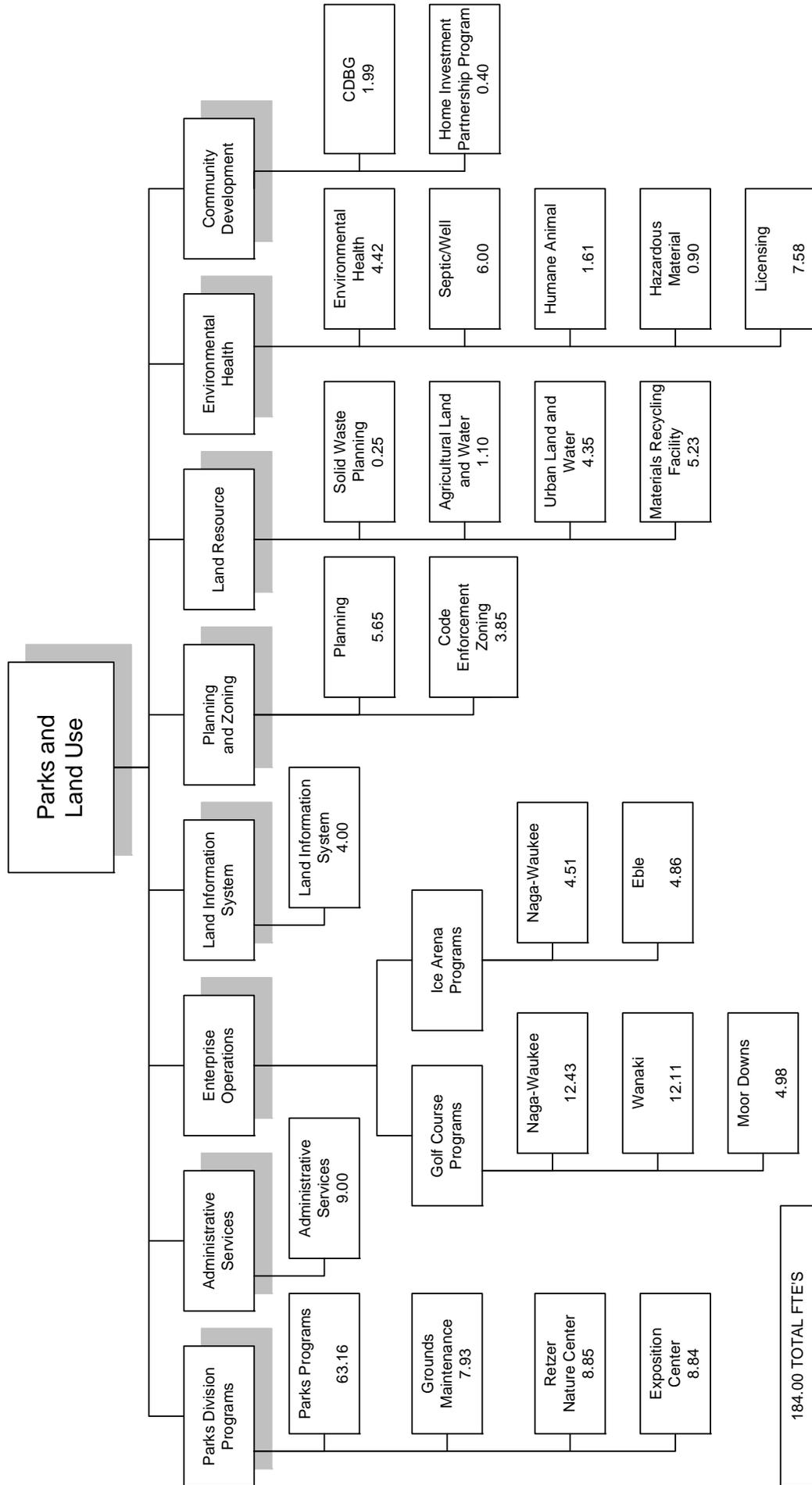
Revenues over expenditures consist of member library contributions to CAFÉ for software/equipment replacements, which increases by about \$35,800 to \$65,000, mostly for a one-time payment by the City of New Berlin to catch-up with other libraries' prior-year system replacement contributions in order to join CAFÉ. **All excess revenues will be retained and assigned in this special revenue fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.**

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Parks & Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



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

Statement of Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget (e)	2011 Estimate (a)(b)(e)	2012 Budget	Change From 2011 Adopted Budget	
					\$	%
General Fund						
Revenues (a)(c)	\$5,122,765	\$4,190,172	\$4,399,622	\$4,014,093	(\$176,079)	-4.2%
County Tax Levy	\$7,080,583	\$7,225,302	\$7,225,302	\$7,301,010	\$75,708	1.0%
Expenditures (a)	\$11,626,587	\$11,415,474	\$11,620,227	\$11,315,103	(\$100,371)	-0.9%
Rev. Over (Under) Exp.	\$576,761	-	\$4,697	-	-	N/A
Community Development						
Revenues	\$4,467,923	\$4,069,400	\$5,732,397	\$3,110,840	(\$958,560)	-23.6%
County Tax Levy	\$0	\$29,200	\$29,200	\$0	(\$29,200)	-100.0%
Expenditures	\$4,757,352	\$4,098,600	\$5,768,182	\$3,110,840	(\$987,760)	-24.1%
Rev. Over (Under) Exp.	(\$289,429)	\$0	(\$6,585)	\$0	\$0	N/A
Land Information System Fund						
Revenues (c)	\$725,431	\$726,300	\$676,800	\$726,335	\$35	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures(a)	\$691,038	\$726,300	\$729,799	\$726,335	\$35	0.0%
Rev. Over (Under) Exp.	\$34,393	-	(52,999)	-	-	N/A
Tammann Fund						
Revenues (b)(c)	\$805,914	\$1,000,000	\$1,475,250	\$1,000,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures(a)(b)	\$415,425	\$1,000,000	\$1,475,250	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$390,489	\$0	\$0	\$0	-	N/A
Golf Courses						
Revenues (e)	\$2,960,950	\$3,330,000	\$3,148,233	\$3,227,000	(\$103,000)	-3.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (d)	\$3,143,772	\$3,385,866	\$3,257,676	\$3,227,000	(\$158,866)	-4.7%
Operating Inc./Loss	(\$182,822)	(\$55,866)	(\$109,443)	\$0	\$55,866	-100.0%
Ice Arenas						
Revenues	\$1,062,860	\$1,035,000	\$1,030,000	\$1,057,200	\$22,200	2.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (d)	\$1,030,410	\$1,064,109	\$1,030,000	\$1,076,203	\$12,094	1.1%
Operating Inc./Loss	\$32,450	(\$29,109)	\$0	(\$19,003)	\$10,106	-34.7%
Materials Recycling Fund						
Revenues (c)(e)	\$3,381,997	\$3,196,600	\$3,030,584	\$2,987,600	(\$209,000)	-6.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (d)	\$1,802,330	\$2,659,435	\$2,569,115	\$2,619,718	(\$39,717)	-1.5%
Operating Inc./Loss	\$1,579,667	\$537,165	\$461,469	\$367,882	(\$169,283)	-31.5%
Total All Funds						
Revenues (a)(b)(c)	\$18,527,840	\$17,547,472	\$19,492,886	\$16,123,068	(\$1,424,404)	-8.1%
County Tax Levy	\$7,080,583	\$7,254,502	\$7,254,502	\$7,301,010	\$46,508	0.6%
Expenditures (a)(b)(d)	\$23,466,914	\$24,349,784	\$26,450,249	\$23,075,199	(\$1,274,585)	-5.2%
Rev. Over (Under) Exp.	\$712,214	\$0	(\$54,887)	\$0	-	N/A
Operating Inc./Loss	\$1,429,295	\$452,190	\$352,026	\$348,879	(\$103,311)	-22.8%

Position Summary All Funds (FTE)

Regular Positions	109.00	106.75	106.44	105.10	(1.65)
Extra Help	76.43	79.78	75.01	75.55	(4.23)
Overtime	3.67	3.35	3.31	3.35	0.00
Total	189.10	189.88	184.76	184.00	(5.88)

- (a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2011 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2011, which may require ordinances requesting additional expenditure appropriations and Tammann Fund Parkland Acquisition Fund Balance to cover purchase costs.
- (c) The 2012 revenue budget includes Fund Balance appropriations totals of \$1,747,600, including \$55,000 for general fund operations; \$992,600 of Material Recycling Facility (MRF) Funds and; and \$700,000 of Tammann Fund balance. The 2011 revenue budget includes Fund Balance appropriations totaling \$2,090,435, including \$85,000 for General Fund operations; \$1,305,435 of Materials Recycling Facility (MRF) Fund balance and \$700,000 of Tammann Parkland Acquisition Fund Balance.
- (d) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform with generally accepted financial accounting standards.
- (e) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by \$274,035 for comparative purposes to the 2012 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	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Est. (a)	Budget (b)(c)	Adopted Budget	
					\$	%
Revenues						
General Government	\$416,655	\$346,000	\$332,256	\$319,600	(\$26,400)	-7.6%
Fine/Licenses	\$986,009	\$1,014,500	\$960,500	\$970,000	(\$44,500)	-4.4%
Charges for Services	\$1,978,432	\$1,969,600	\$1,908,330	\$1,926,750	(\$42,850)	-2.2%
Interdepartmental	\$429,133	\$316,829	\$312,329	\$310,500	(\$6,329)	-2.0%
Other Revenue	\$381,836	\$458,243	\$418,610	\$432,243	(\$26,000)	-5.7%
Appr. Fund Balance (a)(b)	\$930,700	\$85,000	\$467,597	\$55,000	(\$30,000)	-35.3%
County Tax Levy (c)	\$7,080,583	\$7,225,302	\$7,225,302	\$7,301,010	\$75,708	1.0%
Total Revenue Sources	\$12,203,348	\$11,415,474	\$11,624,924	\$11,315,103	(\$100,371)	-0.9%
Expenditures						
Personnel Costs	\$8,289,081	\$7,964,184	\$7,899,895	\$7,815,124	(\$149,060)	-1.9%
Operating Expenses (a)	\$1,827,138	\$1,818,476	\$1,822,048	\$1,825,651	\$7,175	0.4%
Interdept. Charges (c)	\$1,233,609	\$1,340,314	\$1,332,383	\$1,373,053	\$32,739	2.4%
Fixed Assets (a)	\$276,759	\$292,500	\$565,901	\$301,275	\$8,775	3.0%
Total Expenditures	\$11,626,587	\$11,415,474	\$11,620,227	\$11,315,103	(\$100,371)	-0.9%
Rev. Over (Under) Exp.	\$576,761	\$0	\$4,697	\$0	-	N/A

Position Summary (FTE)

Regular Positions	88.40	82.00	82.00	80.80	(1.20)
Extra Help	48.18	50.78	47.60	50.30	(0.48)
Overtime	2.71	2.39	2.35	2.39	0.00
Total Positions	139.29	135.17	131.95	133.49	(1.68)

- (a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
- (b) The 2012 revenue budget includes Fund Balance appropriations of \$55,000: \$30,000 to assist the funding of one time 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 \$21,508 being shifted from the End User Technology Fund, to help fund technology expenditure increases above 2%, to cover the phasing-in of the full cost of technology resources being used by the department.

CURRENT AND ADOPTED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact (a)(c)	A=Annual T=One-Time
200824	Pavement Management Plan	Ongoing	\$500,000/Yr	Ongoing	\$0	NA
200918 (a)	Energy Efficiency and Conservation Block Grant	2011	\$2,211,900	100%	8-10 Year Payback	T
200609	Retzer Nature Center Main Bldg	2011	\$844,000	100%	\$2,000-\$5,000	A
200802 (b)	Exposition Center Arena Roof	2011	\$460,000	100%	\$0	A
200014	Bikeway Improvement	2013	\$4,095,000	50%	\$5,125	A
201208(c)	Energy Efficiency Improvements	2014	\$864,000	0%	10% to 20% consumption reduction	T
200505	Restroom Renovations	2014	\$3,075,000	30%	TBD	A
201106	Menomonee Main Building Demolition	2015	\$325,000	0%	\$0	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) Expected reduction in maintenance costs, to be determined.
- (c) Project coordinated with Department of Public Works.

Household Hazardous Waste

Program Description

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, 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 expected to be equal to or less than \$26.

Performance Measure:	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
County HHW disposal costs per participating household	\$29.67	\$22.00	\$21.57	\$23.00

- (a) Higher volume and the mix of materials collected in 2010 caused the higher costs than the targeted amount.

Household Hazardous Waste (Continued)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.27	0.25	0.25	0.25	0.00
General Government	\$142,847	\$48,500	\$48,500	\$48,600	\$100
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$35,450	\$0	\$0	\$0	\$0
Other Revenue	\$233,214	\$220,000	\$211,000	\$196,000	(\$24,000)
Appr. Fund Balance	\$441,859	\$0	\$0	\$0	\$0
County Tax Levy/(Credit) (a)	(\$103,857)	(\$115,509)	(\$115,509)	(\$95,852)	\$19,657
Total Revenues	\$749,513	\$152,991	\$143,991	\$148,748	(\$4,243)
Personnel Costs	\$361,541	\$22,947	\$22,494	\$18,314	(\$4,633)
Operating Expenses	\$319,870	\$128,191	\$128,080	\$128,120	(\$71)
Interdept. Charges	\$12,059	\$1,853	\$1,851	\$2,314	\$461
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$693,470	\$152,991	\$152,425	\$148,748	(\$4,243)
Rev. Over (Under) Exp.	\$56,043	-	(\$8,434)	-	-

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

Program Highlights



General Government revenues include \$35,000 for municipal share of the Clean Sweep program. Payments cover approximately one-third of the costs of program, net of the estimated state grant of \$13,600. Due to state budget cuts, State Clean Sweep Grants have been reduced from \$15,000 in 2011 to \$13,600 in the 2012 budget. Grant reductions are offset with local community cost share. Other revenues include landfill tipping fee revenues of \$190,000, which is reduced \$20,000 from the 2011 budget. Recycling material sale revenue budget has been reduced by \$4,000 to be closer to prior-year actual experience. Landfill siting fee revenues are budgeted to total \$190,000, any excess revenues received are allocated to the Tarmann Land Acquisition Fund.

Personnel costs decrease by \$4,633 mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel costs to continue increases for 2012. Also, a 0.10 FTE Clerk Typist II position is transferred into this program area from Materials Recycling program, the added costs are more than offset by a transfer out of a 0.10 FTE (a higher cost) Senior Conservation Specialist being shifted to the Materials Recycling program.

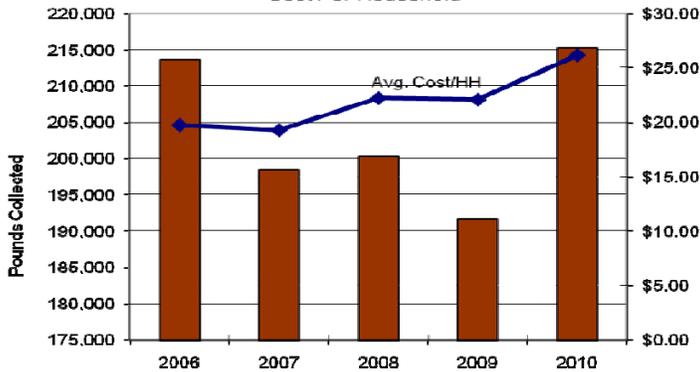
Operating expenses includes continuation of a multi-year agreement with Emerald Park Standing Committee (EPL) and Veolia Environmental Services for the hazardous waste program under which EPL funds are exhausted first, Clean Sweep grant funds are used next, then the county pays up to its maximum budgeted amount of \$115,000. 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 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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Households served at Hazardous Waste Collection	5,075	5,200	5,100	5,100	(100)
Pounds of Hazardous waste collected	215,234	215,000	215,000	215,000	-
Pounds of HHW Per household	42	41	41	42	1
Number of Households using product exchange	295	200	250	250	50

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



Household Hazardous Waste (Continued)

The chart shows that the number of pounds of household hazardous waste collected in 2010 increased to 215,000 lbs. The cost to the county per participating household increased to over \$25 due to more pounds per household and the types of materials collected.

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 under chapters NR 51 and ATCP 50 of Wisconsin administrative code.

Key Outcome Indicator: Inventoried farms, landowner contacts, compliance determinations, conservation practices applied.

Performance Measure: Percentage of Inventoried Landowner compliance with State standards.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt std.	20%	20%	20%	20%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.00	1.10	1.10	1.10	0.00
General Government	\$27,484	\$75,000	\$75,000	\$71,000	(\$4,000)
Charges for Services	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$73,716	\$77,629	\$77,629	\$81,722	\$4,093
Total Revenues	\$101,200	\$152,629	\$152,629	\$152,722	\$93
Personnel Costs	\$115,166	\$93,845	\$91,796	\$93,437	(\$408)
Operating Expenses	\$11,549	\$50,150	\$49,600	\$49,650	(\$500)
Interdept. Charges	\$8,003	\$8,634	\$8,406	\$9,635	\$1,001
Total Expenditures	\$134,718	\$152,629	\$149,802	\$152,722	\$93
Rev. Over (Under) Exp.	(\$33,518)	-	\$2,827	-	-

Program Highlights



General Government revenues include \$26,000 in state staffing grants which have been reduced \$4,000 due to State budget reductions. The budget also includes a \$30,000 pass-thru grant from the state to assist farmers with complying with water runoff pollution control standards (Nonpoint Grant) and a \$15,000 pass-thru grant for the Wildlife Damage program.

Agricultural Land & Water Conservation (Continued)



Program Highlights Cont'd

Personnel costs decrease by \$408 primarily due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which offsets other personnel cost to continue cost increases for 2012. To protect local water resources, the county will continue to target well abandonment and water pollution control practices required under state codes. The County will also continue implementing the Conservation Reserve Enhancement Program under a renewed contract with the Dept. of Agriculture (state & federal), to encourage buffer strips on farmland along lakes, streams, and other water resources.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Conservation Plans Inventoried	8	12	12	12	-
# of Status Compliance Letters Issued	1	12	6	6	(6) (a)
# New/Updated Conservation Plans Prepared	4	3	3	3	-

(a) The number of compliance letters to land owners has been reduced due to the complexity of evaluation tools and lack of access to Natural Resources Conservation Service.

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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Response time for storm water permit application >= 1 acre. Benchmark = 20 working days.	7	15	8	10
< 1 acre. Benchmark = 10 working days.	5	8	6	8

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	3.30	4.05	4.05	4.35	0.30
General Government	\$148,383	\$130,000	\$130,000	\$120,000	(\$10,000)
Charges for Services	\$94,401	\$97,500	\$97,500	\$97,500	\$0
Interdepartmental	\$13,626	\$14,829	\$14,829	\$14,500	(\$329)
Other Revenue	\$56,767	\$116,000	\$92,000	\$116,000	\$0
Appr. Fund Balance	\$3,000	\$0	\$0	\$0	\$0
County Tax Levy	\$115,082	\$126,132	\$126,132	\$160,152	\$34,020
Total Revenues	\$431,259	\$484,461	\$460,461	\$508,152	\$23,691
Personnel Costs	\$329,370	\$354,576	\$340,075	\$375,011	\$20,435
Operating Expenses	\$41,990	\$97,550	\$67,000	\$98,606	\$1,056
Interdept. Charges	\$29,477	\$32,335	\$32,035	\$34,535	\$2,200
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$400,837	\$484,461	\$439,110	\$508,152	\$23,691
Rev. Over (Under) Exp.	\$30,422	\$0	\$21,351	\$0	\$0

Urban Land & Water Conservation (Continued)



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 decreases by \$10,000 to \$120,000 due to State budget funding reductions. Overall, this grant is budgeted at \$146,000 with the remaining \$26,000 budgeted in the Agriculture Land & Water Conservation program.

Charges for Service revenues 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 storm water permit fees and \$14,000 from non-metallic mining reclamation permits. Since 2011, county Storm Water permits also provide DNR permit coverage, resulting in a savings of time and money for the local permit applicant.

Interdepartmental revenues of \$14,500 are reimbursement for administrative assistance to the County Recycling.

Other Revenues are budgeted at \$116,000 and mainly includes \$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; \$40,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine and \$20,000 in pass through grants from the Graham Prairie Martin Foundation to construct rain gardens to help mitigate stormwater runoff pollution.

Personnel costs increase \$20,435 mostly due to personnel cost costs to continue increases for 2012. Also, a 0.30 FTE Senior Civil Engineer position is reallocated into this program from the Planning Code Enforcement program. These personnel increases are partly offset by the State Budget Repair Bill requiring that most County employees contribute 50 percent towards the Wisconsin Retirement System pension costs, which reduces the County's share of these costs.

Operating expenses includes \$50,000 to do required consulting and construction work from developers funds held for project completion guarantees as mentioned above in Other Revenues.

Activity

Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Educational Presentations/Events	110	50	110	100	50(a)
Number of Erosion Control/ Storm water Permits	63	50	50	50	-
Number of Inspections Conducted	597	500	500	500	-
Tons of Sediment Reduced from Construction Sites	1,575(b)	1,250	1,250	1,250	-

(a) As water education programs have been integrated with recycling education efforts, demand has increased in local schools.

(b) Sediment reduction is based on acres under construction. Department anticipates fewer acres under construction in 2011 and 2012.

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: Prepare and update land use plans and zoning code amendments that are compliant with the principals of “Smart Growth” and Community Development Planning in order to plan for proper distribution of land uses and protect valuable natural resources, agricultural lands and open space.

Key Outcome Indicators:

1. Percent of Annual County Development Plan amendments determined to be consistent with the provisions of “Smart Growth” and the County Development Plan.
2. Adoption of a new County Farmland Preservation Plan by the end of 2011.
3. 100% of approved rezones are consistent with the County Comprehensive Plan.

Planning (continued)

Performance Measures:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of City Development plans analyzed	100%	100%	100%	100%
% for rezones consistent with development plan	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Protect the natural environment through land use, zoning and land division regulations.

Key Outcome Indicators:

1. Percent of proposed land use plans and site plans for development projects consistent with SEWRPC guidelines.
2. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with State's new Shoreland Zoning law, which requires an amended ordinance by 2014.

Performance Measure:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of development plans consistent with SEWRPC guidelines	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.77	6.25	6.25	5.65	(0.60)
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$651	\$0	\$0	\$0	\$0
Charges for Services	\$20,898	\$30,500	\$30,000	\$20,000	(\$10,500)
Interdepartmental	\$0	\$500	\$0	\$0	(\$500)
Other Revenue	\$4,427	\$10,000	\$10,000	\$6,000	(\$4,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$555,796	\$500,697	\$500,697	\$480,976	(\$19,721)
Total Revenues	\$581,772	\$541,697	\$540,697	\$506,976	(\$34,721)
Personnel Costs	\$555,564	\$474,898	\$472,268	\$437,543	(\$37,355)
Operating Expenses	\$17,790	\$23,050	\$22,050	\$21,450	(\$1,600)
Interdept. Charges	\$46,665	\$43,749	\$43,509	\$47,983	\$4,234
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$620,019	\$541,697	\$537,827	\$506,976	(\$34,721)
Rev. Over (Under) Exp.	(\$38,247)	-	\$2,870	-	-

Program Highlights



Charges for service revenue consist of reimbursement for direct staff time providing planning assistance to municipalities and is being reduced \$10,500 due a reduction in assistance requested from the Town of Ottawa and Lisbon. Other revenue includes sale of maps and continues to decline as more materials are available on the county website.

Personnel costs are decreasing \$37,355 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, a 0.30 FTE Senior Civil Engineer position is transferred out and is reallocated to the Urban Land and Water Conservation program. In addition, temporary extra help is reduced by 0.48 FTE or about 1000 hours due to reduced workload resulting from the economic downturn and slow recovery. These reductions are offset by a transfer in of 0.18 FTE Senior Planner position from the Community Development-Home program. Also, 0.95 FTE of a Senior Land Use Specialist unfunded in a previous budget year is funded in this program area for 2012 and 0.95 FTE of a Senior Planner is unfunded. Also, personnel cost increases are related to costs to continue increases for the remaining personnel.

Operating expenses have been reduced \$1,600 mostly due to a slight reduction in operating/office supplies. Interdepartmental charges are budgeted to increase \$4,234, mainly due to a \$2,500 increase in End User Technology (EUTF) charges allocated to this area, as part of the phasing in of the cost of technology resources being used and about \$2,900 for record storage and retrieval charges.

Planning (continued)



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of mtgs. w/ towns under community assistance contract	47	40	34	36	(4)
No. of Conditional Use reviews	24	32	30	30	(2)
No. of Zoning Violations pursued	158	N/A	150	150	0
Site Plan reviews	49	50	50	50	0

N/A – New activity added in 2012.

Code Enforcement/Zoning

Program Description-

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

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

Objective 1: Provide sound technical assistance and services to the public, the development community, commission members and local and state officials in a timely manner in order to protect the natural environment, facilitate economic development and ensure the proper distribution of compatible land uses.

Key Performance Indicator:

1. Percent of subdivision plats and certified survey map review letters complete within statutory timeframe.
2. Planner on Duty available to meet with public and development community during all business hours with exception of Monday staff meetings.
3. Decision sheets and meeting minutes shall be transmitted to petitioners and municipalities no later than the Tuesday following the Board of Adjustment meetings.
4. Enforcement of 100% of violations of the Zoning Code and Shoreland and Floodland Protection Ordinance in order to protect property values, quality of life and natural resources.

Performance Measures:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of subdivision review plats review letters issued within statutory timeframe	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	4.23	4.23	4.23	3.85	(0.38)
Fines/Licenses	\$91,325	\$110,000	\$94,000	\$95,000	(\$15,000)
Charges for Services	\$11,990	\$30,000	\$15,000	\$17,600	(\$12,400)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$198,529	\$229,978	\$229,978	\$224,496	(\$5,482)
Total Revenues	\$301,844	\$369,978	\$338,978	\$337,096	(\$32,882)
Personnel Costs	\$334,356	\$348,878	\$361,282	\$317,046	(\$31,832)
Operating Expenses	\$1,007	\$5,000	\$4,730	\$2,950	(\$2,050)
Interdept. Charges	\$10,000	\$16,100	\$15,100	\$17,100	\$1,000
Total Expenditures	\$345,363	\$369,978	\$381,112	\$337,096	(\$32,882)
Rev. Over (Under) Exp.	(\$43,519)	-	(\$42,134)	-	-



Program Highlights

Fines and license revenue includes zoning permit fee revenues totaling \$95,000 which have been reduced by \$15,000 due to the down turn in the housing and development market. Charges for Service revenue consists of subdivision plat review fee revenue of \$17,600, which are estimated to decline by \$12,400 to more accurately reflect estimated 2011 and actual 2010 experience which is also related to the downturn in the real estate development market.

Code Enforcement/Zoning (Continued)

Personnel costs are budgeted to decrease by \$31,832 mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, position changes include unfunding a 0.50 FTE Senior Land Use Specialist position resulting from a reduction in workload as the downturn in the housing market continues. Also, 0.05 FTE of a Senior Land Use Specialist unfunded in a previous budget year (2011) in the Planning program is now being funded in this program area in 2012 and 0.05 of a Senior Planner is unfunded. The personnel decreases are partially offset with the transfer in of a 0.12 FTE of a Senior Planner position reallocated back to this program from the Community Development Home program and costs to continue increases for remaining existing staff.

Operating expenses decrease \$2,050 mainly due to a decrease in mileage reimbursement and a reduction for advertising and legal notices.

Environmental Health



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
No. of Zoning Permits	509	450	450	450	-
No. of Board of Adjust. Mtgs.	39	65	60	50	(15)
No. of Certified Survey Maps (CSMs) reviewed	20	40	15	25	(15)
No. of Subdiv. Plat Recorded	10	15	10	10	(5)

Program Description

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

County-Wide Key Strategic Outcome: A Safe County

Objective 1: Annually sample public water supply systems for the presence of coli form bacteria and nitrates in order to assure the public that water served from public water systems are safe.

Key Outcome Indicator: Transient Non-Community public water systems in Waukesha County are sampled annually for the presence of coli form 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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
System samples	447	454	440	454
% sampled	100%	100%	100%	100%
% with coli form bacteria	2.2%	2.5%	2.5%	2.5%
% with nitrates	0.4%	1.0%	1.0%	1.0%

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measure: Receive verification that maintenance has been conducted on working towards a goal of reaching 85% of the private sewage systems notified through maintenance notification.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Maintenance cards sent	9,431	10,250	10,000	10,000
Number returned	7,073	7,687	7,400	7,400
% Returned	75%	75%	74%	74%

Environmental Health (Continued)

Objective 3:

- 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.
- Install “Transcendent Technologies” software for permit tracking with Private On-site Waste Treatment Systems (POWTS) Permit Automation and maintainers of the web portal.

Performance Measure: Installation of the new software will allow the efficient inventory of the estimated 16,000 additional POWTS in 2012.

	2010 Actual	2011 Target	2011 Estimate	2012 Target	
Inventory Private Sewerage Systems Installed before July 1, 1979	60%	100%	60%	100%	
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	4.02	4.42	4.04	4.42	0.00
General Government	\$47,825	\$50,000	\$50,000	\$50,000	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$68,812	\$57,900	\$61,400	\$57,900	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$135	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$312,578	\$322,541	\$322,541	\$324,366	\$1,825
Total Revenues	\$429,350	\$430,441	\$433,941	\$432,266	\$1,825
Personnel Costs	\$326,376	\$342,655	\$338,109	\$342,859	\$204
Operating Expenses	\$46,721	\$49,200	\$48,450	\$48,700	(\$500)
Interdept. Charges	\$38,671	\$38,586	\$38,564	\$40,707	\$2,121
Total Expenditures	\$411,768	\$430,441	\$425,123	\$432,266	\$1,825
Rev. Over (Under) Exp.	\$17,582	-	\$8,818	-	-



Program Highlights

General Government revenues of \$50,000 include a \$35,000 pass-thru grant from the State for the Wisconsin Fund Septic System Replacement Program, intended to help lower-income County residents replace faulty septic systems. General Government revenues also include \$15,000 budgeted for the State’s Radon Grant to cover staff time and other costs related to providing radon education services to area residents. Charges for Service of \$57,900 mainly includes \$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.

Personnel costs increases only slightly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County’s share of these costs, which mostly offsets personnel cost increases for 2012.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
WI Fund Grant (Septic Replacements)	2	9	8	9	-
# of on-site septic systems under Mandatory Maintenance	22,843	24,000	23,000	24,000	-

Humane Animal

Program Description

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

County-Wide Key Strategic Outcome: A safe county

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

Key Outcome Indicator: After receiving notice of an animal bite, contact the animal owner to initiate quarantine of the animal and observe the animal during the quarantine period for signs of rabies. When necessary, the animal will be sacrificed and examined for rabies. Enforce rabies vaccination of animals as required and advise bite victims to seek medical advice regarding treatment after a bite.

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of reported animal bites	582	550	550	550
% bites followed up within 48 hours	100%	100%	100%	100%

Objective 2: Provide education, advice and enforcement on animal neglect/welfare issues in order to minimize animal abuse and neglect.

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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
# Reports animal abuse/neglect	181	250	250	250
% followed up within 48 hours	90%	90%	90%	90%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	1.46	1.61	1.51	1.61	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$53,286	\$60,000	\$60,000	\$55,000	(\$5,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$73,930	\$76,939	\$76,939	\$80,847	\$3,908
Total Revenues	\$127,216	\$136,939	\$136,939	\$135,847	(\$1,092)
Personnel Costs	\$94,832	\$103,147	\$101,942	\$103,455	\$308
Operating Expenses	\$8,573	\$22,700	\$17,800	\$19,050	(\$3,650)
Interdept. Charges	\$8,280	\$11,092	\$11,092	\$13,342	\$2,250
Total Expenditures	\$111,685	\$136,939	\$130,834	\$135,847	(\$1,092)
Rev. Over (Under) Exp.	\$15,531	-	\$6,105	-	-



Program Highlights

License revenue consists of dog license surcharge revenues of \$55,000, which is a \$5,000 reduction from the 2011 budget to closer reflect prior year 2010 actuals.

Personnel costs increase slightly costs to continue increases mostly offset by the impact of the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures are reduced \$3,650 mainly due to reductions in general operating costs such as mileage reimbursement, contracted services, office supplies and printing/postage to be more in line with 2011 estimated spending. Interdepartmental charges are budgeted to increase \$2,250, mainly due to a \$1,600 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	36	30	30	30	-
Humane Investigations	263	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	819	800	800	800	-

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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Tank sites with no violations	96%	95%	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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Environmental assessments done within 20 working days of initial request	97%	95%	98%	95%

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	0.90	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$18,556	\$15,000	\$16,200	\$15,000	\$0
County Tax Levy	\$151,428	\$156,743	\$156,743	\$124,564	(\$32,179)
Total Revenues	\$169,984	\$171,743	\$172,943	\$139,564	(\$32,179)
Personnel Costs	\$112,800	\$117,627	\$114,042	\$84,248	(\$33,379)
Operating Expenses	\$8,917	\$47,500	\$47,200	\$47,200	(\$300)
Interdept. Charges	\$4,908	\$6,616	\$6,616	\$8,116	\$1,500
Total Expenditures	\$126,625	\$171,743	\$167,858	\$139,564	(\$32,179)
Rev. Over (Under) Exp.	\$43,359	-	\$5,085	-	-

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 expenses.

Personnel costs decrease \$33,379 mainly due to a staff retirement and the reallocation of 0.10 FTE Hazardous Materials Coordinator position to the licensing program. Also, the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Base operating expenditures include \$25,000 to conduct environmental reconnaissance for site assessments on properties the County is considering acquiring to determine if and how much pollution has contaminated the site.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	33	25	35	25	-
Number of Petroleum Storage Tanks					
Monitor for Compliance--Above Ground	52	50	52	52	2
Monitor for Compliance--Under Ground	6	6	6	6	-

Licensing

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 food borne/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.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of licensed food establishments	1,565	1,530	1,530	1,530
Number of inspections & consultations	2,401	2,750	2,680	2,600

Objective 2: The department, through a combination of technology improvements, vendor education and cross training of staff, will assure that continuation quality inspections of all licensed food establishments, efficient follow-up of complaints, and pro-active engagement with the owners and operators of restaurants and retail food establishments.

Key Outcome Indicator: Using the Voluntary National Retail Food Regulatory Program, Standard No. 8 as a guide, the department goal is to provide one FTE for every 280-352 licensed food inspections / consultations.

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of licensed food establishments inspectors	7.0	7.0	7.3	7.1
# of pre-inspections, inspections & consultations per inspector	343	393	367	366

Licensing (continued)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.36	7.78	7.30	7.58	(0.20)
General Government	\$182	\$0	\$0	\$0	\$0
Fines/Licenses	\$664,709	\$622,500	\$622,500	\$635,000	\$12,500
Charges for Service	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$3,764	\$4,000	\$4,000	\$4,000	\$0
Other Revenue	\$0	\$500	\$0	\$500	\$0
County Tax Levy	\$7,973	\$25,206	\$25,206	(\$27,093)	(\$52,299)
Total Revenues	\$676,628	\$652,206	\$651,706	\$612,407	(\$39,799)
Personnel Costs	\$508,874	\$587,872	\$561,876	\$546,823	(\$41,049)
Operating Expenses	\$22,437	\$31,900	\$29,900	\$31,500	(\$400)
Interdept. Charges	\$26,997	\$32,434	\$32,184	\$34,084	\$1,650
Total Expenditures	\$558,308	\$652,206	\$623,960	\$612,407	(\$39,799)
Rev. Over (Under) Exp.	\$118,320	-	\$27,746	-	-



Program Highlights

License revenues are budgeted at \$635,000, an increase of \$12,500. Restaurant license/inspection revenues increase by \$5,000 to \$435,000, mainly due to a slight increase in program fees. Lodging and campground license fee revenues have been increased \$2,500 to \$70,000 due to a slight increase in program fees. Retail food license revenues have been increased \$5,000 to \$130,000 to closer reflect prior year actuals. Overall, licensing fees have been increased by a weighted average of approximately 2.0%.

Personnel costs decrease \$41,049, mainly due to a net reduction of a 0.30 FTE Environmental Health Sanitarian position which includes the unfunding of 0.80 FTE offset by the transfer in of 0.50 FTE from the Septic and Well program. In addition, a 0.10 FTE Hazardous Materials Coordinator was transferred in from the Hazardous Materials program. Also the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs reduces the County's share of these costs, which more than offsets personnel cost to continue increases for 2012.



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Inspections/Consultations Performed					
# of Restaurant	1,822	2,050	2,000	2,050	-
# of Retail Food	579	530	530	530	-
# of School Food Services	120	120	120	120	-
# of Lodging	48	48	48	48	-
# of Public Pool, Camp & Rec/ED camp	291	295	295	295	-
# of Establishment Licenses issued					
Restaurants					
Temporary	137	100	125	100	-
Prepackaged	60	75	70	70	(5)
Full Service	944	915	926	926	11
Retail Food					
No Processing	119	110	105	105	(5)
Processing	305	312	315	315	3
Lodging					
Hotel/Motel	39	43	39	39	(4)
Bed and Breakfast	4	6	4	4	(2)
Tourist Rooming House	5	2	3	3	1
Recreation					
Public Pools	209	205	206	206	1

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.

	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
Number of unsafe samples	140	70	100	100
Number of owner-collected samples	617	500	500	500
% Reported same day	100%	100%	100%	100%

(a) Municipalities by ordinance may allow property owners that are connected to a municipal water supply to retain their private well provided they continue to produce safe water. Some of these wells have infrequent use which may result in greater number of unsafe samples, which skew the data. In 2010, there were significantly more of this type of well sampled.

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. Plumbers are requested to call for an inspection appointment a day before the inspection is needed. Calling a day ahead allows for greater program efficiency with a reduction in staff

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of systems inspected	273	300	270	300
% systems inspected on same-day	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.70	6.70	6.70	6.00	(0.70)
General Government	\$258	\$0	\$0	\$0	\$0
Fines/Licenses	\$167,738	\$210,000	\$175,000	\$175,000	(\$35,000)
Charges for Service	\$71,846	\$82,600	\$82,600	\$80,100	(\$2,500)
Interdepartmental	\$0	\$2,000	\$0	\$2,000	\$0
Appr. Fund Balance	\$16	\$0	\$0	\$0	\$0
County Tax Levy	\$373,085	\$324,651	\$324,651	\$302,036	(\$22,615)
Total Revenues	\$612,943	\$619,251	\$582,251	\$559,136	(\$60,115)
Personnel Costs	\$583,794	\$525,747	\$519,760	\$463,682	(\$62,065)
Operating Expenses	\$36,312	\$59,050	\$55,052	\$57,200	(\$1,850)
Interdept. Charges	\$27,091	\$34,454	\$34,278	\$38,254	\$3,800
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$647,197	\$619,251	\$609,090	\$559,136	(\$60,115)
Rev. Over (Under) Exp.	(\$34,254)	-	(\$26,839)	-	-

Septic/Well/Lab Programs (Continued)



Program Highlights

License revenue consists of septic permit revenues, which decrease by \$35,000 to \$175,000, reflecting a decline in septic permits being issued, due to the downturn and the lack of recovery in the real estate development market. Charges for Service revenues are budgeted to decrease by \$2,500 to \$80,100, mainly due to a decline in the number of water sample being processed. Preliminary site evaluation (PSE) fees are budgeted at \$30,000, the same as the 2011 budget,

Personnel costs decrease \$62,065 mostly due to staff turnover and the net reduction of a 0.70 FTE Environmental Health Sanitarian position which includes the transfer out of 0.50 FTE to the Licensing program and the unfunding of 0.20 FTE. Also, the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. These decreases are partially offset by costs to continue increases for salaries and other benefits for the remaining personnel.

Operating expenses decrease by \$1,850 budgeted at \$57,200 mainly due to reductions in operating supplies, printing and small equipment purchases. Interdepartmental charges are budgeted to increase \$3,800, mainly due to a \$3,550 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used mostly offset by tax levy shifted in as the department absorbs only a 2% cost impact.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	158	150	150	150	-
Mound	104	130	110	100	(30)
Holding Tank	14	35	30	20	(15)
At Grade	5	5	5	5	-
Pressure Distribution	2	5	2	2	(3)

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: Study the principles of "Sustainability" energy and 'green' building concepts with a goal of implementing these principals in the design of the new Health and Human Services Center in 2013. Partner with Public Works staff to achieve this objective.

Key Outcome Indicator: Provide a measurable rate of return of 15% to 20% in operational energy savings in the new Health and Human Services Center when completed in 2013.

Performance Measures: The department will work to capture data necessary to develop Performance Measures in 2012 for the 2013 Budget.

Objective 2: Improve the efficiency of the current facilities and highway-system asset databases by acquiring new asset management systems in coordination with the Department of Parks and Land Use. Proposals for a single asset management system did not match expectations or budget.

Parks Programs (Continued)

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	60.76	63.16	61.71	63.16	0.00
General Government	\$38,888	\$27,500	\$28,756	\$30,000	\$2,500
Fine/Licenses	\$8,300	\$12,000	\$9,000	\$10,000	(\$2,000)
Charges for Services	\$1,103,868	\$981,600	\$1,027,530	\$1,015,950	\$34,350
Interdepartmental	\$125,495	\$142,548	\$140,548	\$141,000	(\$1,548)
Other Revenue	\$26,303	\$23,000	\$25,010	\$18,000	(\$5,000)
Appr. Fund Balance (a)	\$362,329	\$60,000	\$332,276	\$30,000	(\$30,000)
County Tax Levy	\$3,198,413	\$3,241,729	\$3,241,729	\$3,404,017	\$162,288
Total Revenues	\$4,863,596	\$4,488,377	\$4,804,849	\$4,648,967	\$160,590
Personnel Costs	\$2,985,780	\$3,097,306	\$3,084,810	\$3,123,208	\$25,902
Operating Expenses (a)	\$573,194	\$547,175	\$583,631	\$582,400	\$35,225
Interdept. Charges	\$643,365	\$711,896	\$701,365	\$721,084	\$9,188
Fixed Assets (a)	\$103,292	\$132,000	\$363,550	\$222,275	\$90,275
Total Expenditures	\$4,305,631	\$4,488,377	\$4,733,356	\$4,648,967	\$160,590

Rev. Over (Under) Exp.	\$557,965	-	\$71,493	-	-
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(a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances. 61.71 FTE are estimated mainly due to lower usage of seasonal extra help hours than the 2011 budget anticipated.

Program Highlights



General Governmental revenues, which consist of state grant funding to maintain snowmobile trails has been increased \$2,500 to \$30,000. Fines and licenses, which are parking violations on County grounds, have been reduced \$2,000 to \$10,000 to be more in line with 2010 Actual and 2011 estimates. Charges for Service revenues increase by \$34,350 to \$1,015,950, and include the following; daily entrance - \$280,700; annual stickers - \$253,400; boat launch - \$135,500; camping fee \$105,600; concessions -\$87,500; reservation fee -\$76,450; and land lease - \$76,800. Revenue increase is largely due to a \$20,100 increase in parks entrance fees; an \$8,800 increase in land lease revenues; and \$8,000 increase in annual sticker revenues to closer reflect prior year actuals. The 2012 budget includes a slight increase for camping fees. In 2012, a new late fee for delinquent paper work for special event programming will be instituted. This new fee is designed to improve reservation processing and is not expected to generate significant revenue. Interdepartmental Revenues are budgeted to decrease by \$1,548 to \$141,000 mainly due to staff turnover which has resulted in a decrease in Parks Department staff time cost recovery for administration and management of the Department's enterprise and special revenue funds. Other Revenues have been decreased by \$5,000 to more accurately reflect actual experience. Appropriated General Fund Balance decreases by \$30,000 from \$60,000 to \$30,000, reflecting the planned phase down of General Fund Balance used to fund the Three-Year Maintenance plan work.

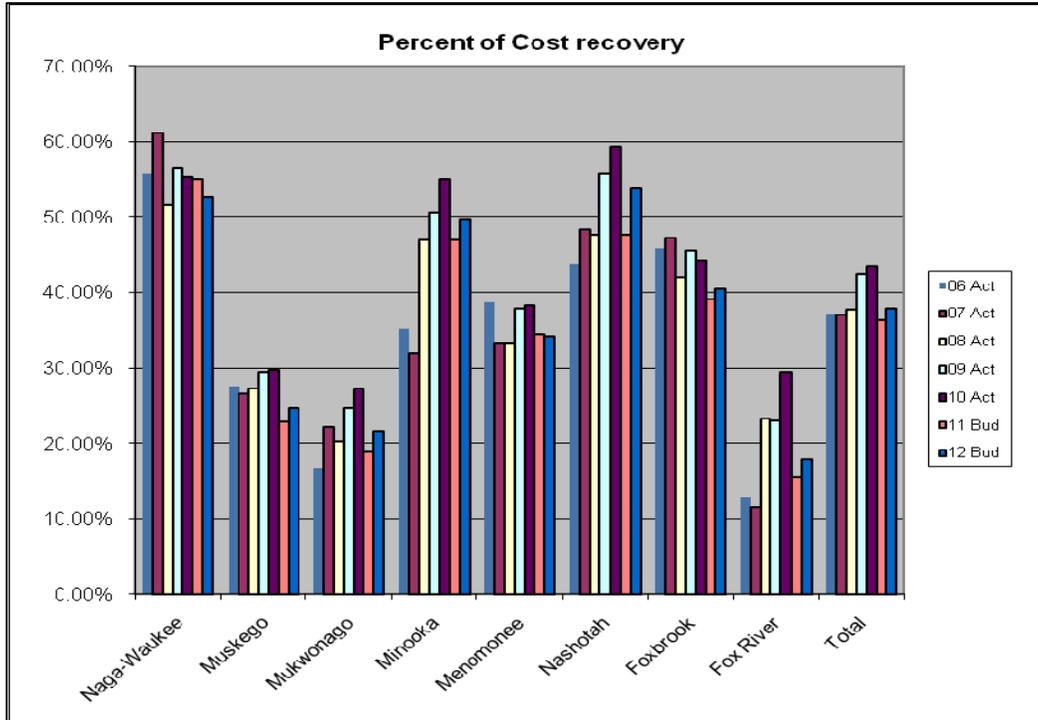
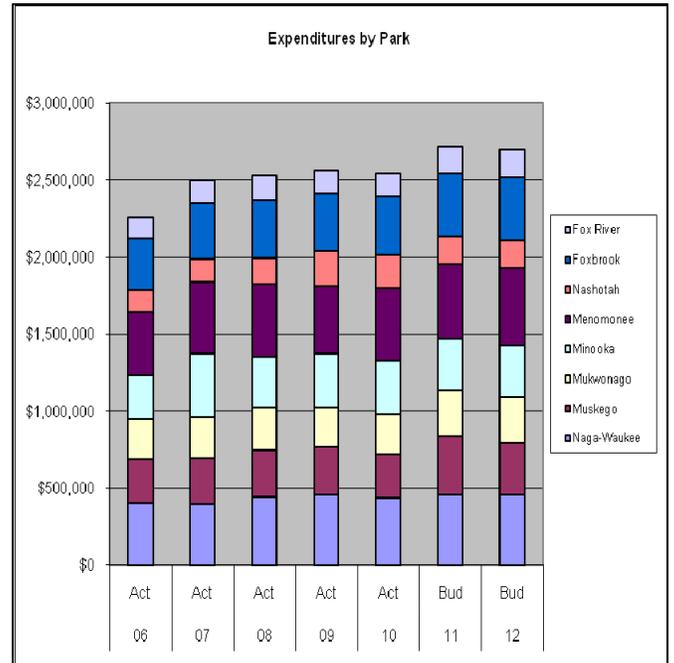
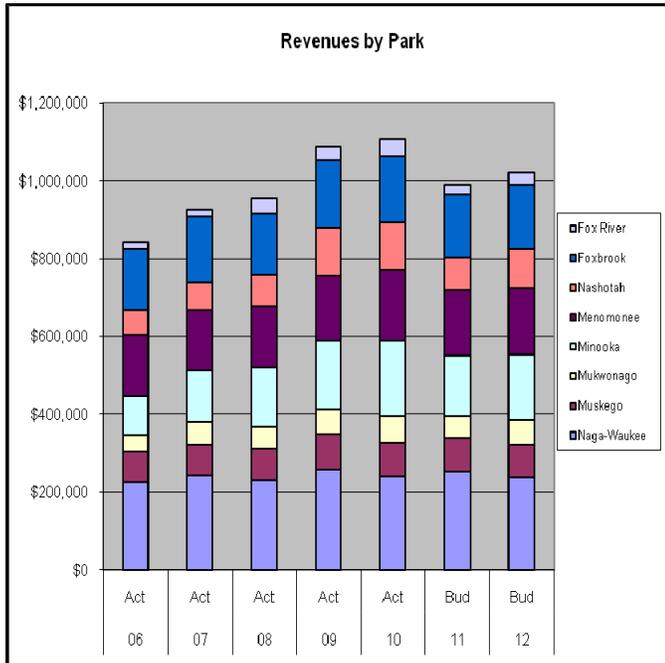
Personnel costs increase \$25,902 about 1.0% and include the cost to continue existing staffing levels and a \$10,000 increase in unemployment compensation from \$55,000 to \$65,000, which are mostly offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures have increased by \$35,225 to \$582,400, mostly due to a \$14,000 increase in various operating supplies, a \$6,000 increase in septic services, a \$9,600 increase for online internet reservation service, an \$8,500 for software maintenance charges and a \$4,500 increase for mileage reimbursement costs to closer reflect prior year actuals. Interdepartmental charges are budgeted to increase by \$9,188 mainly due to an increase of \$15,839 in worker compensation charges and a \$3,290 increase in other risk management charges which is partially offset by a reduction of \$9,500 in fleet maintenance charges. Fixed asset expenditures are budgeted to increase by \$90,275 to \$222,275, mostly due to increases in the Three Year Maintenance Plan expenditures budgeted in this program. The fixed asset budget includes \$60,000 for roof repairs; \$39,500 for beach house repairs; \$30,775 for green way trail improvements; \$35,000 for retaining wall repair; \$20,000 for Funks mill demolition; \$25,000 for lake access repairs and \$12,000 for brush mower.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Daily Entrance Stickers	87,518	74,200	75,000	78,000	3,800
Annual Stickers	14,457	7,600	12,000	11,900	4,300
Family Camping	3,846	4,800	4,400	4,300	(500)
Group Camping	1,488	1,800	1,600	1,600	(200)
Reserved Picnics/ Pavilion/Lodge Rental	1,092	1,050	1,050	1,050	-
Annual Boat Launch Stickers	523	525 (a)	480	470	(55) (a)
Daily Boat Launch	13,981	13,400 (a)	12,100	12,450	(950) (a)

(a) 2011 budget was over estimated

Parks Programs (Continued)



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 43% of expenditure. The 2012 budget includes a cost recovery rate of 37.8%.

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.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE) (a)	9.77	7.93	7.80	7.93	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Interdepartmental (b)	\$129,295	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$15,567	\$0	\$31,851	\$0	\$0
County Tax Levy	\$616,649	\$699,119	\$699,119	\$664,287	(\$34,832)
Total Revenues	\$761,511	\$699,119	\$730,970	\$664,287	(\$34,832)
Personnel Costs	\$438,967	\$327,702	\$334,876	\$339,134	\$11,432
Operating Expenses (a)	\$116,426	\$91,418	\$93,720	\$100,400	\$8,982
Interdept. Charges (a)	\$154,554	\$179,499	\$189,509	\$189,753	\$10,254
Fixed Assets (a)	\$76,023	\$100,500	\$142,351	\$35,000	(\$65,500)
Total Expenditures	\$785,970	\$699,119	\$760,456	\$664,287	(\$34,832)
Rev. Over (Under) Exp.	(\$24,459)	-	(\$29,486)	-	-

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2010 Actual includes an interdepartmental cross charge to Moor Downs Golf Course for grounds maintenance services. Beginning in the 2011 budget these expenditures are now budgeted directly in the Moor Downs Golf Course budget.



Program Highlights

Personnel costs are budgeted to increase by \$11,432 mainly due to employee selection of health insurance and costs to continue personnel. These increases are partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures increase by \$8,982, mostly due to an increase in one-time equipment and maintenance project expenditures of \$6,700 and a \$3,900 increase in utility costs. Interdepartmental charges increase by \$10,254, mostly due to an increase in charges for salt and sand materials for snow removal at County facility parking lot and Parks roads by \$15,000, based on higher prior year actual usage levels. Fixed Asset expenditures decrease by \$65,500, due to a reduction in major one-time projects in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include \$15,000 for retaining wall repairs and \$20,000 for government campus landscaping improvements.



Activity Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	43	43	43	44	1
Linear Ft- Sidewalk/Entrances	31,000	31,000	31,000	31,000	-

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, plant community restoration and wildlife habitat improvement. The primary goal is to provide maximum customer enjoyment and understanding of the County's significant natural resources while maintaining and enhancing the quality of those features. In 2012, Naturalists will provide Saturday School of the Land educational classes.

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.

Performance Measures: The department will work to capture data necessary to develop Performance Measures in 2012 for the 2013 Budget.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Program Attendance	5,581	6,000	6,000	6,300	-

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	8.44	8.85	8.73	8.85	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$87,912	\$79,000	\$68,800	\$77,200	(\$1,800)
Other Revenue	\$60,974	\$86,000	\$78,000	\$93,000	\$7,000
Appr. Fund Balance (a)	\$5,300	\$0	\$40,000	\$0	\$0
County Tax Levy	\$550,088	\$543,230	\$543,230	\$544,841	\$1,611
Total Revenues	\$704,274	\$708,230	\$730,030	\$715,041	\$6,811
Personnel Costs	\$412,467	\$425,449	\$435,386	\$443,015	\$17,566
Operating Expenses	\$144,443	\$129,985	\$129,635	\$137,400	\$7,415
Interdept. Charges	\$81,634	\$92,796	\$88,230	\$90,626	(\$2,170)
Fixed Assets	\$0	\$60,000	\$60,000	\$44,000	(\$16,000)
Total Expenditures	\$638,544	\$708,230	\$713,251	\$715,041	\$6,811

Rev. Over (Under) Exp.	\$65,730	-	\$16,779	-	-
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(a) The 2011 Estimate includes a 2010 carryover by approved ordinance.



Program Highlights

Charges for Services revenues include workshop and special event fees of \$51,200, land and office rental fees totaling \$10,000 and \$16,000 from the Waukesha School District for Parks staff maintenance of the planetarium facility. Land lease revenues are reduced \$7,200 and Workshop fees have been reduced \$1,800 to reflect actual experience. These charges for service revenue decreases are offset by a \$7,200 increase in office space rental. Other Revenues increase \$7,000 and include \$32,000 in birdseed sale; \$23,000 of bookstore merchandise sale; \$8,000 in miscellaneous revenue and \$30,000 in donations. In 2012, donation revenue has been increased \$7,000 due to a donation from the "Friends of Retzer Nature Center" to fund construction of an observation deck.

Personnel costs are budgeted to increase by \$17,566 mainly due to higher health insurance costs as a result of employee selections of coverage and costs to continue personnel only partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating costs increase \$7,415 mainly due to a \$10,800 increase in food for resale budget related to the apple harvest event. The budget is being increased to match prior year's actual experience. Interdepartmental charges decrease \$2,170 mainly due to a \$3,000 reduction in vehicle maintenance charges. Fixed Asset expenditures decrease by \$16,000, due a reduction in major one time projects and in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include \$30,000 for construction of an observation deck (offset with Friends of Retzer Nature Center donation) and \$14,000 for new equipment.

Retzer Nature Center (Continued)



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Attendance at hikes, workshops, seminars	5,581	8,000	6,100	8,000	-
Apple harvest festival attendance	3,488	5,000	5,000	5,000	-
Site Evaluations	2	10 (a)	2	5	(5) (a)
Bird Seed Bags Sold	1,960	2,300	2,300	2,300	-

(a) 2011 budget appears to be over stated based on the 2010 actual and 2011 estimate.

Museum

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
County Tax Levy	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Revenues	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Operating Expenses	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Total Expenditures	\$215,000	\$215,000	\$215,000	\$215,000	\$0
Rev. Over (Under) Exp.	-	-	-	-	-



Program Highlights

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



Activity	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Annual Contractual Visitor Performance Standard	13,330	13,530	13,730	13,930	14,130	14,330
Actual/Estimate	14,394	15,509	15,559	17,016	17,250	18,000

Exposition Center

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	10.22	8.84	8.79	8.84	0.00
General Government	\$10,788	\$0	\$0	\$0	\$0
Charges for Services	\$518,705	\$610,000	\$525,000	\$560,000	(\$50,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$54,535	\$10,000	\$30,002	\$10,000	\$0
County Tax Levy	\$103,071	\$128,629	\$128,629	\$139,252	\$10,623
Total Revenues	\$687,099	\$748,629	\$683,631	\$709,252	(\$39,377)
Personnel Costs	\$420,236	\$429,533	\$420,021	\$425,554	(\$3,979)
Operating Expenses	\$196,500	\$251,857	\$249,400	\$220,025	(\$31,832)
Interdept. Charges	\$81,521	\$67,239	\$66,665	\$63,673	(\$3,566)
Fixed Assets	\$97,444	\$0	\$0	\$0	\$0
Total Expenditures	\$795,701	\$748,629	\$736,086	\$709,252	(\$39,377)
Rev. Over (Under) Exp.	(\$108,602)	-	(\$52,455)	-	-

(a) 2011 estimates of expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.



Program Highlights

Charges for services revenue decrease \$50,000, mainly due to the loss of several events, adjustment to County Fair contract and due to the slow economic recovery. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of \$10,000 is included in 2012 to fund one-time expenditures for the table and chair replacement program. Tax levy support for this program increases by \$10,623 to \$139,252, and also is provided to help offset the costs of free nonprofit and county agency use of the facility for County functions.

Personnel costs decrease \$3,979 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which more than offsets personnel cost increases for 2012. Operating expenses decrease by \$31,832, mainly due to a \$30,000 reduction in one time maintenance roof replacement project. Interdepartmental charges are budgeted to decrease by \$3,566, mainly due to a reduction in risk management charges.

Administrative Services

Program Description

Monitor overall performance of the various divisions to ensure continuous improvement in customer service. Provide business/financial management services, including development and implementation of the Department budget, process payroll, and provide accounting services and fiscal analysis. In addition, provide direction and leadership in 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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of PLU web pages on viewed on divisions home page	272,811	305,000	295,000	300,000
# of web based inquires/% responded to within 2 business days	160/100%	200/100%	200/100%	200/100%

Objective 2:

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Jail Days Saved	175	240	284	280
Est. Value in \$ of service to the County	\$45,224	\$61,978	\$24,447	\$24,102

Note: In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

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.

- DPW and Parks and Land Use staff have solicited and received bicycle plan updates from municipalities, SEWRPC and bicycle organizations. We are currently examining the changes and will incorporate them into an update to the County's Bikeway plan for approval by the county board in early 2012.

Key Performance Indicators and Performance Measures: The department will work to capture data necessary to develop Key Performance Indicators and Performance Measures in 2012 for the 2013 Budget.

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 consumption by 10% to 20%. Performance measures to be developed and tracked during 2012.

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 and employee scheduling systems in the Departments and evaluate automated systems used with current processes and integrate reporting and scheduling associated with projects, grants and work order systems in order to significantly reduce staff time and costs associated with reporting and scheduling.

Objective 6: Work with Public Works to determine impact of Wisconsin's Administrative rule to regulate fuel tanks, known as COMM10. Fuel Regulation changes on the 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 September 2011.

- Completed a detailed analysis of fuel infrastructure and fuel sites
- Capital project has been developed to address extensive work at three of the sites
- All regulatory work must be completed by end of 2014

Administrative Services (continued)

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
General Government	\$0	\$15,000	\$0	\$0	(\$15,000)
Charges for Services	\$0	\$500	\$500	\$500	\$0
Interdepartmental	\$121,503	\$152,952	\$152,952	\$149,000	(\$3,952)
Other Revenue	\$0	\$2,743	\$2,600	\$2,743	\$0
Appr. Fund Balance (a)	\$29,554	\$0	\$17,268	\$0	\$0
County Tax Levy	\$639,102	\$672,588	\$672,588	\$677,399	\$4,811
Total Revenues	\$790,159	\$843,783	\$845,908	\$829,642	(\$14,141)
Personnel Costs	\$708,958	\$712,002	\$701,158	\$701,795	(\$10,207)
Operating Expenses (a)	\$66,409	\$68,750	\$80,800	\$66,000	(\$2,750)
Interdept. Charges	\$60,384	\$63,031	\$62,979	\$61,847	(\$1,184)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$835,751	\$843,783	\$844,937	\$829,642	(\$14,141)
Rev. Over (Under) Exp.	(\$45,592)	-	\$971	-	-

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.



Program Highlights

General Government revenues reimbursement revenue related to federal stimulus Energy Efficiency Block Grant administrative cost recovery for managing federally funded energy efficiency projects (see Capital Project 200918) is being eliminated as the projects are anticipated being completed in 2011. Interdepartmental revenues decrease by \$3,952 due to a slight decrease in administrative management charges to Parks Department enterprise and special revenue funds. County Tax Levy Support increases by \$4,811 from \$672,588 to \$677,399 due to revenue reallocations mentioned above.

Personnel costs decrease \$10,207 or approximately 1.4% mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which more than offsets personnel cost to continue increases for 2012. Operating costs are reduced \$2,750 mainly due to a \$2,500 reduction in computer and office equipment.

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

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

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Expo Center (1)			
Building Repair/Maintenance	\$16,000	\$16,000	\$16,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Expo Center	\$17,500	\$17,500	\$17,500
Grounds Maintenance (1)			
Building Repair/Maintenance	\$2,500	\$0	\$0
Road/Parking Lot Maintenance	\$4,500	\$0	\$0
Building Improvements	<u>\$20,000</u>	<u>\$98,000</u>	<u>\$0</u>
Total Grounds Maintenance	\$27,000	\$98,000	\$0
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	\$0	\$0	\$0
Road/Parking Lot Maintenance	\$4,000	\$1,500	\$1,500
Building Improvements	<u>\$42,500</u>	<u>\$0</u>	<u>\$0</u>
Total Naga-Waukee Park	\$46,500	\$1,500	\$1,500
Muskego Park (*)			
Building Repair/Maintenance	\$0	\$0	\$2,500
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$15,000</u>
Total Muskego Park	\$1,500	\$1,500	\$19,000
Mukwonago Park (*)			
Building Repair/Maintenance	\$0	\$0	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$25,000</u>	<u>\$12,500</u>	<u>\$0</u>
Total Mukwonago Park	\$26,500	\$14,000	\$1,500

(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 (continued)**

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Minooka Park (*)			
Building Repair/Maintenance	\$0	\$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	\$1,500	\$1,500	\$4,300
Menomonee Park (*)			
Building Repair/Maintenance	\$0	\$0	\$20,900
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$12,000</u>	<u>\$36,000</u>	<u>\$100,000</u>
Total Menomonee Park	\$13,500	\$37,500	\$122,400
Nashotah Park (*)			
Building Repair/Maintenance	\$0	\$0	\$2,000
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Nashotah Park	\$1,500	\$1,500	\$3,500
Foxbrook Park (*)			
Building Repair/Maintenance	\$7,300	\$0	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$10,000</u>	<u>\$0</u>	<u>\$0</u>
Total Foxbrook Park	\$18,800	\$1,500	\$1,500
Fox River Park (*)			
Building Repair/Maintenance	\$12,000	\$0	\$0
Road/Parking Lot Maintenance	\$1,500	\$1,500	\$1,500
Building Improvements	<u>\$5,000</u>	<u>\$0</u>	<u>\$0</u>
Total Fox River Park	\$18,500	\$1,500	\$1,500
Total			
Building Repair/Maintenance	\$37,800	\$16,000	\$44,200
Road/Parking Lot Maintenance	\$21,100	\$14,400	\$14,400
Building Improvements	<u>\$114,500</u>	<u>\$146,500</u>	<u>\$115,000</u>
Grand Total	\$173,400	\$176,900	\$173,600
Planned Use of General Fund Balance appropriations	\$30,000	\$0	\$0
(*) Included in Parks program budget.			



Statement of Purpose

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with Federal regulation is placed on:

1. The conservation and expansion of housing for low and moderate-income households.
2. The creation and retention of jobs, principally for low and moderate-income households.
3. The expansion of the quantity and quality of community services for low and moderate-income persons.
4. To affirmatively further equal housing opportunities.
5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
6. More effective environmental and strategic planning.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (b)	\$3,873,786	\$3,100,000	\$5,202,397	\$2,344,000	(\$756,000)	-24.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (c)	\$591,147	\$969,400	\$530,000	\$741,840	(\$227,560)	-23.5%
Appr. Fund Balance (d)	\$2,990	\$0	\$0	\$25,000	\$25,000	N/A
County Tax Levy (d)	\$0	\$29,200	\$29,200	\$0	(\$29,200)	-100.0%
Total Revenue Sources	\$4,467,923	\$4,098,600	\$5,761,597	\$3,110,840	(\$987,760)	-24.1%
Expenditures						
Personnel Costs	\$217,598	\$228,037	\$221,818	\$187,511	(\$40,526)	-17.8%
Operating Expenses						
<i>Subgrantee Grants</i>	\$3,287,265	\$3,711,992	\$5,348,744	\$2,768,048	(\$943,944)	-25.4%
<i>Administrative</i>	\$49,643	\$41,261	\$85,340	\$53,084	\$11,823	28.7%
Interdept. Charges	\$118,812	\$117,310	\$112,280	\$102,197	(\$15,113)	-12.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,757,352	\$4,098,600	\$5,768,182	\$3,110,840	(\$987,760)	-24.1%
Rev. Over (Under) Exp. (e)	(\$289,429)	\$0	(\$6,585)	\$0	-	-

Position Summary (FTE)

Regular Positions	2.80	2.80	2.80	2.35	(0.45)
Extra Help	0.00	0.00	0.52	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total	2.84	2.84	3.36	2.39	(0.45)

- (a) 2011 Estimate includes a 2010 carryover of encumbered grant contracts totaling \$6.5 million and an approved request to carry-over 2010 expenditure appropriations of \$3.7 million. In addition \$175,000 of additional Federal Stimulus Funding (Lead Grant) was awarded in 2011. The Community Development Coordinator will request allowable unspent funding to be carried over to the 2012 Budget.
- (b) The 2012 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.
- (c) Other revenue mainly includes revolving loan and program income revenues.
- (d) This Special Revenue fund relies mainly on federal funding. The actual County Tax Levy is usually \$0 for this fund. However, in 2012 fund balance is budgeted for Wisconsin Partnership Housing Development technical assistance initiative. In the 2011 Budget County Tax Levy of \$29,200 was budgeted to provide cross training and assistance from a PLU-Senior Planner, which was not needed. In 2012 General Fund balance is budgeted in the HOME program for administration/ technical assistance.
- (e) The amount shown for the 2010 Actual and the 2011 Estimate represents expenditures more than revenues due to less revolving loan program repayments (Program Income) than revolving loans made during the year.

Community Development Block Grant

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

Program Description

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

	2010 Actual (d)	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	1.78	2.08	2.08	1.99	(0.09)
General Government	\$1,391,752	\$1,600,000	\$1,552,482	\$1,176,000	(\$424,000)
Other Revenue (b)	\$427,225	\$700,000	\$430,000	\$565,000	(\$135,000)
Appr. Fund Balance	\$2,990	\$0	\$0	\$0	\$0
County Tax Levy (c)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,821,967	\$2,300,000	\$1,982,482	\$1,741,000	(\$559,000)
Personnel Costs	\$129,349	\$168,247	\$169,182	\$159,620	(\$8,627)
Operating Expenses					
<i>Subgrantee Grants (a)</i>	\$1,941,621	\$2,043,248	\$1,800,000	\$1,511,664	(\$531,584)
<i>Administrative</i>	\$11,166	\$14,783	\$11,633	\$9,656	(\$5,127)
Interdept. Charges	\$65,883	\$73,722	\$72,060	\$60,060	(\$13,662)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,148,019	\$2,300,000	\$2,052,875	\$1,741,000	(\$559,000)

Rev. Over (Under) Exp. (d)	(\$326,052)	\$0	(\$70,393)	\$0	\$0
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- (a) 2011 Estimate includes a 2010 carryover of encumbrances totaling \$1,042,706 and a 2010 carryover of \$544,522 through a separate ordinance. Unexpended appropriations at year end 2011 will be requested to be carried over to the 2012 Modified Budget.
- (b) Other Revenue includes revolving loan and program income revenue.
- (c) This Special Revenue fund relies solely on Federal funding. No County Tax Levy is provided.
- (d) The amount shown for the 2010 Actual represents less revenues than expenditures due to fewer revolving loan program repayments and Program Income revenue than revolving loans made during the year.



Program Highlights

Federal CDBG revenues from the Department of Housing and Urban Development (HUD) are expected to decrease \$424,000 to \$1,176,000 for the 2012 Budget based on an additional estimated 10% reduction from the current year's 2011 HUD allocation of 1,306,809.

Other revenue of \$565,000 is reduced \$135,000 from the 2011 budget includes revolving loan income estimated at \$365,000 repaid by Waukesha County Economic Development Corporation (WCEDC) and program income repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs estimated at \$200,000 for the 2012 Budget.

Personnel cost reflects an decrease of \$8,600 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, 0.09 FTE of a clerk typist I-II position shared with the County Executive's Department is reallocated from this program area to the County Executive's budget. The CDBG program budget includes about \$5,500 for CDBG Board expenses of which \$4,845 is related to estimated personnel costs per diems and \$650 is included for operating expense mileage reimbursements. Overall operating expenses decreases about \$536,711. Estimated operating expense decreases are mostly related to about a \$396,600 decrease in budgeted subgrantee awards and an estimated \$135,000 decrease in revolving loans. Interdepartmental charges decreases mostly related to a reduction in administrative indirect cost recoveries due to HUD funding reductions.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: To improve the self sufficiency of persons at or below 80% of metro median income by using federal funding of the Community Development Block Grant Program (CDBG). This requires programming to benefit persons/households at or below 80% of the metro area median income who by definition are considered "at-risk." (CDBG)

Key Outcome Indicator 1a: In accordance with Federal objectives, three outcomes will be addressed: 1) availability/accessibility, 2) affordability, and 3) sustainability as programs are allocated funding. 98% of funded projects will benefit low-income (at-risk) persons. 80% of low-income clients served will have an improved quality of life and better knowledge of services available as a result of CDBG program funding.

Performance Measure 1a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Low-Income Clients Improving Quality of Life	88%	88%	85%	85%
Number of persons benefiting	34,000	32,500	34,000	33,000

Key Outcome Indicator 1b: 90% of persons receiving economic opportunities through job training, counseling or directed employment shall have a more sustainable potential for self-sufficiency.

Performance Measure 1b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Persons Achieving Self-Sufficiency	91%	91%	92%	90%
Number of persons benefiting	1,800	1,650	1,700	1,600

Objective 2: To meet the Federal drawdown of funds requirement and provide timeliness of fund expenditures, subgrantees (beginning with 2007 agreements) will be required to drawdown funds within twelve months. The CDBG Board will be allowed to approve a request for an extension for a period not to exceed 12 months. If funding is not used prior to the end of the twenty-four months period from the initial funding date, the remaining funds will be automatically cancelled and reprogrammed. (CDBG)

Objective 3: To ensure effective program management and monitoring.

Key Outcome Indicator: The number of CDBG grants awarded by the CDBG Board will be reduced by at least 5%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Grants Awarded	76	77	70	65
Percent Change	-3.8%	-9.4%	-8.9%	-7.1%



Activity

	2010 Actual	2011 Budget	2011 Actual	2012 Budget	11-12 Budget Change
Grant \$ Value Awarded	\$1,568,714	\$1,600,000	\$1,306,879	\$1,176,000	(\$424,000)
Contracts Awarded Annually	76	77	70	65	(12)

Cumulative Contracts

Approximately \$32.4 million has been awarded since program inception began in 1990.

Community Development Block Grant (cont.)

Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Vernon, and Waukesha
Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Summit, Sussex, Wales, and Menomonee Falls

Non-Participating Communities:

Villages: Chenequa and Oconomowoc Lake

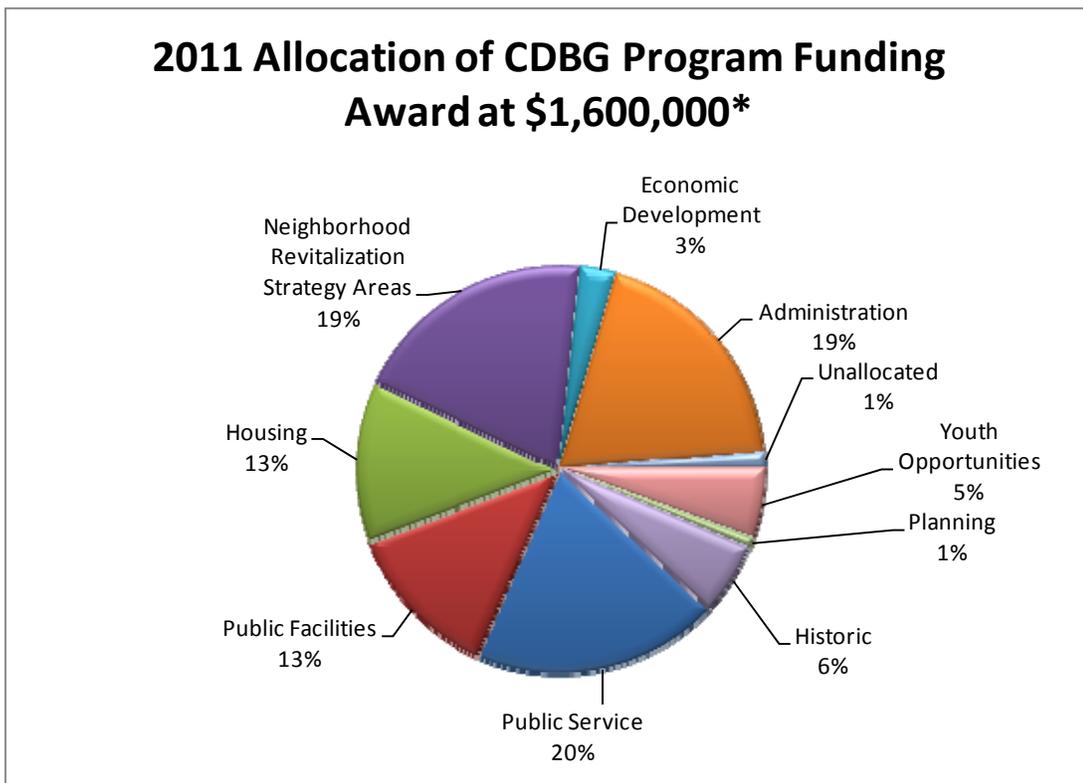
COMMUNITY DEVELOPMENT PROGRAM YEAR (Typical) *

January	CDBG / HOME program year begins
February	Public Hearings - Needs / Community Assessment for Program Year
March	Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report (AHPR)
April	Submit GPR and AHPR
May	Request for Proposals – Advertise and accept applications
June	Transmit copies of applications received to CDBG Board
July	Begin project application reviews Complete project application reviews
August	CDBG Board completes funding allocation recommendations Public Hearing on recommendations Executive Committee review, modify and/or approval of CDBG Board recommendations
September	County Board action on recommendations
October	Complete Grant Application / Environmental reviews for submission to HUD Write contracts for projects funded
November	Submission of Annual Consolidated Plan
December	Review carryover requests of previously funded projects Program year ends

* Due to uncertainty over 2012 grant funding levels to Waukesha County, the Community Development Coordinator recommended delaying the 2012 CDBG grant award notifications until the County receives the preliminary allocation from HUD.

Community Development Block Grant (cont.)

Changes for the CDBG Program	CDBG
<u>Subgrantees</u>	
2011 Adopted Budget - BASE Subgrantee HUD Grants	\$1,600,000
2011 -HUD Award amount above/(below) 2011 Adopted Budget	(\$293,121)
2011 Actual HUD Award	\$1,306,879
2011 Est. HUD Incr./((Decr.) from 2010 Actual award.	(\$130,879)
Subtotal Est. 2012 HUD Grants Amounts (Subgrantee & Admin)	\$1,176,000
<u>Revolving Loans/ Program Income</u>	
2011 Adopted Budget Base - Revolving Loan Program	\$700,000
2012 Est. Revolving Loan Program Income change	(\$135,000)
Subtotal Est. 2012 Revolving Program Income	\$565,000
2011 Adopted Budget (incl Gen Fund Tax levy of \$29,200)	\$2,300,000
2012 Adopted Budget (Incl Gen Fund bal of \$25,000)	\$1,741,000
Total \$ Increase/ (Decrease)	(\$559,000)



* Allocation based on CDBG Board approval to subgrantees. The actual HUD award in 2011 is \$1,306,879 which is \$293,121 less than the \$1,600,000 grants awarded. The funding reductions were absorbed using program income and de-obligated funding from other projects awarded in a previous year. However, Public Service projects in 2011 were reduced by 20% to meet the federal cap that limits Public Service projects to 15% of the CDBG allocation.

HOME Investment Partnership Program

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

Program Description

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted out to private sector and or non-profit entities. The goal of this federally sponsored program is to “increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance.

	2010 Actual (d)	2011 Budget	2011 Estimate (a)	2012 Budget (b)	Budget Change
Staffing (FTE)	0.76	0.76	0.76	0.40	(0.36)
General Government	\$1,348,658	\$1,500,000	\$1,497,489	\$1,168,000	(\$332,000)
Other Revenue (b)	\$163,922	\$269,400	\$100,000	\$176,840	(\$92,560)
Appr. Fund Balance (c)	\$0	\$0	\$0	\$25,000	\$25,000
County Tax Levy (c)	\$0	\$29,200	\$29,200	\$0	(\$29,200)
Total Revenues	\$1,512,580	\$1,798,600	\$1,626,689	\$1,369,840	(\$428,760)
Personnel Costs	\$50,488	\$59,790	\$29,636	\$27,891	(\$31,899)
Operating Expenses					
<i>Subgrantee Grants (a)</i>	\$1,345,644	\$1,668,744	\$1,450,000	\$1,256,384	(\$412,360)
<i>Administrative</i>	\$38,477	\$26,478	\$43,640	\$43,428	\$16,950
Interdept. Charges	\$41,347	\$43,588	\$39,605	\$42,137	(\$1,451)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,475,956	\$1,798,600	\$1,562,881	\$1,369,840	(\$428,760)
Rev. Over (Under) Exp. (d)	\$36,624	\$0	\$63,808	\$0	\$0

- (a) 2011 Estimate includes a 2010 carryover of encumbrances totaling \$652,789 and a 2010 carry-over of \$1,038,086 through separate ordinance. Unexpended appropriations at year end 2011 will be requested to be carried over to the 2012 Modified Budget.
- (b) Other Revenue for the 2012 Budget includes \$156,850 for program income and \$19,840 from Wisconsin Partnership housing development for facility rental charges.
- (c) Prior to 2012 this Special Revenue fund relied solely on Federal funding. In 2012 General Fund balance is budgeted in the HOME program for temporary administration/technical assistance. In the 2011 Budget County Tax Levy of \$29,200 was provided to provide cross training and assistance from a PLU-Senior Planner which was not needed.
- (d) The amount shown for the 2010 Actual and the 2011 estimate represents expenditures under revenues due to less program income expenditures than program income received during the year.

Program Highlights



Federal HOME revenues from the Department of Housing and Urban Development (HUD) are expected to decrease \$332,000 to \$1,168,000 for the 2012 Budget based on an additional estimated 10% reduction from the current year's 2011 HUD allocation of \$1,297,244.

Program income revenues decrease \$93,000 to \$157,000 to closer reflect prior year results. The program income revenue results from Down Payment Assistance, Housing Development and Housing Rehabilitation programs and include a sub-recipient contract agreement with WI Partnerships Housing Development to administer down payment assistance and housing rehabilitation programs and providing county reimbursed revenues which is budgeted for to increase \$440 to \$19,840.

Personnel cost to continue decrease by \$31,899 mostly related to the reallocation of a 0.30 FTE Senior Planner and related tax levy of \$29,200 from this program to the Parks and Land Use general fund budget. Also, the decrease relates to the State Budget Repair Bill that requires most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reduces the County's share of these costs. In addition, 0.06 FTE of a clerk typist I-II position shared with the County Executive's Department is reallocated from this program to the County Executive budget. Personnel costs also reflect costs to continue for 0.40 FTE positions allocated to this program.

Overall operating expenses decreases about \$395,100. Estimated operating expense decreases are mostly related to a \$319,400 decrease in budgeted subgrantee awards and a \$93,000 reduction in revolving loans. These expenses are offset by a \$25,000 increase for temporary administration/technical assistance costs to WI Partnerships Housing Development.

HOME Investment Partnership Program (cont.)

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

Objective 1: To provide services that improves affordable housing opportunities for low- and moderate- income households in the County. (HOME)

Key Outcome Indicator: 95% of persons receiving housing assistance for housing rehabilitation, home purchase assistance, housing construction and/or fair housing will maintain or improve their housing affordability.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Percent of Persons Improving Housing Affordability	99%	99%	98%	99%
Number of households benefiting	188	225	195	205

Activity*	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	11-12 Budget Change
Grant Value Awarded	\$1,476,615	\$1,500,000	\$1,297,244	\$1,168,000	(\$332,000)
# of Down payment and Closing Cost Assistance	79	80	65	70	(10)
# of Homebuyer Counseling (# People Counseled/ to the # of Actual Homebuyers) (a)	620/79	650/75	670/80	675/80	25/5
Housing Rehabilitation	27	45	40	35	(10)
Purchase/Rehab	36	28	24	25	(3)

* Only reflects Waukesha County data (not other participating Counties of Jefferson, Washington and Ozaukee Counties).

(a) The Continued weakness in the housing market reduced the number of households seeking housing rehabilitation assistance. However, down payment assistance remained strong due to federal home buyer tax credits. The number of actual homebuyers who receive financial assistance is limited and is based on the available funding and grant amount as established by the HOME Board.

Cumulative Contracts

A cumulative total of \$18.3 million has been awarded since program inception began in 1998.

Waukesha County Participating Communities*:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha

Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Summit, Sussex, Wales, German Town, and Menomonee Falls

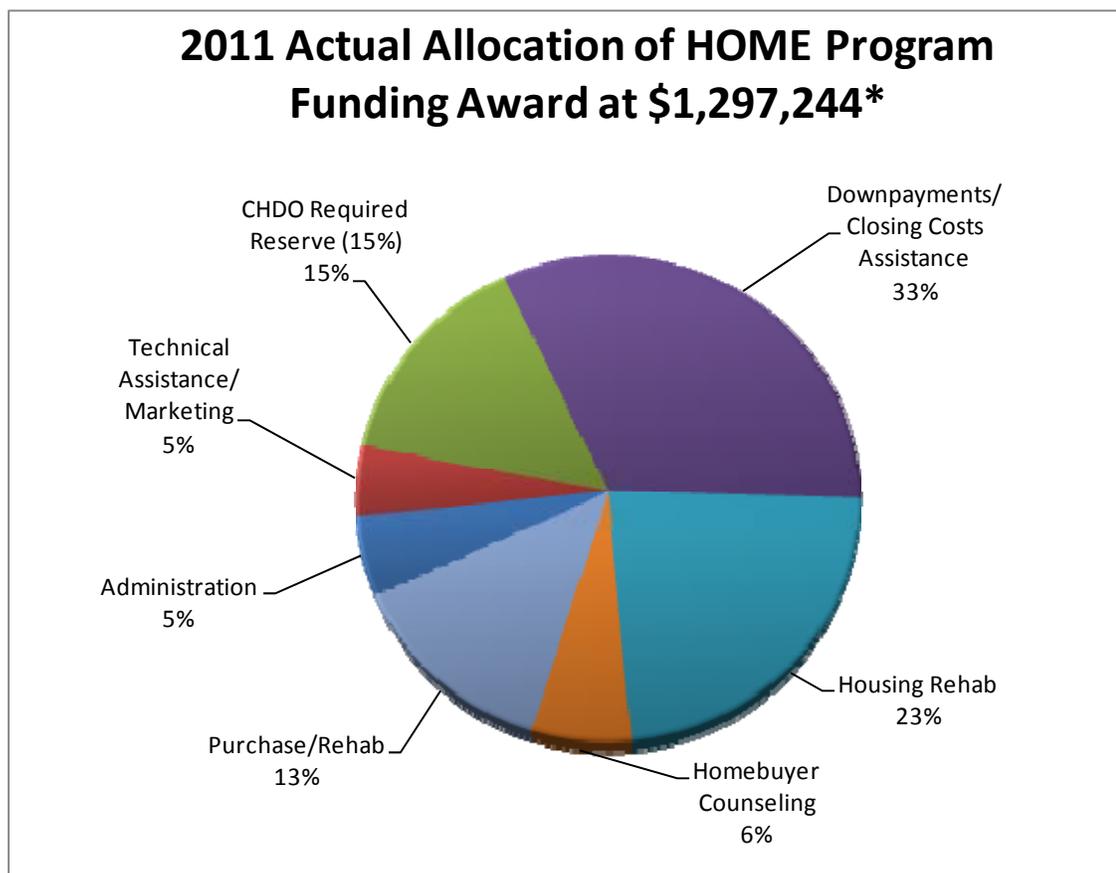
Waukesha County Non-Participating Communities:

Villages: Chenequa and Oconomowoc Lake

* HOME program participation includes 99 of 103 possible jurisdictions including all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

HOME Investment Partnership Program (cont.)

Changes for the HOME Program	HOME
Subgrantees	
2011 Adopted Budget - BASE Subgrantee HUD Grants	1,500,000
2011 -HUD Award amount above\below) 2011 Adopted Budget	(202,223)
2011 Actual HUD Award	1,297,777
2011 Est. HUD Incr./\Decr.) from 2010 Actual award.	(129,777)
<i>Subtotal Est. 2012 HUD Grants Amounts (Subgrantee & Admin)</i>	1,168,000
Revolving Loans/ Program Income	
2011 Adopted Budget Base - Revolving Loan Program	250,000
2012 Est. Revolving Loan Program Income change	(93,000)
Subtotal Est. 2012 Revolving Program Income	157,000
Reimbursement from Wis. Partnership Housing Dev. 2011	19,400
Reimbursement from Wis. Partnership Housing Dev. Change	440
Reimbursement from Wis. Partnership Housing Dev. 2012	19,840
2011 Adopted Budget (incl Gen Fund Tax levy of \$29,200)	1,798,600
2012 Adopted Budget (Incl Gen Fund bal of \$25,000)	1,369,840
Total \$ Increase/ (Decrease)	(428,760)



* Allocation based on recommendations being made to the HOME Board.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2010 Actual (a)	2011 Budget (a)	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.52	0.00	0.00
General Government (a)	\$1,133,376	\$0	\$2,152,426	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,133,376	\$0	\$2,152,426	\$0	\$0
Personnel Costs	\$37,761	\$0	\$23,000	\$0	\$0
Operating Expenses	\$1,084,034	\$0	\$2,128,811	\$0	\$0
<i>Subgrantee Grants</i>	\$1,080,181	\$0	\$2,098,744	\$0	\$0
<i>Administrative</i>	\$3,853	\$0	\$30,067	\$0	\$0
Interdept. Charges	\$11,582	\$0	\$615	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures (a)	\$1,133,377	\$0	\$2,152,426	\$0	\$0

Rev. Over (Under) Exp.	(\$1)	\$0	\$0	\$0	\$0
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(a) 2011 Estimate includes a 2010 encumbrance carry-over of \$4,851,860 and a \$2,162,144 carry over through separate ordinance and it is estimated that over \$5 million will be carried over to the 2012 Budget. No budget appropriation for these Federal funds was included in the 2011 Adopted Budget. Personnel related to temporary extra help for the Emergency Assistance Program.

Program Highlights

The 2011 Estimate of \$2.15 million consists of the following:

Community Development Block Grant (CDBG)-Emergency Assistance Program (EAP)

Waukesha County was awarded \$4,380,000 in federal Housing and Urban Development (HUD) funds for the 2008 flood. In 2010 an additional \$2,552,600 was awarded. According to federal guidelines, Waukesha County originally had a deadline until 12/31/10 to spend the federal money. An extension has been granted to 12/31/12. The Community Development Coordinator plans to request carryover of unspent appropriation estimated at approximately \$5 million to the 2012 budget.

HUD-Neighborhood Stabilization Program (NSP)

Waukesha County was awarded \$1,312,575 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the NSP. In 2010, the County was awarded an additional \$324,650 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the Supplemental HUD-Neighborhood Stabilization Program.

CDBG-R Recovery –Federal Stimulus Funding

Waukesha County was awarded \$392,451 of federal HUD funds under the American Recovery and Reinvestment Act of 2009 to stimulate the economy including infrastructure improvements and energy efficiency.

Lead Grant –Federal Stimulus Funding

The County was awarded \$120,000 of federal HUD funds under the American Recovery and Reinvestment Act of 2009 in 2010. In 2011 an additional \$175,000 was awarded to the County.

Other CDBG Grant Programs (Cont.)

Funding Source	Grant Amount	2011 Modified Budget	Estimated To Be Spent in 2011	Amount Estimated To Be Requested to be Carried Over to 2012
CDBG- Emergency Assistance Program (EAP) for the 2008 Flood (\$4,380,000 awarded in 2009) (\$2,552,600 awarded in 2010)	\$6,932,600	\$6,553,701	\$1,517,123	\$5,036,578
Neighborhood Stabilization Program (NSP) (\$1,312,575, Awarded in 2009) (\$324,650 Awarded in 2010)	\$1,637,225	\$230,639	\$230,639	\$0
CDBG-R awarded under the American Recovery and Reinvestment Act of 2009 (Federal Stimulus) (Awarded in 2009)	\$392,451	\$117,413	\$117,413	\$0
Lead Grant awarded under the American Recovery and Reinvestment Act (\$120,000 Awarded in 2010), (\$175,000 awarded in 2011)	\$295,000	\$287,251	\$287,251	\$0
Sub-Total	\$9,257,276	\$7,189,004	\$2,152,426	\$5,036,578
Supplemental CDBG- Emergency Assistance Program (EAP) for the LiDAR Data Collection Capital Project (Budgeted directly to Capital Project budget awarded in 2011)	\$204,520	\$204,520	\$5,000	\$199,520
Total	\$9,461,796	\$7,393,524	\$2,157,426	\$5,236,098

Community Development Administration:

- ❖ HUD allows 20% of the CDBG grant to be used for administration expense purposes. According to the Community Development Coordinator, the administration per HUD rules must include County CDBG administration, WCEDC administration and Technical assistance administration. Also, due to the HUD grant reductions, the Community Development Coordinator plans to eliminate most planning grants, with the exception of Fair Housing which is planned to be transferred and counted towards Public Services grant allocations, thereby reducing the Public Service allocation, which is limited to 15% of the HUD CDBG grant award. (Note: Planning grants are allowed to be counted either as an administration costs or as Public Service). The CDBG administration is estimated to be within the allowable 20% (as shown in the chart below) based on the 2012 estimated CDBG grant award of \$1,176,000. Department management plans to charge administration to other awarded CDBG grants (i.e. EAP) that are planned to be carried over to the 2012 budget which will reduce administration in this program area below the allowable limits.
- ❖ HUD allows 10% of the HOME grant to be used for administration expense purposes. Also, HUD rules include Technical Assistance subgrantee expenditures as administration. The HOME administration (including technical assistance) in the adopted budget is within the 10% allowable amount based on the 2012 estimated HOME grant amount of \$1,168,000.

Administration 2012			
	CDBG	HOME	Total
Personnel Costs	\$159,620	\$27,891	\$187,511
Operating Expenses	\$9,656	\$17,078	\$26,734
Interdepartmental Charges	<u>\$60,060</u>	<u>\$23,647</u>	<u>\$83,707</u>
Total	\$229,336	\$68,616	\$297,952
-Waukesha County Economic Development Corp. (WCEDC)	TBD (a)	\$0	\$0
-Technical Assistance Est. (b)	\$7,000	\$43,000	\$50,000
-Estimated Administration charges to other CDBG Grants	<u>(\$1,136)</u>	<u>\$0</u>	<u>(\$1,136)</u>
Grand Total	\$235,200	\$111,616	\$346,816
Estimated Grant Amount	\$1,176,000	\$1,168,000	
Allowable Administration %	<u>20%</u>	<u>10%</u>	
Total Allowable Administration	\$235,200	\$116,800	
Administration (over) / under % allowable by HUD	\$0	\$5,184	\$5,184

- (a) Community Development Coordinator states that WCEDC administration, which HUD states must be counted as administration is allowed to be offset with program income, and therefore may not affect the allowable administration percentages.
- (b) Parks Management indicates that CDBG technical assistance is estimated to be reduced by \$13,000 to \$7,000 in 2012.



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 2010. 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	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget	
					\$	%
Revenues						
General Government	\$300	\$300	\$300	\$300	\$0	0.0%
Charges for Services	\$587,024	\$704,000	\$640,000	\$704,000	\$0	0.0%
Other Revenues	\$5,588	\$6,500	\$6,000	\$6,535	\$35	0.5%
Interdept. Charges	\$15,000	\$15,500	\$15,500	\$15,500	\$0	0.0%
Appr. Fund Balance (a)	\$117,519	\$0	\$15,000	\$0	\$0	NA
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources	\$725,431	\$726,300	\$676,800	\$726,335	\$35	0.0%
Expenditures						
Personnel Costs	\$392,483	\$411,739	\$402,304	\$410,678	(\$1,061)	-0.3%
Operating Expenses (a)	\$174,371	\$193,463	\$207,714	\$194,366	\$903	0.5%
Interdept. Charges	\$124,184	\$121,098	\$119,781	\$121,291	\$193	0.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$691,038	\$726,300	\$729,799	\$726,335	\$35	0.0%
Rev. Over (Under) Exp.	\$34,393	-	(\$52,999)	-	-	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 2011 estimate for appropriated LIS Fund Balance exceeds the 2011 adopted budget due to a 2010 open purchase order and expenditures authority carried forward into 2011.

CURRENT AND ADOPTED 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	50%	\$0	NA

Major Departmental Strategic Outcomes and Objectives for 2012

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:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Number of Parcels added	1,270	1,000	1,400	1,200
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

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

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Average # of maps created for viewing per day	3,800	5,000	4,500	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:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
# of survey monuments maintained	46	80	60	60



Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to remain at the 2011 budget level of \$704,000. This estimate is based the number of recorded documents remaining at a level of 88,000 in 2012. For Interdepartmental Revenue, Land Information staff contract with the Department of Emergency Preparedness to provide street address maintenance services. The contract is anticipated to continue at current service level and will generate \$15,500 in revenue.

Personnel costs decrease by about \$1,100 to \$410,700, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating expenses increase by about \$900, to \$194,400, mostly due to a \$1,000 increase for computer software maintenance charges.



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	2010 Actual	2011 Adopted Budget	2011 Estimate (a)(b)	2012 Budget	Change From 2011 Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$130,000	\$0	\$580,000	\$0	\$0	NA
Charges for Services	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$375,914	\$300,000	\$151,000	\$300,000	\$0	0.0%
Appr. Fund Balance (b)	\$300,000	\$700,000	\$744,250	\$700,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources	\$805,914	\$1,000,000	\$1,475,250	\$1,000,000	\$0	0.0%
Expenditures						
Operating Expenses	\$94,218	\$25,000	\$20,000	\$125,000	\$100,000	400.0%
Fixed Assets (b)	\$321,207	\$975,000	\$1,455,250	\$875,000	(\$100,000)	-10.3%
Total Expenditures	\$415,425	\$1,000,000	\$1,475,250	\$1,000,000	\$0	0.0%
Rev. Over (Under) Exp.	\$390,489	-	-	-	-	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 2011 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2011, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

Summary of Tarmann Fund Funding Sources 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$130,000	\$0	\$0	\$0
Interest Income	\$192,174	\$132,453	\$200,000	\$150,000	(\$50,000)
Landfill Siting	\$281,684	\$239,776	\$100,000	\$150,000	\$50,000
Tarmann Fund Balance	\$437,400	\$300,000	\$700,000	\$700,000	\$0
Land Sales - Permits/Sales, Etc.	\$5,557	\$3,685	\$0	\$0	\$0
Total Revenues	\$916,815	\$805,914	\$1,000,000	\$1,000,000	\$0
Total Expenditures	\$1,433,915	\$415,425	\$1,000,000	\$1,000,000	\$0
Revenues Over/(Under) Expenditures	(\$517,100)	\$390,489	\$0	\$0	\$0



Program Highlights

General governmental revenue consist of State Stewardship grant reimbursements for prior year purchases. State Stewardship reimbursement often does not occur in the same year as acquisition. For budget purposes, Stewardship grant revenues are recorded as revenue in the year received. Reimbursements are anticipated to remain at an average of 40% of acquisition costs. Fund balance will be used for initial purchase. Other Revenues include interest income earned on Tarmann Fund Balance that decreases by \$50,000, from \$200,000 to \$150,000, to be closer to 2010 actuals. This is offset by an increase in landfill sitting revenues by \$50,000, from \$100,000 to \$150,000, based on higher 2010 actual revenues received.

Expenditures remain at 2011 budget level of \$1,000,000, which include \$875,000 for land purchases, \$100,000 for grants to conservancy organizations to assist with land purchases, and \$25,000 for consulting services such as surveying, appraising and other costs related to land acquisition.

Major Departmental Strategic Outcomes and Objectives for 2012

**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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Acres of parkland and greenway lands acquired	34	300	120	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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,121	4,081	4,131
% of Park Plan Acquired	86.2%	88.4%	87.5%	88.6%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,205	3,511	3,265	3,515
% of Greenway Plan Acquired	38.6%	42.3%	39.3%	42.3%



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	2010	2011	2011	2012	Change From 2011	
	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	\$2,932,592	\$3,300,000	\$3,100,100	\$3,199,000	(\$101,000)	-3.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$28,144	\$30,000	\$28,000	\$28,000	(\$2,000)	-6.7%
Appr. Fund Balance	\$214	\$0	\$20,133	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,960,950	\$3,330,000	\$3,148,233	\$3,227,000	(\$103,000)	-3.1%
Expenditures						
Personnel Costs (d)	\$1,195,988	\$1,387,290	\$1,346,201	\$1,318,966	(\$68,324)	-4.9%
Operating Expenses (b)	\$1,028,334	\$1,137,333	\$1,054,022	\$1,044,406	(\$92,927)	-8.2%
Interdept. Charges (d)	\$919,450	\$861,243	\$857,453	\$863,628	\$2,385	0.3%
Fixed Assets (Memo) (c)	\$12,985	\$71,500	\$0	\$0	(\$71,500)	-100.0%
Total Expenditures (b)(c)	\$3,143,772	\$3,385,866	\$3,257,676	\$3,227,000	(\$158,866)	-4.7%
Operating Inc./(Loss) (b)	(\$182,822)	(\$55,866)	(\$109,443)	\$0	\$55,866	-100.0%
Cash Flow From Operations (b)	\$15,615	\$142,598	\$76,198	\$183,865	\$41,267	28.9%

Position Summary (FTE)

Regular Positions	8.85	8.85	8.85	8.85	0.00
Extra Help	23.83	23.13	20.99	19.75	(3.38)
Overtime	0.92	0.92	0.92	0.92	0.00
Total	33.60	32.90	30.76	29.52	(3.38)

- (a) Other Revenue contained in the 2010 Actual includes interest income of \$28,144. 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 2010 actual is obtained from the County's 2010 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2011 estimate and 2012 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) The 2010 Actual includes interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Beginning with the 2011 budget, these expenditures are now 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 2012

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	2010 Actual	2011 Target	2011 Estimate	2012 Target
All three courses net operating income - EBITDA	\$158,820	\$15,615	\$141,803	\$20,698	\$183,865

*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 Business Services and Human Resources Divisions, pilot a Lean Program to identify workflow processes within golf course reservation and cashing operations to map and revise workflow identifying areas to decrease costs and improve customer service, by 3rd Qtr 2012.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashing operations by reducing point of sale hardware and eliminating of redundant processes by 3rd Qtr 2012.

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.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	13.93	13.93	12.70	12.43	(1.50)
Charges for Services	\$1,630,529	\$1,745,000	\$1,666,000	\$1,725,000	(\$20,000)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$214	\$0	\$11,428	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,630,743	\$1,745,000	\$1,677,428	\$1,725,000	(\$20,000)
Personnel Costs	\$554,860	\$575,317	\$543,565	\$554,698	(\$20,619)
Operating Expenses (excl. Depr. Expense)	\$386,970	\$453,655	\$410,455	\$409,157	(\$44,498)
Depreciation Expense	\$75,528	\$84,706	\$73,761	\$72,558	(\$12,148)
Interdept. Charges	\$357,311	\$404,069	\$403,569	\$410,357	\$6,288
Fixed Assets (Memo)(a)	\$0	\$60,000	\$0	\$0	(\$60,000)
Total Expenditures (a)	\$1,374,669	\$1,517,747	\$1,431,350	\$1,446,770	(\$70,977)
Operating Inc./(Loss)	\$256,074	\$227,253	\$246,078	\$278,230	\$50,977

(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 \$20,000 to \$1.73 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,200 offset by an overall weighted average increase in fees of 1%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase approximately \$0.50 per round.

Total budgeted expenditures decrease \$70,977 or 4.7% to \$1,446,770. Personnel costs decrease \$20,619 or 3.6% to \$554,698, which includes the cost to continue 3.27 FTE existing regular full time staff and a 1.5 FTE reduction from 10.25 FTE to 8.75 FTE in temporary extra help. The reduction in extra help reduces personnel expenses \$26,800. Personnel costs also reflect an \$11,900 decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs. These personnel cost reductions are partially offset by changes in benefit plan selections by full time employees.

Operating expenses (excluding depreciation) decrease \$44,498 or 9.8% to \$409,157. Operating decreases include \$19,350 in chemical, fertilizer and other course maintenance expenses. Payment card processing expenses are reduced \$8,500 reflecting the migration of credit card processing to the countywide cashing application. Small equipment expenses are reduced \$7,460 mainly due to lower net costs associated with the replacement of 12 golf carts. Merchandise for resale expenses are reduced \$5,000 to reflect recent experience. Depreciation expenses decrease \$12,148 to \$72,558.

Interdepartmental charges increase \$6,288 to \$410,357 reflecting an increase in county-wide indirect cost charges and an increase for the total cost of technology.



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	73,140	76,600	73,900	75,400	(1,200)
Golf Car Rentals	27,904	23,100	25,600	27,000	3,900
ID Cards Paying	1,392	1,600	1,400	1,400	(200)
9 Hole Play	19,512	21,200	20,100	20,800	(400)
18 Hole Play	26,814	27,700	26,900	27,300	(400)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2005	2010 Data
Gross Revenue	\$1.1 million	\$1,768,600
Gross Revenue/Round	\$35	\$38.17
Rounds Played	31,000	46,326
# 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.

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	\$925,481	\$1,033,000	\$965,000	\$1,010,000
Carts	\$360,100	\$332,100	\$355,000	\$360,000
ID Cards	\$26,416	\$38,000	\$27,000	\$27,000
Food	\$174,030	\$177,500	\$175,000	\$179,500
Merchandise	\$101,050	\$115,400	\$101,000	\$104,500
Misc. Revenue	\$43,452	\$49,000	\$43,000	\$44,000
Total Revenue	\$1,630,529	\$1,745,000	\$1,666,000	\$1,725,000

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.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	13.44	13.44	12.93	12.11	(1.33)
Charges for Services	\$1,002,833	\$1,215,000	\$1,122,000	\$1,149,000	(\$66,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,262	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$6,205	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,005,095	\$1,215,000	\$1,128,205	\$1,149,000	(\$66,000)
Personnel Costs	\$529,539	\$551,166	\$542,804	\$522,427	(\$28,739)
Operating Expenses (excl. Depr. Expense)	\$378,280	\$399,236	\$379,773	\$381,045	(\$18,191)
Depreciation Expense	\$92,815	\$93,757	\$92,227	\$91,407	(\$2,350)
Interdept. Charges	\$323,235	\$336,762	\$335,662	\$334,256	(\$2,506)
Fixed Assets (Memo) (a)	\$12,985	\$11,500	\$0	\$0	(\$11,500)
Total Expenditures (a)	\$1,323,869	\$1,380,921	\$1,350,466	\$1,329,135	(\$51,786)
Operating Inc./(Loss) (a)	(\$318,774)	(\$165,921)	(\$222,261)	(\$180,135)	(\$14,214)

(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 \$66,000 to \$1.15 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 5,850 partially offset by an overall weighted average increase in fees of 0.6%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase by less than \$0.25 per round.

Total budgeted expenditures decrease \$51,786 or 3.8% to \$1,329,135. Personnel costs decrease \$28,739 or 5.2% to \$522,427, which includes the cost to continue 3.25 FTE existing regular full time staff and a 1.33 FTE reduction from 9.83 FTE to 8.50 FTE in temporary extra help. The reduction in extra help reduces budgeted personnel expenses \$23,883. Personnel costs also reflect an \$11,300 decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Wanaki Golf Course (cont.)

Operating expenses (excluding depreciation) decrease \$18,191 or 4.5% \$381,045. Operating decreases include \$7,960 in chemical, fertilizer and other course maintenance expenses. Payment card processing expenses are reduced \$6,300 reflecting the migration of credit card processing to the countywide cashing application. Merchandise for resale expenses are reduced \$4,000 to reflect recent experience. Small equipment expenses are reduced \$1,800 mainly due to lower net costs associated with the replacement of 11 golf carts. Travel and training expenses are also reduced \$1,550. Depreciation expenses decrease \$2,350.

Interdepartmental charges decrease \$2,506 to \$334,256 mainly due to a decrease in workers compensation expenses.



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	50,753	59,850	54,000	54,000	(5,850)
Golf Car/Cart Rental	14,366	14,800	14,800	14,800	0
ID Cards Paying	1,061	1,136	1,000	1,000	(136)
9 Hole Play	22,021	27,250	25,000	25,000	(2,250)
18 Hole Play	14,366	16,300	14,500	14,500	(1,800)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2010 Data
Gross Revenue	\$1.1 million	\$1,090,675
Gross Revenue/Round	\$35	\$29.97
Rounds Played	31,000	36,387
# 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				
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	\$580,130	\$727,200	\$680,000	\$702,000
Carts	\$121,417	\$152,800	\$125,000	\$130,000
ID Cards	\$19,727	\$23,000	\$20,000	\$20,000
Food	\$140,535	\$157,000	\$150,000	\$150,000
Merchandise	\$122,974	\$136,000	\$128,000	\$128,000
Misc.	\$18,050	\$19,000	\$19,000	\$19,000
Total	\$1,002,833	\$1,215,000	\$1,122,000	\$1,149,000

Moor Downs Golf Course

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	5.53	5.53	5.13	4.98	(0.55)
Charges for Services	\$299,230	\$340,000	\$312,100	\$325,000	(\$15,000)
Other Revenue (a)	\$25,882	\$30,000	\$28,000	\$28,000	(\$2,000)
Appr. Fund Balance	\$0	\$0	\$2,500	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$325,112	\$370,000	\$342,600	\$353,000	(\$17,000)
Personnel Costs	\$111,589	\$260,807	\$259,832	\$241,841	(\$18,966)
Operating Expenses (excl. Depr. Expense)	\$74,640	\$85,978	\$78,153	\$70,339	(\$15,639)
Depreciation Expense	\$20,101	\$20,001	\$19,653	\$19,900	(\$101)
Interdept. Charges	\$238,904	\$120,412	\$118,222	\$119,015	(\$1,397)
Fixed Assets (Memo) (b)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$445,234	\$487,198	\$475,860	\$451,095	(\$36,103)
Operating Inc./Loss (b)	(\$120,122)	(\$117,198)	(\$133,260)	(\$98,095)	\$19,103

- (a) In 2012, Other Revenue consists of interest income at \$28,000, 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.



Program Highlights

Charges for Services revenue from greens fees, cart rental, food/merchandise and discount card sales are budgeted to decrease \$15,000 to \$325,000. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,400. Fees will be adjusted as necessary to maintain market position; however, fees are expected to be unchanged in 2012.

Total budgeted expenditures decrease \$36,103 or 7.4% to 451,095. Personnel costs decrease \$18,966 or 7.3% to \$241,841, which includes the cost to continue 2.33 FTE existing regular full time staff and a 0.55 FTE (1,144 hours) reduction from 3.05 FTE (6,344 hours) to 2.50 FTE (5,200 hours) in temporary extra help. The reduction in extra help reduces personnel expenses \$10,619 to \$241,841. Personnel costs also reflect about a \$6,000 cost savings due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Operating expenses (excluding depreciation expenses) decrease \$15,639 or 18% to \$70,339. Operating decreases include chemical, fertilizer and other course maintenance expenses, as well as reductions in contractual services reflecting the discontinuation of goose control services. Clubhouse operating expenses are reduced \$2,900 reflecting decreased spending on supplies and repairs. Additionally, payment card processing expenses are reduced to reflect the migration of credit card processing to the countywide cashiering application.

Interdepartmental charges decrease \$1,397 to \$119,015 mainly due to a decreases vehicle maintenance and insurance costs.

Moor Downs Golf Course (cont.)



Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	18,073	21,440	19,140	20,040	(1,400)
Golf Car Rental	6,262	5,550	5,550	5,550	0
ID Cards paying	712	820	700	700	(120)
9 Hole Play	17,561	21,200	18,900	19,800	(1,400)
18 Hole Play	256	120	120	120	0

Public Mid-Range Frost Belt Courses*

	National Golf Foundation Median	2010 Data
Gross Revenue	\$1.1 million	\$323,400
Gross Revenue/Round	\$35	\$18.15
Rounds Played	31,000	17,817
# of Full Time Employees	6.2	2.33

*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*

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	\$212,955	\$255,500	\$225,500	\$237,500
Carts	\$41,550	\$40,000	\$41,100	\$42,000
ID Cards	\$11,341	\$11,500	\$11,500	\$11,500
Food	\$20,791	\$21,000	\$21,000	\$21,000
Merchandise	\$6,877	\$7,900	\$7,000	\$7,000
Misc. Revenues	\$5,716	\$4,100	\$6,000	\$6,000
Total Revenue	\$299,230	\$340,000	\$312,100	\$325,000

*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	2010	2011	2011	2012	Change From 2011	
	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	\$1,052,591	\$1,024,000	\$1,015,000	\$1,045,200	\$21,200	2.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	NA
Other Revenue	\$10,269	\$11,000	\$12,000	\$12,000	\$1,000	9.1%
Appr. Fund Balance	\$0	\$0	\$3,000	\$0	\$0	NA
County Tax Levy	\$0	\$0	\$0	\$0	\$0	NA
Total Revenue Sources	\$1,062,860	\$1,035,000	\$1,030,000	\$1,057,200	\$22,200	2.1%
Expenditures						
Personnel Costs	\$455,370	\$462,580	\$447,231	\$462,455	(\$125)	0.0%
Operating Expenses (b)	\$501,935	\$527,880	\$508,172	\$532,576	\$4,696	0.9%
Interdept. Charges	\$73,105	\$73,649	\$74,597	\$81,172	\$7,523	10.2%
Fixed Assets(Memo)	\$24,867	\$60,000	\$38,500	\$50,000	(\$10,000)	-16.7%
Interdept. Debt-Prin (Memo) (d)	\$0	\$0	\$0	\$0	\$0	NA
Total Expenditures	\$1,030,410	\$1,064,109	\$1,030,000	\$1,076,203	\$12,094	1.1%
Operating Inc./(Loss) (b) (c)	\$32,450	(\$29,109)	\$0	(\$19,003)	\$10,106	-34.7%
Cash Flow From Operations(a)	\$157,822	\$105,464	\$132,412	\$115,341	\$9,877	9.4%
Position Summary (FTE)						
Regular Positions	4.95	4.95	4.64	4.95	0.00	
Extra Help	4.42	4.42	4.42	4.42	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.37	9.37	9.06	9.37	0.00	

- (a) Cash Flow from operations for the 2010 actual is obtained from the County's 2010 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2011 estimate and 2012 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.
- (b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed Asset purchases will be made from cash generated by operating revenues, and are included in the Department's fixed assets request.
- (d) The General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2013 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2012**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:	2009 Actual (a)	2010 Actual	2011 Target	2011 Estimate(a)	2012 Target
Naga-Waukee: Prime hours utilized	65%	71%	62%	62%	65%
Eble: Prime hours utilized	54%	61%	60%	57%	60%

(a) The reduction in hours at Eble is partially associated with the 2009 and 2011 five-week closure of Eble for routine major maintenance.

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:	2009 Actual	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
Naga-Waukee: Non-prime hours utilized	24%	30%	25%	25%	27%
Eble: Non-prime hours utilized	23%	24%	25%	23%	25%

(a) The reduction in hours at Eble is partially associated with the 2009 and 2011 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.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	4.51	4.51	4.51	4.51	0.00
Charges for Services	\$520,954	\$507,000	\$507,000	\$520,200	\$13,200
Other Revenue (a)	\$10,269	\$11,000	\$12,000	\$12,000	\$1,000
App. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$531,223	\$518,000	\$519,000	\$532,200	\$14,200
Personnel Costs	\$205,455	\$210,732	\$207,672	\$213,648	\$2,916
Operating Expenses (excl. depr. expense)	\$209,544	\$226,119	\$206,309	\$223,779	(\$2,340)
Depreciation Expense (b)(c)	\$63,671	\$65,202	\$63,901	\$63,442	(\$1,760)
Interdept. Charges	\$34,403	\$35,512	\$36,721	\$38,982	\$3,470
Fixed Assets (Memo) (c)	\$0	\$20,000	\$0	\$0	(\$20,000)
Interdept. Debt-Principal (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$513,073	\$537,565	\$514,603	\$539,851	\$2,286
Operating Inc./(Loss) (b)(c)	\$18,150	(\$19,565)	\$4,397	(\$7,651)	\$11,914

(a) Other Revenue is solely investment income.

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

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

Naga-Waukee Ice Arena (cont.)



Program Highlights

Charges for service revenue is estimated to increase by \$13,200 or 2.6% to \$520,200 mainly reflecting rate increases for public skating fees of \$0.50 from \$4.50 to \$5.00 for junior/seniors and \$6.00 to \$6.50 for adults. These increased fees are planned to begin in the Fall 2012 season (September 2012). Contracted skating rates are budgeted to increase a weighted average of 1.5%. The 2012 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increase \$2,916 to about \$213,600 reflecting \$5,900 savings due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which partially offsets personnel cost increases for 2012. Operating costs decrease \$2,340 to about \$223,800 reflecting utility cost savings due HVAC replacements that occurred in early 2011. Depreciation expense estimates decrease \$1,760 to \$63,400. Interdepartmental charges increase \$3,470 to \$38,982, mainly reflecting increasing County-wide Indirect Cost charges and increased vehicle replacement costs.



Activity	2010	2011	2011	2012	2012 vs. 2011
	Actual	Budget	Estimate	Budget	Budget Change
Contract Ice Hours	1,555	1,610	1,605	1,610	0
Public Skating Attendance (a)	14,166	8,900	9,100	9,100	0
No. of Skate Rentals	6,933	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 2010.

Naga-Waukee Ice Arena Revenue

	2010	2011	2011	2012	2012 vs. 2011
	Actual	Budget	Estimate	Budget	Budget Change
Public Skating - \$Receipts	\$60,500	\$42,900	\$44,700	\$45,900	\$3,000
Contracted - \$ Receipts	\$350,300	\$373,500	\$371,500	\$378,000	\$4,500
Concession- \$ Receipts	\$49,100	\$48,000	\$48,500	\$49,000	\$1,000
Merch/Bds/Misc* - \$ Receipts	\$61,054	\$42,600	\$42,300	\$47,300	\$4,700
Total	\$520,954	\$507,000	\$507,000	\$520,000	\$13,200

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts. In 2010, lessons expanded to include hockey player development programming. Prior to 2010, Waukesha Youth Hockey conducted this program using contracted ice.

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

Program Description

Provide a quality ice skating facility.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	4.86	4.86	4.55	4.86	0.00
Charges for Services	\$531,637	\$517,000	\$508,000	\$525,000	\$8,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
App. Fund Balance	\$0	\$0	\$3,000	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$531,637	\$517,000	\$511,000	\$525,000	\$8,000
Personnel Costs	\$249,915	\$251,848	\$239,559	\$248,807	(\$3,041)
Operating Expenses (excl. depr. expense)	\$160,735	\$167,188	\$169,451	\$174,453	\$7,265
Depreciation Expense (a)	\$67,985	\$69,371	\$68,511	\$70,902	\$1,531
Interdept. Charges	\$38,702	\$38,137	\$37,876	\$42,190	\$4,053
Fixed Assets (Memo) (b)	\$24,867	\$40,000	\$38,500	\$50,000	\$10,000
Interdept. Debt-Principal (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (a)(b)	\$517,337	\$526,544	\$515,397	\$536,352	\$9,808
Operating Inc./(Loss) (a)(b)	\$14,300	(\$9,544)	(\$4,397)	(\$11,352)	(\$1,808)

- (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 revenues are estimated to increase by \$8,000 or 1.5% to \$525,000, mainly reflecting rate increases for public skating fees of \$.50 from \$4.50 to \$5.00 for junior/seniors and \$6.00 to \$6.50 for adults. These increased fees are planned to begin in the Fall 2012 season (September 2012). Contracted skating rates are budgeted to increase a weighted average of 1.85%. The 2012 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs decrease \$3,041 to about \$248,800 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating costs increase \$7,265 to about \$174,450. Increasing operating expenses include \$3,000 to replace an ice edger, \$2,500 of increased utility expenses mainly due to increase electrical rates and \$2,000 in equipment maintenance expenses. Depreciation expenses increase \$1,531 to reflect recent and budgeted fixed asset improvements, which include the 2011 sealing of exterior concrete structure, 2011 sign replacement and 2012 replacement of a refrigeration condensing unit. Interdepartmental charges increase \$4,053 to \$42,190 mainly reflecting increased County-wide Indirect Cost charges of \$2,500 and increased vehicle repair/maintenance costs of \$1,500. Fixed asset expenditures of \$50,000 are budgeted for the replacement of the Arena's refrigeration condensing unit.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Contract Ice Hours	1,625	1,570	1,545	1,570	0
Public Skating Attendance	14,199	13,300	13,300	13,300	0
No. of Skate Rentals	9,249	7,700	7,800	7,700	0

Eble Ice Arena Revenue

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Public Skating- \$ Receipts	\$65,200	\$60,500	\$60,500	\$63,200	\$2,700
Contracted - \$ Receipts	\$363,700	\$359,600	\$353,800	\$366,200	\$6,600
Concession- \$ Receipts	\$48,700	\$50,000	\$48,000	\$48,600	(\$1,400)
Merch/Bds/Misc - \$ Receipts*	\$54,037	\$46,900	\$45,700	\$47,000	\$100
Total	\$531,637	\$517,000	\$508,000	\$525,000	\$8,000

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts. In 2010, lessons expanded to include hockey player development programming. Prior to 2010, Waukesha Youth Hockey conducted this program using contracted ice.



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.

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 sitting 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 and special waste disposal.

Financial Summary	2010	2011	2011	2012	Change From 2011	
	Actual (d)	Budget (a)(b)(d)	Estimate (a)(b)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$1,273,410	\$1,300,000	\$874,000	\$875,000	(\$425,000)	-32.7%
Charges for Services	\$136,795	\$65,200	\$120,000	\$120,000	\$54,800	84.0%
Other Revenue	\$1,186,898	\$800,000	\$1,000,000	\$1,000,000	\$200,000	25.0%
Appr. Fund Balance (a)(b)	\$784,894	\$1,031,400	\$1,036,584	\$992,600	(\$38,800)	-3.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,381,997	\$3,196,600	\$3,030,584	\$2,987,600	(\$209,000)	-6.5%
Expenditures						
Personnel Costs (d)	\$0	\$365,469	\$360,436	\$356,624	(\$8,845)	-2.4%
Operating Expenses	\$1,591,637	\$2,091,474	\$2,009,049	\$2,050,434	(\$41,040)	-2.0%
Interdept. Charges (d)	\$210,693	\$202,492	\$199,630	\$212,660	\$10,168	5.0%
Fixed Assets Memo (c)	\$20,413	\$30,000	\$30,000	\$30,000	\$0	0.0%
Total Expenditures	\$1,802,330	\$2,659,435	\$2,569,115	\$2,619,718	(\$39,717)	-1.5%
Operating Inc./(Loss)	\$1,579,667	\$537,165	\$461,469	\$367,882	(\$169,283)	-31.5%

Position Summary (FTE) (b)(d)

Regular Positions	0.00	4.15	4.15	4.15	0.00
Extra Help	0.00	1.45	1.45	1.08	(0.37)
Overtime	0.00	0.00	0.00	0.00	0.00
Total Positions	0.00	5.60	5.60	5.23	(0.37)

- (a) MRF Fund Balance appropriation for 2012 includes prior-year State Recycling Grant revenues received above budgeted amounts, and \$873,700 is appropriated to pay for a portion of the disbursement payments (the Base Dividend and the Rebate Incentive) to municipalities participating in the County's recycling program. The remaining \$118,900, 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.
- (b) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by \$274,035 for comparative purposes to the 2012 budget.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed Asset purchases are made from cash generated by operating revenues, and are included in the Department's fixed asset request. Operating revenues are used to fund the purchase of fixed asset capital outlay expenditures of \$30,000 planned for 2011 and 2012.
- (d) 2011 was the first year budgeting for staff in the MRF Fund that were previously accounted for in the Parks General Fund Solid Waste, Implementation and Education Program. Prior to this in 2010, staff costs related to the MRF facility were charged to this fund through an interdepartmental chargeback.

Materials Recycling Parks & Land Use Fund

Program



Program Highlights

General Government revenues, which consists of the State Recycling Grant are budgeted to decrease by \$425,000 to \$875,000, due to a reduction in the State's 2011-13 Biennial Budget. Charges for Service consist of a per-ton payment received from the MRF contractor for incoming tons, and is budgeted to increase \$54,800 mainly due to the vendor contract, which ties this payment to market conditions, which have improved (discussed below). Other Revenue consists of the County's share (50%) of material sales from MRF operations, which is budgeted to increase \$200,000 to \$1,000,000, reflecting an improvement in market sale prices. Recovered material markets have rebounded from a low of \$39.22 per ton (county share) in January 2009 and has exceeded \$65 per ton (county share) through April of 2011. Appropriated MRF Fund Balance includes \$873,700 to help fund a portion of the recycling disbursements (the Base Dividend and the Rebate Incentive) paid to participating municipalities (discussed below). State Recycling Grant revenues fund the rest of the recycling disbursement. The remaining \$118,900 in MRF Fund Balance, consists of prior-year State Recycling Efficiency Initiative (REI) grant funding and is used to provide yard waste composting services to municipalities at no charge.

Personnel costs decrease by about \$8,800 to \$356,600 and include the cost to continue current full time staff (4.15 FTE); a reduction of \$10,800 (0.37 FTE or about 770 hours) in temporary extra help (student interns); and the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. In addition, this budget includes the transfer in of 0.10 FTE (about 210 hours) of a senior conservation specialist position from the Parks General Fund to better reflect staff time spent working on municipal yardwaste composting. This is partially offset by shifting in 0.10 FTE of a Clerk Typist III position out to the Parks General Fund, which results in a net personnel cost increase in this Fund of about \$2,600 for 2012.

Operating expenditures decrease by about \$41,000 to \$2,050,400, and includes a decrease in promotional assistance charges for the recycling public information campaign (formerly Recycle MORE Challenge), due to collaborating with a different statewide organization that requires a smaller contribution; a \$13,000 reduction in computer software development consulting; and a \$10,000 reduction in dropoff site collection services base on actual experience. Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remains at 2011 budget levels. This disbursement consists of three components, including the base dividend, prorated to each community based on State Recycling Grant eligible costs; the solid waste tip fee credit payment; and the rebate incentive, which is calculated based on the actual tons delivered to the MRF and each community's recycling rate.

Disbursement and Other Grants to Communities: 2011 and 2012

	'11 Budget	'12 Budget	Bud. Chng.	% Chng.
Base Dividend	\$459,400	\$459,400	\$0	0%
Solid Waste Tip Fee Credit	\$343,700	\$343,700	\$0	0%
Rebate Incentive	\$414,300	\$414,300	\$0	0.0%
Subtotal Disbursement to Participating Municipalities	\$1,217,400	\$1,217,400	\$0	0%
Other Recycling Grants to Communities/Organizations (a)	\$51,000	\$56,000	\$5,000	10%
Total Grants to Communities	\$1,268,400	\$1,273,400	\$5,000	0%

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

Interdepartmental charges increase just over \$10,000 mainly due to an \$8,000 increase in Countywide indirect cost recovery charges and a \$2,000 increase in drop-off bin maintenance charges from the Department of Public Works. 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. The County will continue to pursue negotiations toward a regional Materials Recovery Facility agreement and aggregated tonnage with the City of Milwaukee



Activity Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget (a)	Budget Change
Tons processed at County compost facility	8,244	8,000	8,000	8,200	200
Tons of office paper and containers recycled – County	253	250	250	250	-
Number of participants in education presentation/events	2,673	2,000	2,400	2,500	500
Lbs. of residential computers recycled (a)	533,000	600,000	600,000	700,000	100,000

(a) Pounds of residential computers recycled are anticipated to increase in 2011 and 2012 because of the new state E-Cycle Wisconsin law (2009 Act 50) requiring certain electronics be recycled. Municipalities have now taken over program operations but County will continue program promotion.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An environmentally responsible county

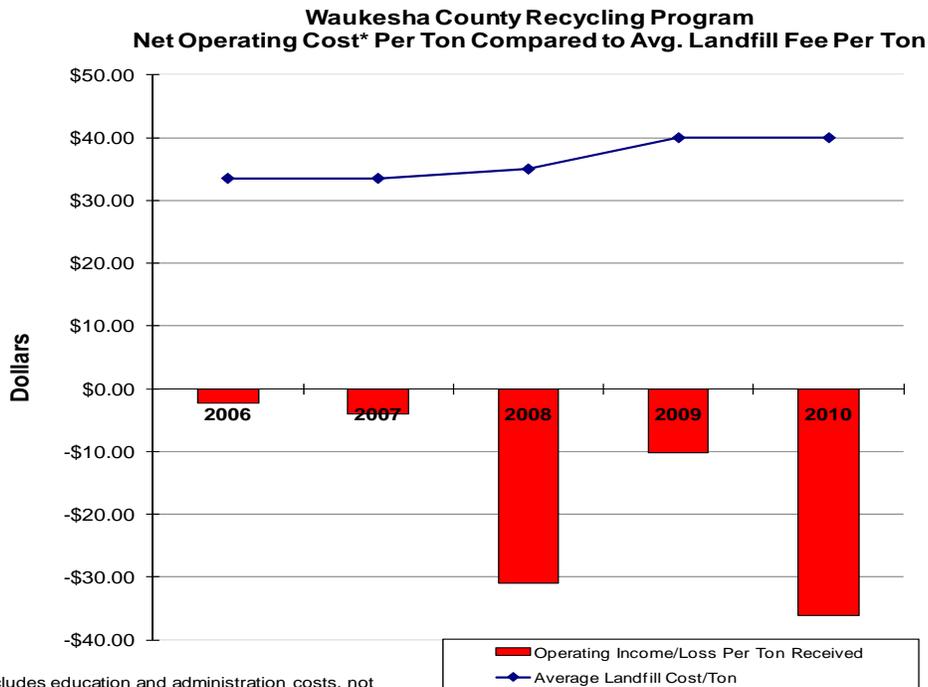
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Revenue as a percentage of total expenses	193%	97%	126%	117%
Net operating cost per ton (a)	(\$29.36)	\$1.31	(\$10.59)	(\$6.95)

(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 2006, mainly due to relatively strong markets and a significant reduction in processing costs due to a new vendor contract in 2008. With the economic downturn in 2009 market revenues declined. However, markets have recovered and stabilized in 2010 and 2011. The prevailing landfill disposal charge for solid waste is estimated at \$40.00 per ton. The five year net average operating gain of \$16.43 per ton when added to landfill costs is \$56.43 per ton advantage to recycling.



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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of residue rejected	3.5%	4.0%	3.5%	4.0%

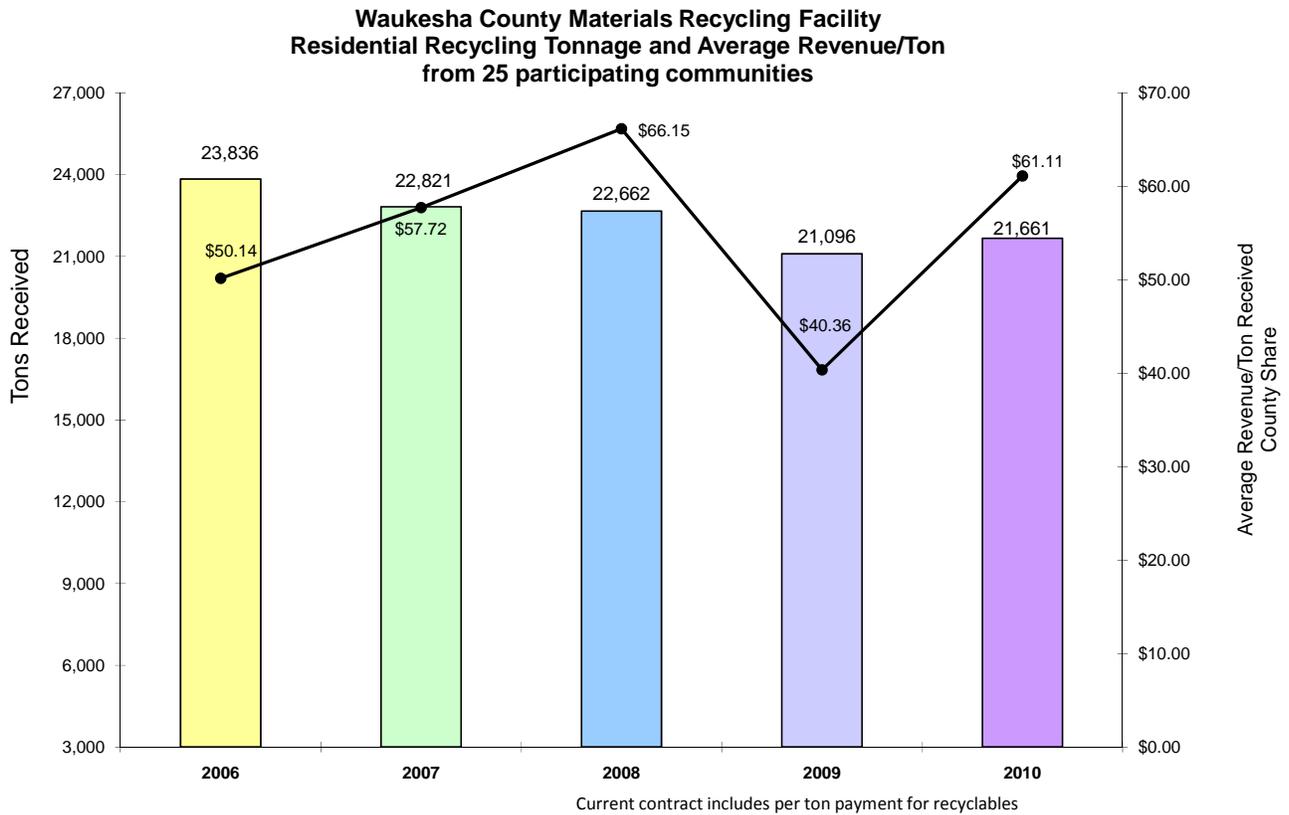
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Tons of recyclables received	21,666	23,000	22,000	22,000

There has been a slight gradual decline in annual tonnage recycled at the MRF since 2006. However, because of the rebound in the economy there is a projected increase for 2012. The drop in average per ton revenue in 2009 reflected the economic conditions. However, with improved economic conditions, the county share of average revenue per ton is expected to continue to be approximately \$50.00 per ton in 2012.



Objective 4: Maintain 35% waste diversion from landfills through resident’s participation in recycling, waste reduction, and composting.

Key Outcome Indicators: 35% of residential material diverted from landfills through recycling, composting, and waste reduction, calculated annually.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of waste stream recycled (a)	47%	42%	42%	42%

(a) 2010 actual percentage of waste stream diverted from landfills is higher due to debris from a tornado in the south west part of the County.