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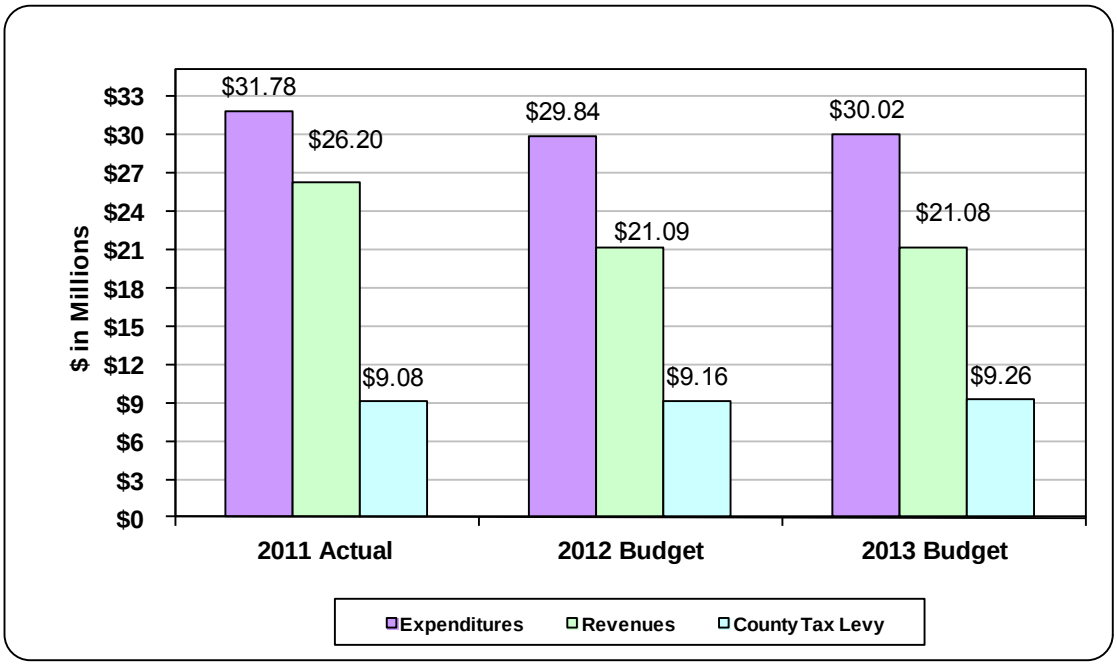
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Cooperative 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 including land and water conservation programs (and manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste and household hazardous materials programs) and environmental health of its citizens through education, public cooperation, regulation and inspections; and administers the County land use planning and zoning functions. The Community Development Fund includes Community Development Block Grant (CDBG) and HOME programs which promotes 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 2013 Expenditure Budget for this functional area totals $30,022,318, after excluding proprietary fund capitalized fixed asset item purchases, an increase of $185,630 or 0.6% from the 2012 Adopted Budget. Revenues in the 2013 Budget total $21,082,082, after including $1,928,600 of various Fund Balance appropriations, which is a decrease of about $11,200 from the 2012 base budget of $21,093,309. The Tax Levy necessary to fund this functional area totals $9,260,376, an increase of $103,118 or 1.1% from the 2012 Budget. This functional area uses about 9% of the total County tax levy.

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

Functional Area Summary by Agency

	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change from 2012 Adopted Budget $	%
*** PARKS, ENVIRONMENT, EDUCATION & LAND USE ***						
Revenues (a)(b)	$26,204,979	$21,093,309	$28,454,638	$21,082,082	($11,227)	-0.1%
County Tax Levy	$9,079,203	$9,157,258	$9,157,258	$9,260,376	$103,118	1.1%
Expenditure (a)	$31,776,010	$29,836,688	$34,089,646	$30,022,318	$185,630	0.6%
Rev. Over (Under) Exp. (e)	$2,064,022	65,000	$629,949	$86,000	21,000	32.3%
Oper Income/(Loss) (d)	$1,444,150	$348,879	$838,963	$234,140	(114,739)	-32.9%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$2,501,263	$2,816,500	$2,836,000	$2,811,000	($5,500)	-0.2%
County Tax Levy (d)	($1,368,301)	($1,368,301)	($1,368,301)	($1,394,301)	($26,000)	1.9%
Expenditure	$1,394,877	$1,448,199	$1,370,550	$1,416,699	($31,500)	-2.2%
Rev. Over (Under) Exp. (d)	($261,914)	-	$97,149	-	-	N/A
UW EXTENSION						
Revenues (a)(b)	$418,268	$371,991	$575,552	$290,685	($81,306)	-21.9%
County Tax Levy	$339,063	$341,063	$341,063	$343,063	$2,000	0.6%
Expenditure (a)	$704,943	$713,054	$877,048	$633,748	($79,306)	-11.1%
Rev. Over (Under) Exp.	$52,388	-	$39,567	-	-	N/A
LIBRARY						
Revenues (a)(b)	$2,051,071	$1,781,750	$1,854,405	$1,852,736	$70,986	4.0%
County Tax Levy	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditure (a)	$4,270,006	$4,600,236	$4,659,028	$4,697,340	$97,104	2.1%
Rev. Over (Under) Exp. (e)	$635,004	$65,000	$78,863	86,000	21,000	32.3%
PARKS AND LAND USE						
Revenues (a)(b)	$21,234,377	$16,123,068	$23,188,681	$16,127,661	$4,593	0.0%
County Tax Levy	$7,254,502	$7,301,010	$7,301,010	$7,381,010	$80,000	-1.1%
Expenditure (a)	$25,406,184	$23,075,199	$27,183,020	$23,274,531	$199,332	0.9%
Rev. Over (Under) Exp.	$1,638,545	-	$414,370	-	-	N/A
Oper Income/(Loss) (c)	$1,444,150	$348,879	$838,963	$234,140		

(a) The 2012 estimates exceed the 2012 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2013 Budget includes various Fund Balance appropriations totaling 1,928,600 which includes $990,700 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $125,000 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 $79,900 in the Federated State Aids, Federal and Misc. Fund and $8,000 from UW Extension. 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. .

(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.

- **Register of Deeds** (ROD) budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit increase of $26,000 is used to offset Tax Levy funding required for other County general fund operations. This is mainly due to lower Personnel costs related to health insurance cost savings from lower cost plan selections by current employees. 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 2013 ROD budget includes $75,000 in redaction fee revenue to help pay for staff time planned for work to be done on the redaction project.

- **University of Wisconsin – Cooperative Extension** budgeted expenditures decrease by about $79,300 to $633,700, largely from changes in various grant and other funding sources. As a result of new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG grant funding for 2012 is not repeated in the 2013 budget. Also, one-time grant funding and related expenditures totaling $56,400 from the ProHealth Care Cancer Prevention Outreach Project in 2012 is not repeated in 2013 budget. The revenue decreases are partially offset by budgeting federal HUD funding for the Lead Hazard Control Capacity Building Program of about $38,600. This is a multi-year grant provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. The total grant allocation from the City to the County UWEX office is about $115,300, and portions of this funding ($42,440) were already appropriated (based on enrolled-ordinances) in 2012.

- The **Federated Library System County Library Tax Levy** increases by $47,118 or 1.6% to $2,930,604 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 2013, this component is $2,922,723, which is an increase of $46,200 or 1.6%.

  - The second component is due to Wisconsin State Statute 43.12, which requires Waukesha and other counties to pay for their TNR residents' use of adjacent County's libraries (except for in Milwaukee County). For 2013 budget purposes, this component is estimated at $7,881.

- **Parks and Land Use General Fund** net charges for services revenue are budgeted to increase by approximately $11,300 to about $1.94 million mainly due to an increase in various Parks revenues including annual stickers and entrance fees. Additional park fee revenue is budgeted related to a new dog park planned to be opened at Mukwonago Park mid year 2013. In addition, the dog exercise areas at Minooka and Nashotah Parks (which opened in 2009) continue to be very popular and are contributing to increasing Park fee revenues. However, these revenues increases are offset by reducing revenues estimated at $25,000 from the loss of several events at the County's Exposition Center.

- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs. Revenues from the Department of Housing and Urban Development (HUD) are estimated to decrease in total by $45,200 including a decrease of $119,100 for the HOME program. However, Community Development Block Grant program (CDBG) funding is expected to increase by $73,900.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same $1 million amount, This included budgeted appropriations of $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 transaction costs (e.g., surveying and appraising). These expenditures are funded with various funding sources without using direct tax levy funding.

BUDGETED POSITIONS 2011-2013
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2011 Year End (a)	2012 Adopted Budget (a)	2012 Modified Budget (a)	2013 Budget	12-13 Change
REGISTER OF DEEDS (a)	General	19.00	18.60	18.60	18.60	0.00
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	6.25	6.00	6.00	6.00	0.00
	CAFÉ Shared Automation Fund	0.75	1.00	1.00	1.00	0.00
	Subtotal Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	82.00	80.80	80.80	80.39	(0.41)
	Community Development (b)	2.80	2.35	2.35	2.35	0.00
	Golf Courses	8.85	8.85	8.85	8.80	(0.05)
	Ice Arenas	4.95	4.95	4.95	4.91	(0.04)
	Materials Recycling Fund	4.15	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	106.75	105.10	105.10	104.60	(0.50)
TOTAL REGULAR POSITIONS		135.75	133.70	133.70	133.20	(0.50)
TOTAL EXTRA HELP		79.83	75.71	75.71	75.17	(0.54)
TOTAL OVERTIME		3.64	3.64	3.64	3.87	0.23
TOTAL BUDGETED POSITIONS		219.22	213.05	213.05	212.24	(0.81)

* 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.

2013 BUDGET ACTIONS:

Register of Deeds
Decrease Overtime 0.22 FTE in Real Estate
Decrease Overtime 0.03 FTE in Cashiering

UW-Extension
Increase Extra Help by 0.29 FTE.

Parks - General
Transfer in 0.45 FTE Enterprise Operations Manager from Expo Center, Golf, and Ice Arenas
Transfer out 0.36 FTE Parks Systems Manager from Parks Programs
Unfund 0.50 FTE Account Clerk I in Administrative Services
Increase Extra Help 0.44 FTE
Decrease Overtime by 0.03 FTE

Parks - Golf Courses
Transfer 0.05 FTE Enterprise Operations Manager to Parks Programs
Increase Extra Help by 1.28
Decrease Overtime by 0.51 FTE

Parks - Ice Arenas
Transfer 0.04 FTE Enterprise Operations Manager to Parks Programs
Decrease Extra Help by 0.02 FTE

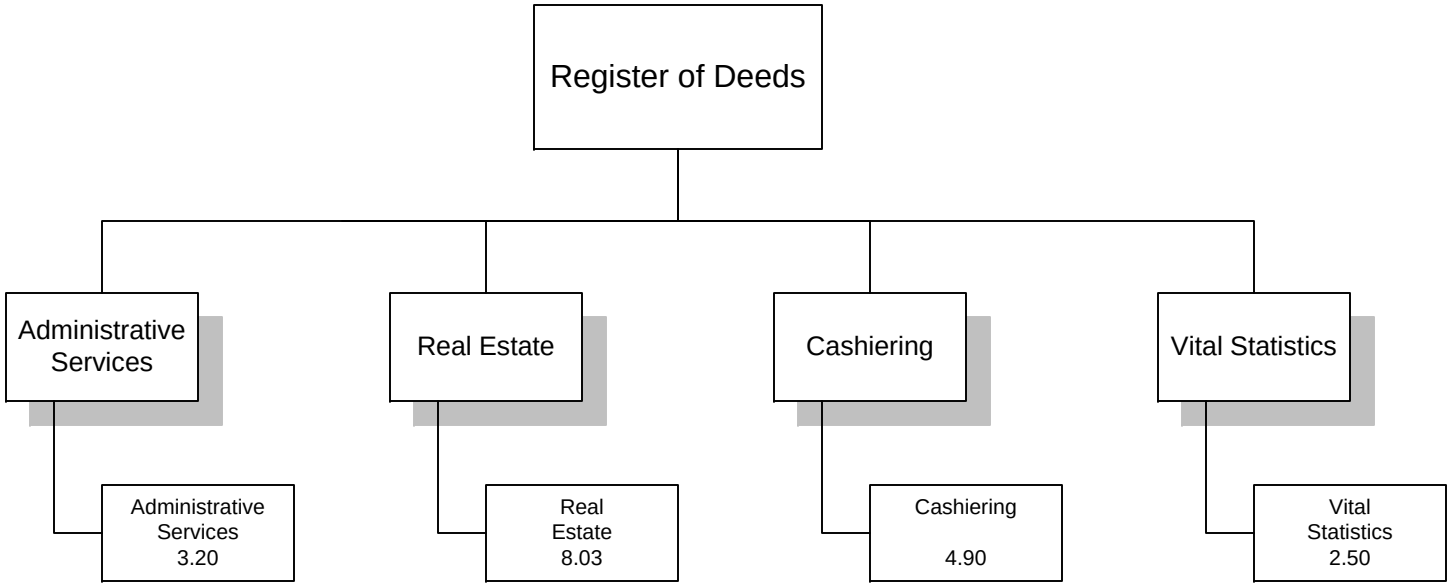
Parks - Materials Recycling Fund
Reduce Temporary Extra Help by 0.01 FTE

2012 CURRENT YEAR ACTIONS:
None

Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



18.63 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.

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Register of Deeds

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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,501,199	$2,816,500	$2,836,000	$2,811,000	($5,500)	-0.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$64	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy (Credit) (a)	**($1,368,301)**	**($1,368,301)**	**($1,368,301)**	**($1,394,301)**	**($26,000)**	**1.9%**
Total Revenue Sources	**$1,132,962**	**$1,448,199**	**$1,467,699**	**$1,416,699**	**($31,500)**	**-2.2%**
Expenditures						
Personnel Costs	$1,109,525	$1,125,823	$1,057,728	$1,092,886	($32,937)	-2.9%
Operating Expenses	$56,062	$92,377	$83,655	$88,871	($3,506)	-3.8%
Interdept. Charges	$229,290	$229,999	$229,167	$234,942	$4,943	2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,394,877**	**$1,448,199**	**$1,370,550**	**$1,416,699**	**($31,500)**	**-2.2%**
Rev. Over (Under) Exp.	($261,914)	$0	$97,149	$0	$0 -	
Position Summary (FTE)						
Regular Positions	19.00	18.60	18.60	18.60	0.00	
Extra Help	0.28	0.28	0.28	0.03	(0.25)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	19.28	18.88	18.88	18.63	(0.25)	

(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.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of days when a document is recorded after the benchmark of 6 business days*	0	0	1	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

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 several year.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Total transactions via Internet	1981	2000	2000	2500*
Walk-in help requests	4956	4700	4800	4700
Phone-in help requests	5134	5250	5100	5000

* We anticipate an increase in Internet transactions after the implementation of a new Public Access software module.

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.

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Positive responses to survey	99%	99%	99%	95%*

*In light of consistently positive responses in our vital records area, we have relocated the comment box to our Real Estate counter.

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:	2011 Actual	2012 Target	2012 Estimate	2013 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.	6 days	6 days or less*	6 days	6 days

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

Current and Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
200414	Countywide Cashiering (a)	2012	$970,000	75%	$43,250	A
200622	Tract Index Replacement	2011	$331,500	100%	$0	A
201117	ROD Electronic Record Redaction (b)	2016	$1,350,000	10%	$75000	A

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

(a) Project is coordinated by Department of Administration business office. Estimated operating costs reflect annual county-wide costs are being built into the End User Technology Fund budget.

(b) 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 auto redaction 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**3.60**	**3.20**	**3.20**	**3.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,140,386	$1,096,500	$1,052,000	$1,052,000	($44,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$64	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$6,600	$0	$0
County Tax Levy (Credit) (a)	**($812,186)**	**($737,100)**	**($737,100)**	**($717,260)**	**$19,840**
Total Revenues	**$328,264**	**$359,400**	**$321,500**	**$334,740**	**($24,660)**
Personnel Costs	$361,323	$301,771	$276,868	$285,167	($16,604)
Operating Expenses	$7,589	$31,617	$23,800	$21,705	($9,912)
Interdept. Charges	$25,562	$26,012	$26,838	$27,868	$1,856
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$394,473**	**$359,400**	**$327,506**	**$334,740**	**($24,660)**
Rev. Over (Under) Exp.	($66,209)	$0	($6,006)	$0	$0

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

Program Highlights

Charges for Services revenue are budgeted to decrease by $44,500 to $1,052,000, mainly due to a decrease in real estate transfer fees by $50,000 to $1,025,000. This reflects a leveling off in the real estate market and more closely approximates 2011 actual revenues received and 2012 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 $16,604 to $285,167, mainly due an employee changing their health insurance option. Operating expenditures and interdepartmental charges are budgeted to decrease by $9,912 due primarily to a reduction of $8,780 in Office equipment, as the department does not plan to buy new plat cabinets in 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.23**	**8.25**	**8.25**	**8.03**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,310,660	$1,530,000	$1,589,000	$1,564,000	$34,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($839,646)**	**($910,102)**	**($910,102)**	**($955,753)**	**($45,651)**
Total Revenues	**$471,014**	**$619,898**	**$678,898**	**$608,247**	**($11,651)**
Personnel Costs	$373,869	$417,947	$381,594	$396,758	($21,189)
Operating Expenses	$40,804	$50,148	$49,000	$57,383	$7,235
Interdept. Charges	$154,287	$151,803	$151,072	$154,106	$2,303
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$568,960**	**$619,898**	**$581,666**	**$608,247**	**($11,651)**
Rev. Over (Under) Exp.	($97,946)	$0	$97,232	$0	$0

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

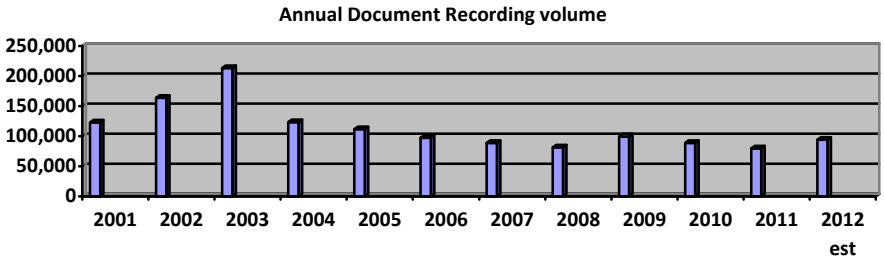
Program Highlights

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.

Charges for services increase by $34,000 to $1,564,000, mainly due to budgeting an increase in the projected volume of recorded documents. Current year activity projects 94,000 documents to be recorded in 2012, but we have conservatively estimated 90,000 documents in 2013 for the purposes of revenue estimation.

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

Personnel cost decrease by about $21.189, mainly due to changes in employee health insurance elections. Personnel costs also include significant decrease in overtime, based on current year estimates. Operating expenditures are budgeted to increase by $7,235 primarily due to additional licensing fees for the Land Records system Public Access module.



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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.45**	**4.93**	**4.93**	**4.90**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)	**$345,911**	**$315,826**	**$315,826**	**$311,039**	**($4,787)**
Total Revenues	**$345,911**	**$315,826**	**$315,826**	**$311,039**	**($4,787)**
Personnel Costs	$273,429	$277,043	$264,111	$272,043	($5,000)
Operating Expenses	$2,829	$2,967	$3,450	$2,378	($589)
Interdept. Charges	$34,248	$35,816	$35,316	$36,618	$802
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$310,507**	**$315,826**	**$302,877**	**$311,039**	**($4,787)**
Rev. Over (Under) Exp.	$35,404	$0	$12,949	$0	$0

Program Highlights

Personnel costs are budgeted to decrease by $5,000 to $272,000, due to one employee changing her health insurance election. Operating expenditures decrease slightly by $589 due to a reduction in data processing repair and maintenance. Interdepartmental charges increase slightly by $802 due primarily to increases in computer maintenance and replacement charges.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	141	130	134	130	0

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 marriage and death certificates; and issuing certified copies of Birth, Marriage and Death 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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.50**	**2.50**	**2.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$186,618	$190,000	$195,000	$195,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($62,380)**	**($36,925)**	**($36,925)**	**($32,327)**	**$4,598**
Total Revenues	**$124,238**	**$153,075**	**$158,075**	**$162,673**	**$9,598**
Personnel Costs	$100,903	$129,062	$135,155	$138,918	$9,856
Operating Expenses	$4,840	$7,645	$7,405	$7,405	($240)
Interdept. Charges	$15,194	$16,368	$15,941	$16,350	($18)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$120,937**	**$153,075**	**$158,501**	**$162,673**	**$9,598**
Rev. Over (Under) Exp.	$3,301	$0	($426)	$0	$0

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

Program Highlights

Charges for Service revenues increase by $5,000 over 2012 budgeted level, based on an upward trend in revenue over the last 2 years.
Personnel costs increase by about $9,856 to $138,918, due primarily to an employee changing their health insurance election and costs to continue for 2.05 FTEs. Operating expenses decrease slightly by $240 to $7,405, based on the last 4 years of activity in this area. Interdepartmental charges decrease by $18.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Certificates Filed					
Birth	0	0*	N/A	N/A	N/A
Death	3,056	3,200**	3,200	3,200	0
Marriage	1,819	1,800	1,800	1,800	0
Domestic Partnership	14	12	14	14	2
Number of Certified Copies Issued					
Birth	8,693	5,400	7,500	7,500	2,100
Death	35,406	37,072	35,000	35,000	(2,072)
Marriage	6,527	7,000	6,500	6,500	(500)
Domestic Partnership	36	30	30	30	0

* 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.
** Death certificates are expected to be incorporated into the state SVRIS system in Q1 of 2013.

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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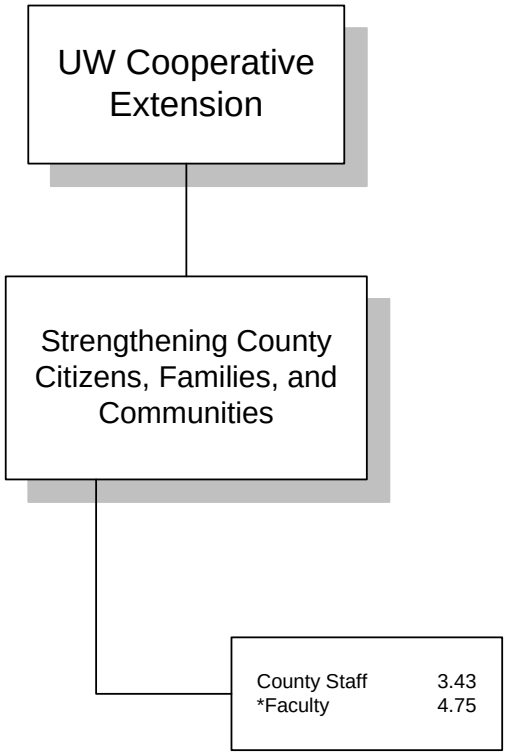
University of Wisconsin Cooperative Extension

UW COOPERATIVE EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.43 TOTAL FTE'S

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

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

UW Cooperative Extension

Statement of Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$326,883	$245,559	$430,807	$194,915	($50,644)	-20.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$19,270	$19,000	$20,788	$34,370	$15,370	80.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$72,115	$107,432	$115,702	$53,400	($54,032)	-50.3%
Appr. Fund Balance (a)	$0	$0	$8,255	$8,000	$8,000	N/A
County Tax Levy	**$339,063**	**$341,063**	**$341,063**	**$343,063**	**$2,000**	**0.6%**
Total Revenue Sources	**$757,331**	**$713,054**	**$916,615**	**$633,748**	**($79,306)**	-11.1%
Expenditures						
Personnel Costs	$162,520	$170,813	$176,637	$190,241	$19,428	11.4%
Operating Expenses (a)(b)	$424,805	$434,718	$578,384	$336,509	($98,209)	-22.6%
Interdept. Charges (a)	$117,619	$107,523	$122,027	$106,998	($525)	-0.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$704,943**	**$713,054**	**$877,048**	**$633,748**	**($79,306)**	-11.1%
Rev. Over (Under) Exp.	$52,388	$0	$39,567	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.03	0.14	0.14	0.43	0.29
Overtime	0.00	0.00	0.00	0.00	0.00
Total County Positions	3.03	3.14	3.14	3.43	0.29
Additional Human Res.					
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00
Grant Funded State 144 Contract (c)	2.25	1.51	1.51	0.72	(0.79)
Americorps/Americorps VISTA Workers	1.65	1.64	1.64	0.00	(1.64)
WI Nutrition Education Program (d)	9.20	8.35	8.35	8.35	0.00
State 4H Advisor	0.00	1.00	1.00	1.00	0.00
Total (Non-County)	**17.85**	**17.25**	**17.25**	**14.82**	**(2.43)**

(a) 2012 estimates for expenditures and revenues exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) State UW Cooperative Extension 133 Contract educators are funded with 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.

(c) The State 144 Contract for UW Cooperative Extension community educators is paid 100% through grant and other revenue funding. Additional grants may be identified and requested for appropriation through ordinances during 2013 to increase the level of 144 Contract educator community support.

(d) 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 2011 was 39,305 and estimated for 2012 is 39,500 and budgeted for 2013 is 40,005.

Program Highlights

General Government revenues are budgeted to decrease by about $50,600 to $194,900, mainly to new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, under which the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations. As a result, $82,900 budgeted in CDBG grant funding for 2012 is not repeated in 2013. (Note: 2012 actual CDBG allocation was higher than the budget anticipated at $127,000 and the 2012 budget was later modified to reflect the higher grant award, enrolled ordinance 166-109.) If the CDBG Board allocates any grant funding for UW-Cooperative Extension's program proposals for 2013, the department may request appropriating these funds into the 2013 budget through a budget amendment or ordinance. Also, Federal U.S. Department of Agriculture (USDA) Farmers' Market Promotion (FMPP) grant funding declines by $9,800 to $20,300 based on department staff's estimate for remaining grant funds. This multi-year grant award totaling approximately $90,000, and was first budgeted in 2011, and USDA officials granted an extension to the grant period through March 2013. FMPP grant funding is used to research the economic benefits to farmers' markets of introducing Electronic Benefit Transfer (EBT) machines, that can process transactions involving food stamp cards

Decreasing General Government revenues are partially offset by budgeting federal HUD funding for the Lead Hazard Control Capacity Building Program of about $38,600. This is a multi-year grant is provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. Services include providing education to families with older homes contaminated with lead-based painted windows and teaching them impacts of lead on health. The City of Waukesha Community Development Department retains grant funding to pay for window replacement and removal of health risks from exposure lead. The total grant allocation from the City to the UWEX is about $115,300, and portions of this funding ($42,440) were already appropriated (by enrolled-ordinances 166-60, 166-91) to cover program expenditures for 2012. The grant period is through September 2014. In addition, the department is budgeting for the first time $8,000 from the State UW Extension Office to help offset state-projected increases in the fringe benefit cost rate (as a % of salary costs) for the State-employed 133 Contract Educators, from 41% to 55%, estimated to begin on 7/31/2013.

Charges for Service revenues are budgeted to increase by $15,400 to $34,400, and include budgeting for a new "College and Workforce Readiness Program," that includes STEM (science, technology, education and math) curricula, other education geared towards regional industries and basic job skills. In addition, Charges for Service revenues include $6,000, estimated to be generated from classes taught by the Family Living Educator. These classes include poverty simulations and Poverty Awareness for Community Engagement (PACE) training, which instructs individuals on issues pertaining to food insecurity, cultural differences, class issues and other related topics.

Other Revenues decrease by about $54,000, from $107,400 to $53,400, mainly due to one-time grant funding and expenditures of $56,400 for the ProHealth Care Cancer Prevention Education Outreach Project in 2012 not being repeated in the 2013 budget.

Appropriated General Fund Balance consists of estimated community donation revenues for the annual prescription drug collection in excess of estimated program expenditures in 2012, which are estimated to lapse to the General Fund balance at the end of 2012, and are requested to be appropriated for the same purpose in 2013.

Personnel costs increase by about $19,400 to $190,200, mainly due to budgeting for an increase in extra help and related benefit costs by about $12,750, from $3,650 to $16,400, for a total of 0.43 FTE (about 1,060 hours), an increase of 0.29 FTE (about 890 hours). Extra help in the 2013 request consists of a program assistant and is planned to be totally covered by the federal Drug Free Communities grant funding. The extra help position is expected to evaluate data, prepare reports, coordinate coalition meetings, and other tasks. County-employed administrative/clerical support staff cost to continue for 3.0 FTE increase by $6,650 or 4% to $173,800, which is slightly higher than normal due to eliminating the funding subsidy for part-time health insurance benefit costs (funded with Health Ins. Fund Balance). Otherwise, the cost to continue impact would be in the normal 2-3% range for these employees.

Operating expenditures are budgeted to decrease by $98,200 to $336,500, mainly due to reductions in grant and other revenue funding, mentioned above. In particular, CDBG grant funded operating expenditures, budgeted at $72,500 in the 2012 budget, are removed in the 2013 request. This grant funding was mostly used to cover the cost of state-employed 144 contract community educators, which decrease by 0.79 FTE (about 1,640 hours), from 1.51 FTE to 0.72 FTE (about 1,500 hours, covered with a combination of Lead Hazard Control Capacity Building Program at 0.50 FTE and Healthy West Side Initiative grant funding at 0.22 FTE.)

In addition, State-employed 133 Contract educators costs increase by about $9,100, from $158,500 to $167,600, mostly due to a projected increase in fringe benefit rates (as a percent of educator salaries) from 41% to 55% on 7/1/2013, estimated to increase costs by $8,000 (but to be offset with state revenue of $8,000, as mentioned previously) and a 2% projected increases in salaries on 7/1/2013. The state assumes about 60% of 133 contract costs while the county covers the remaining 40% share with a combination of tax levy, grant funding, charges for service and other revenue.

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Participating Markets	9	10	10	15
Amount of Benefits Redeemed	$16,607	$12,000	$22,500	$27,000
Number of Farmers Markets Association Members	35	40	35	50

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of Participants who Report an Increase in Knowledge	88%	80%	80%	85%
Percentage Who Understand Role as a Plan Commissioner	81%	90%	85%	80%

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. The following indicators are focused on: a: percentage of participants who report intent to increase fruit and vegetable consumption (pre/post evaluation); b: Percent increase in responding low income participants who showed improvement in one or more nutrition practices following a series of 8 lessons using Eating Smart and Being Active curriculum (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist).

Performance Measure

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

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Community Partner Agencies	78	85	80	86
Number of Unduplicated Program Participants	14,270	15,300	14,500	15,300
Number of Eating Smart Being Active Participants (ESBA)	79	83	65*	68

* Lower estimate due to a change in state policy in determining the audience for the program

B. Collect evaluation data from participants of SNAP-Ed and 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of Participants Who Report an Increase in Fruit and Vegetable Consumption	71%	65%	65%	67%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	80%	81%	80%	84%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: # of Unduplicated Poverty Simulation Participants	75	150	75*	150
b: # of Unduplicated Community Change Circle Participants	23	49	23*	N/A
c: Percent of Evaluations That Show Positive Change	80	83	83	85

N/A = Not Applicable, *Lower numbers due to staff, funding, and change in program direction that eliminates community change circles for 2013.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of Participants Who Report a Savings	74%	70%	70%	70%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared With Others	88%	90%	90%	90%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	77%	80%	80%	80%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	96%	90%	90%	90%

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 Greater Milwaukee Foundation Grant and other grants)

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Increase in New Neighborhood Block Clubs	3	4	3	4
Adult Block Club members in Leadership Roles	75%	75%	80%	80%
Increase in Youth Leadership Clubs	3	4	3	4
Percent Youth Club members in Leadership Roles	75%	80%	80%	80%
Increase in Youth 4-H Community Action Clubs	N/A	4	2	4
Bring community program participation up to federal civil rights parity guidelines	N/A	12%	10%	15%

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Survey Analysis	55	20	30	45
Comprehensive & Strategic Planning	65	50	40	40
4-H Volunteer Training	160	180	180	180
Horticulture Business & Volunteer Training	225	175	364	355
UW Ext. Staff Professional Development	337	350	360	375
Community Education Consultation	214	250	245	255
Total Hours of UWEX Specialist Support	1,056	1,025	1,219	1,250
Estimated dollar value ($75.00/hour)	$79,200	$76,875	91,425	$93,750

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

Objective 7: Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the 4-H Youth Development Program. Enhance 4-H experiences that translate into college and workforce readiness, better preparing youth for the challenges of the 21st Century, with special emphasis on Science, Engineering, Technology, and Mathematics (STEM) programming. (4-H and Youth Development Educator)

In addition, the 4-H Youth Development Program is engaged in an initiative to grow the program so it better meets the needs of youth in Waukesha County. In cooperation with community partners and clientele, the 4-H Educator and volunteers will

- Research volunteer needs and how best to support them
- Form advisory groups to identify issues impacting youth
- Develop a multi-year plan to address strategic youth issues

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Certified Adult Leaders	389	363	398	408
Youth Enrollments	988	1,012	1,000	1,015
Percent of Youth Enrolled in STEM Projects that Report Mastery of at Least One STEM Skill	90	90	100	120

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Volunteers	1,085	1,147	1,249	1,395
Number of Hours	43,578	45,741	50,956	53,650

Objective 9: Implement the Federal Drug Free Communities (DFC) 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. (DFC 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: Number of Coalition Members	135	140	140	145
b: Number of Educational Outreach Contacts with Alcohol Sales Retailers	30	40	40	50
c: Number of Coalition Member Volunteer Hours	2,925	3,200	3,225	3,450
d: Number of Households Participating in Prescription Drug Collection	2,710	2,925	3,296	3,125
e: Pounds of Prescription Drugs Collected	4,596	5,000	5,715	5,200

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
a: Number of Culture Training Programs	11	6	12	12
b: Number of Train the Trainer Programs	1	2	1	2
c: Number of Participant Evaluations Showing Behavior Change	75%	75%	75%	75%

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2011 (f)	Amounts Awarded for 2012 (c)(f)	Budgeted for 2013 (a)(b)(c)
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA) (a)(b)	U.S. Dept of Housing & Urban Development (HUD) - CDBG	City of Waukesha	$45,000	$42,000	$0
CDBG Haertel Field Revitalization (NRSA) (a)(b)	CDBG	County	$45,000	$40,000	$0
CDBG Phoenix Heights Revitalization (NRSA) (a)(b)	CDBG	County	$45,000	$40,000	$0
CDBG Sussex Community Development (a)(b)	CDBG	Village of Sussex	$0	$5,000	$0
Lead Hazard Control Capacity Building Program (c)	HUD	City of Waukesha	$0	$42,440	$38,560
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	$7,500	$2,920	$3,000
Waukesha Co. Fresh Produce Donation Project (a)(d)	Multiple Organizations	County	$8,000	$7,000	$7,000
Farmer's Market Promotion Program (e)	USDA	County	$59,600	$30,100	$20,355
Drug Free Communities Coalition Grant (a)	US DH&HS	County	$125,000	$125,000	$125,000
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant (a)(f)	Private - Greater MKE Foundation	County	$17,600	$30,800	$20,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	N/A	$7,500	$7,500
ProHealth Care Cancer Prevention ducation Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care Regional Cancer Center	N/A	$56,400	N/A
Sub Total County UW Ext. Administered Grants			**$352,700**	**$429,160**	**$221,415**
Subtotal State/Nonprofits/ Other Administered Grants (g)	Various	Various	$682,100	$626,500	$630,000
Total UW Extension Grants			**$1,034,800**	**$1,055,660**	**$851,415**

(a) Grant awards pending.

(b) Grant funding is not budgeted in 2013 mainly to new funding criteria from the U.S. Department of Housing and Urban Development (HUD) and outlined by the Waukesha County Parks and Land Use Director and Community Development Coordinator, under which the UW-Cooperative Extension's NRSA (Neighborhood Revitalization Strategy Area) projects may not receive Community Development Block Grant (CDBG) funding due to constraints in allowable public service allocations.

(c) The Lead Hazard Control Capacity Building Program grant is a multi-year grant is provided by HUD to the City of Waukesha, who subcontracts with UW-Cooperative Extension Office to provide educational outreach services. The total grant allocation from the City to the UWEX is about $115,300, and portions of this funding ($42,440) were already appropriated (by enrolled-ordinances 166-60, 166-91) to cover program expenditures for 2012. The grant period is through September 2014.

(d) Funding for 2011 was provided by the Waukesha County Community Foundation. Funding for 2012 (and planned for 2013) is provided by the Food Pantry.

(e) The Farmers' Market Promotion Program grant is a multi-year award, which was first budgeted in 2011. The 2013 budget request consists of estimated underspending of the 2012 budgeted amount. The U.S. Department of Agriculture (USDA) granted an extension of the grant period (originally 9/30/2012, extended to 3/31/2013).

(f) The grant award for Healthy West Side Neighborhood project in 2011 includes approximately $8,400 in unused grant funding from 2010. The grant award for the Healthy West Side Neighborhood Project in 2012 includes approximately $9,200 in funding carried over from 2011 and an additional $15,000 added through enrolled ordinance 167-17.

(g) These State 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 2011, this consists of Wisconsin Nutrition Education Program (WNEP) funding of $682,086 (including Supplemental Food Assistance Program (SNAP) education funding of $602,086 and Expanded Food and Nutrition Education Program (EFNEP) funding of $80,000). For 2012, this consists of WNEP funding of $626,517 (including SNAP education funding of $546,781 and EFNEP funding of $79,736). For the 2013 budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000).

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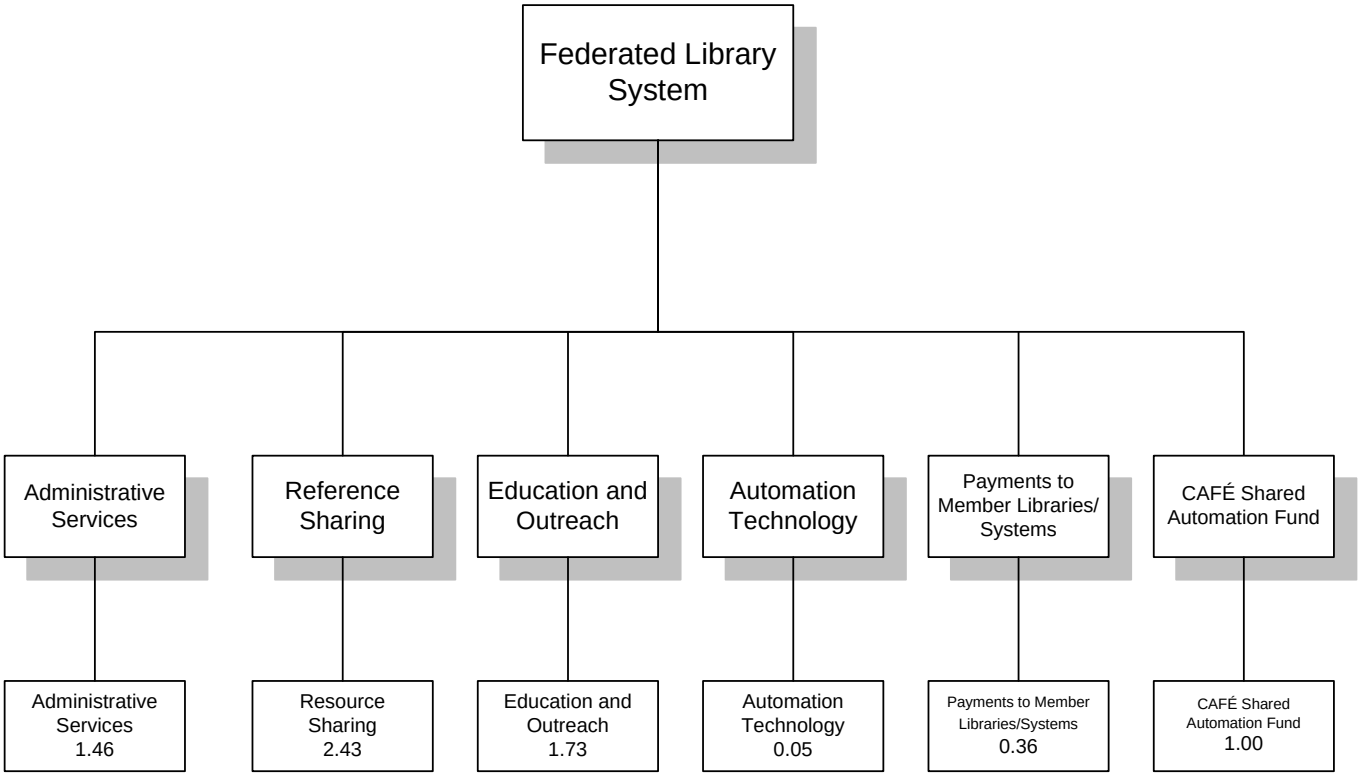
Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.03 TOTAL FTE'S

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

Federated Library

Statement of Purpose

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

Financial Summary	2011 Actual (a)(b)(c)	2012 Adopted Budget (b)	2012 Estimate (b)(e)	2013 Budget (b)	Change From 2012 Adopted Budget $	%
County Library Fund						
Revenue (a)	$2,501	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditures	$2,856,440	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Rev. Over (Under) Exp.	-	-	-	-	-	N/A
State Aids, Federal & Misc.						
Revenue (b)(e)	$1,390,947	$1,325,754	$1,398,409	$1,390,377	$64,623	4.9%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (e)	$1,254,027	$1,325,754	$1,384,603	$1,390,377	$64,623	4.9%
Rev. Over (Under) Exp.	$136,920	-	$13,806	-	-	N/A
CAFÉ Shared Automation Fund						
Revenue (c)(d)	$657,623	$455,996	$455,996	$462,359	$6,363	1.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$159,540	$390,996	$390,939	$376,359	($14,637)	-3.7%
Rev. Over (Under) Exp. (c)	$498,084	$65,000	$65,057	$86,000	$21,000	32.3%
Total All Funds						
Revenue (a)(b)(c)(d)(e)	$2,051,071	$1,781,750	$1,854,405	$1,852,736	$70,986	4.0%
County Tax Levy (TNR)	$2,853,939	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Expenditures (d)(e)	$4,270,006	$4,600,236	$4,659,028	$4,697,340	$97,104	2.1%
Rev. Over (Under) Exp. (c)	$635,004	$65,000	$78,863	$86,000	$21,000	32.3%
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.02	0.02	0.02	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.03	7.03	7.03	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) 2011 Actual revenue includes State Aids Fund Balance appropriations of $50,000. However, no State Aids Fund Balance was needed in 2011, due to a delay in the project to upgrade the Federated Library System's Wide Area Network, and $39,996 was carried over into the 2012 modified budget. The 2012 adopted budget includes $76,437 in State Aids Fund Balance Appropriation, and the 2012 estimate includes $116,433 (including $39,996 carried over from 2011). The 2013 budget includes $79,900 in State Aids Fund Balance appropriation (discussed in more detail in program sections).

(c) Actual revenues over expenditures for 2011 includes approximately $440,000 of 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.

(d) 2011 actual revenues and expenditures reflect 9-months of activity since this program was transitioned from the City of Waukesha Public Library beginning in April 2011.

(e) Estimates for expenditures and revenues also exceed the 2012 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.

Federated Library

Fund Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 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	$2,501	$0	$0	$0	$0	N/A
County Tax Levy	**$2,853,939**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Total Revenue Sources	**$2,856,440**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,856,440	$2,883,486	$2,883,486	$2,930,604	$47,118	1.6%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,856,440**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**	**1.6%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	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 2013 Budget, those residents borrowed 17.510% of the materials at libraries, and the ordinance calls for them to be taxed for 17.510% of the library operating costs as calculated by the ordinance. For 2013, this portion of the Library Tax Levy increases by 1.61%. Of this amount, higher allowable operating costs account for 1.89%, partially offset by a decrease in relative TNR circulation by 0.28%. 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 $7,881.

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 17.510% for 2013) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category	2012		2013	Change
Expenditures (2 years prior)	$17,919,303		$17,625,386	-1.64%
Revenues (2 years prior)	$17,964,268	-	$17,824,711	-0.78%
Overage or (lapse) - 2 years prior	($44,965)		($199,325)	343.29%
Projected budget - year prior	$16,427,194	+	$16,891,137	2.82%
Calculated allowable expenditures	$16,382,229		$16,691,812	1.89%
Countywide TNR percent 2 years prior	17.559%	x	17.510%	-0.28%
County levy (TNR % times allowable expenditures	$2,876,523		$2,922,723	1.61%
Intercounty Funding	$6,963	+	$7,881	13.18%
Total	**$2,883,486**		**$2,930,604**	1.63%

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.

	2011 Actual (a)	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.36**	**0.00**
General Government (a)	$129,049	$125,142	$125,142	$119,156	($5,986)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$153,130	$145,265	$145,265	$174,516	$29,251
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$2,501	$0	$0	$0	$0
County Tax Levy	**$2,853,939**	**$2,883,486**	**$2,883,486**	**$2,930,604**	**$47,118**
Total Revenues	**$3,138,619**	**$3,153,893**	**$3,153,893**	**$3,224,276**	**$70,383**
Personnel Costs	$37,814	$38,364	$37,689	$39,330	$966
Operating Expenses	$3,089,872	$3,115,529	$3,115,529	$3,184,946	$69,417
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,127,687**	**$3,153,893**	**$3,153,218**	**$3,224,276**	**$70,383**
Rev. Over (Under) Exp.	$10,932	$0	$675	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of pass-through revenues from the Lakeshores Library System (discussed in program highlights below) from a General Government revenue to a Charges for Service revenue.

Program Highlights

General Government revenues consist of State Library aid revenues allocated to this program, which decrease by almost $6,000 to $119,200. Charges for Service revenue consist of 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 increases by about $29,250 to $174,500. The County Library Tax Levy increases by $47,118 or 1.63% to $2,930,604. This increase is due to higher member library operating costs, partially offset by a decrease 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 increase by nearly $1,000 or 2.5%, for the cost to continue 0.36 FTE staff allocated to this program area. Operating Expenditures increase by about $70,400, largely due to an increase in payments of County Library Tax Levy, mostly to Waukesha County member libraries, $47,118, and an $29,250 increase in pass-through payments to member libraries from the Lakeshores Library System for their residents' use of Waukesha County member libraries, as mentioned above.

Activity	*2011 Budget*	*2012 Budget*	*2013 Budget*	*2012 - 2013 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	867,190	878,220	855,996	-22,224
Percent Non Library Community Borrowing of Total County Borrowing	17.50%	17.56%	17.51%	Less than 1%

Budget Year	*2011*	*2012*	*2013*	*2011-2013 Average*
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	$16.3Mil.	$16.3 Mil	$16.7 mil	$16.4 Mil
Percent Increase Library Allowable Operating Costs	2.38%	0.26%	2.1%	1.6%

Payments to Member Libraries/Systems (cont.)

How the 2013 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 was modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below).

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 2013. (See 2012-2013 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.

2012-2013 Library Tax Levy Distribution

Library	2012 Distribution	2013 Distribution (a)	'11 vs. '12 $ Change	'11 vs. '12 % Change
Big Bend	$16,428	$16,675	$247	1.5%
Brookfield	$289,701	$286,666	($3,035)	-1.0%
Butler	$1,401	$1,837	$436	31.1%
Delafield	$267,358	$275,115	$7,757	2.9%
Eagle (Alice Baker)	$25,085	$27,104	$2,019	8.0%
Elm Grove	$32,225	$30,905	($1,320)	-4.1%
Hartland	$230,005	$228,246	($1,759)	-0.8%
Menomonee Falls	$7,874	$7,480	($394)	-5.0%
Mukwonago	$344,671	$352,671	$8,000	2.3%
Muskego	$49,872	$52,738	$2,866	5.7%
New Berlin	$11,113	$12,900	$1,787	16.1%
North Lake	$53,421	$69,766	$16,345	30.6%
Oconomowoc	$267,400	$273,465	$6,065	2.3%
Pewaukee	$81,612	$86,387	$4,775	5.9%
Sussex-Lisbon (Pauline Haass)	$67,355	$69,582	$2,227	3.3%
Waukesha	$1,131,002	$1,131,186	$184	0.0%
Subtotal Payments to Waukesha Co. Member Libraries	**$2,876,523**	**$2,922,723**	**$46,200**	**1.61%**
InterCounty Payments (a)	$6,963	$7,881	$918	13.18%
Total Library Tax Levy Distribution	**$2,883,486**	**$2,930,604**	**$47,118**	**1.63%**

Federated Library

Fund Purpose

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

Financial Summary	2011 Actual (a)(b)(c)	2012 Adopted Budget (a)(b)	2012 Estimate (b)(d)	2013 Budget (a)	Change From 2012 Adopted Budget $	%
Revenues						
General Government (b)(d)	$1,083,650	$976,036	$1,020,695	$992,475	$16,439	1.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (b)	$230,936	$228,865	$226,865	$283,502	$54,637	23.9%
Interdepartmental	$1,708	$6,416	$6,416	$6,500	$84	1.3%
Other Revenue	$24,653	$38,000	$28,000	$28,000	($10,000)	-26.3%
Appr. Fund Balance (a)	$50,000	$76,437	$116,433	$79,900	$3,463	4.5%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,390,947**	**$1,325,754**	**$1,398,409**	**$1,390,377**	**$64,623**	**4.9%**
Expenditures						
Personnel Costs (a)(c)	$501,079	$500,653	$476,392	$503,102	$2,449	0.5%
Operating Expenses (a)(d)	$662,261	$728,758	$812,051	$786,365	$57,607	7.9%
Interdept. Charges	$90,688	$96,343	$96,160	$100,910	$4,567	4.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,254,027**	**$1,325,754**	**$1,384,603**	**$1,390,377**	**$64,623**	**4.9%**
Rev. Over (Under) Exp.	$136,920	$0	$13,806	$0	$0	N/A
Position Summary (FTE)						
Regular Positions (c)	6.25	6.00	6.00	6.00	0.00	
Extra Help	0.02	0.02	0.02	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total FTEs	6.28	6.03	6.03	6.03	0.00	

(a) Fund Balance appropriation in 2011 included $50,000 for one-time equipment replacement to accommodate higher bandwidth anticipated with the replacement of the system's Wide Area Network (project was delayed, and $39,996 was carried over to 2012 for same purpose.) Fund Balance appropriation in the 2012 adopted budget is to be used partially cover one-time purchase of E-book content ($29,437) and for full-text database costs ($47,000). Fund Balance appropriation in the 2013 budget will be used to help phase in potential increases in costs for System Internet service ($34,600) and interlibrary loan delivery ($28,854) and for E-Book content purchases ($16,446).

(b) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of revenues collected from municipal libraries from a General Government revenue account to a Charges for Service revenue account.

(c) Higher 2011 actual personnel costs and FTE's is due to transitioning the CAFÉ Shared Automation Fund from the City of Waukesha Public Library to the Waukesha County Federated Library System in 2011. Since the transition occurred part-way during 2011, 0.75 FTE of the Library Automation Coordinator was budgeted for in the CAFÉ Shared Automation Fund and 0.25 FTE was budgeted in the State Aids, Federal and Miscellaneous Fund. For the 2012 budget, this position was budgeted entirely in the CAFÉ Shared Automation Fund.

(d) Estimates for expenditures and revenues also exceed the 2012 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
201212	**Replacement of Integrated Library System**	**2012**	**$350,000**	**100%**	**($38,000)***	**A**

***New vendor contract estimated to reduce ongoing costs approximately $38,000, based on the 2013 budget estimates, with lower licensing and maintenance costs by about $46,500, partially offset by additional cataloging technology features by $8,500.

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: [Note: This measure will be updated once State Department of Revenue property provides equalized property value figures in August.] Continue to improve operational efficiency so that the County's library tax remains stable. The average tax in library communities is $112 and in a non-library community taxed by the county the rate is $65. The combined average is $101.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Est. Median Value of a Home in Waukesha Co.	$260,700	$255,600	$255,600	$243,200
37 community average library tax	$104	$105	$105	$101

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:	2011 Actual	2012 Budget	2012 Estimate	2013 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
WCFLS Assisted plans	12	11	12	13
Plans meeting WCFLS criteria w/o WCLFS assistance	4	5	4	3
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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.46**	**0.00**
General Government	$229,829	$224,809	$231,809	$242,061	$17,252
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$1,708	$6,416	$6,416	$6,500	$84
Other Revenue	$21,653	$35,000	$25,000	$25,000	($10,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$253,190**	**$266,225**	**$263,225**	**$273,561**	**$7,336**
Personnel Costs	$108,257	$109,315	$106,758	$111,711	$2,396
Operating Expenses	$60,691	$65,638	$65,199	$67,560	$1,922
Interdept. Charges	$86,026	$91,272	$91,089	$94,290	$3,018
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$254,975**	**$266,225**	**$263,046**	**$273,561**	**$7,336**

Rev. Over (Under) Exp.	($1,785)	$0	$179	$0	$0

Program Highlights

General Government revenues increase by about $17,250, mainly due to a an increase in State Library Aids allocated to this program. Interdepartmental revenues consist of an administrative cost recovery charge to the CAFÉ Shared Automation Fund. Other Revenues consist of interest income on State Aids Fund Balance and decrease by $10,000, reflecting lower interest rates.

Personnel costs increase by about $2,400 or about 2% mainly for the cost to continue staffing of 1.46 FTE allocated to this program.

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.

	2011 Actual (a)	2012 Budget (a)(b)	2012 Estimate (a)(b)	2013 Budget	Budget Change
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**2.43**	**0.00**
General Government (a)	$422,404	$367,554	$385,213	$373,691	$6,137
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$54,314	$68,000	$62,000	$89,041	$21,041
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (b)	$0	$76,437	$76,437	$45,300	($31,137)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$476,718**	**$511,991**	**$523,650**	**$508,032**	**($3,959)**
Personnel Costs	$176,398	$187,438	$176,637	$184,512	($2,926)
Operating Expenses (b)	$273,576	$323,299	$344,735	$322,266	($1,033)
Interdept. Charges	$1,096	$1,254	$1,254	$1,254	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$451,070**	**$511,991**	**$522,626**	**$508,032**	**($3,959)**
Rev. Over (Under) Exp.	$25,648	$0	$1,024	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of member library contributions toward full-text database costs from General Government revenue account to a Charges for Service revenue account.

(b) Fund Balance appropriation for the 2012 budget and 2012 estimate include $47,000 to partially cover estimated full-text database costs and $29,437 to partially cover E-book content purchases.

Program Highlights

General Government revenues increase by about $6,100 , mainly due to the first time budgeting a federal grant (to be passed through the State Department of Public Instruction-DPI) of about $16,450 to partially cover the cost of E-book content purchases (remaining budgeted amount of $16,450 to be covered with State Library Aid Fund Balance), for total E-book content costs in this budget of about $32,900, mentioned below). This is partially offset by a decrease in State Library Aids revenue allocated to this program area by about $10,300 to $357,250, based on lower overall budgeted expenditures described below. Charges for Service consist of member library contributions for full-text database costs, which increase by about $21,000 to $89,000. The Federated Library System's portion of full-text database costs (covered with State Library Aids) is budgeted at about $11,000, for a total full-text database cost budget of $100,000 (discussed below). State Aids Fund Balance budgeted in this program decreases by about $31,100 to $45,300, and is intended to partially phase in potential increases in interlibrary loan delivery costs ($28,850) that may result after the contract is re-bid later in 2012, taking into account recent volatility in fuel prices. Also, State Aids Fund Balance of about $16,450 is budgeted to cover the remaining portion of E-book content purchases, as mentioned above.

Personnel costs decrease by almost about $2,900, mainly due to turnover savings of approximately $6,350 estimated for 0.50 FTE of full-time Librarian position allocated to this program (other half included in the Education and Outreach program budget), which is partially offset by the cost to continue other staff of about $3,450. Operating expenditures decrease by about $1,700, and include a decrease in overall full-text database costs by $15,000, anticipating fewer subscriptions as and member libraries prioritize which databases they plan to offer library patrons. In addition, a decrease in databases is also possible because the State DPI already provides many similar databases through its BadgerLink program at no cost to member libraries. Also, total E-book content purchases are budgeted to decrease by about $15,000, to $32,900 , in addition to other smaller operating account decreases totaling about $6,500. This is partially offset by a potential increase in interlibrary loan delivery costs by $34,200 (and partially covered with State Aids Fund Balance, discussed above).

Automation Technology

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

Program Description

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

	2011 Actual (a)(b)(c)	2012 Budget	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.05**	**0.05**	**0.05**	**0.00**
General Government	$84,251	$54,535	$74,535	$51,607	($2,928)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (c)	$13,195	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$50,000	$0	$39,996	$34,600	$34,600
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$147,446**	**$54,535**	**$114,531**	**$86,207**	**$31,672**
Personnel Costs (b)	$33,091	$5,900	$5,794	$6,049	$149
Operating Expenses (a)	$47,235	$45,174	$105,170	$75,148	$29,974
Interdept. Charges	$3,282	$3,461	$3,461	$5,010	$1,549
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$83,608**	**$54,535**	**$114,425**	**$86,207**	**$31,672**

Rev. Over (Under) Exp.	$63,838	$0	$106	$0	$0

(a) Fund Balance appropriation in 2011 included $50,000 for one-time equipment replacement to accommodate higher bandwidth anticipated with the replacement of the system's Wide Area Network (project was delayed, and $39,996 carried over to 2012 for same purpose.)

(b) Higher 2011 actual personnel costs and FTE's is due to transitioning the CAFÉ Shared Automation Fund from the City of Waukesha Public Library to the Waukesha County Federated Library System in 2011. Since the transition occurred part-way during 2011, 0.75 FTE of the Library Automation Coordinator was budgeted for in the CAFÉ Shared Automation Fund and 0.25 FTE was budgeted in this program. For the 2012 budget, this position was budgeted entirely in the CAFÉ Shared Automation Fund.

(c) Actual revenues for 2011 include $13,195 in Charges for Service revenues from member libraries participating in the CAFÉ Shared Automation System, to cover a portion of Library Automation Coordinator's personnel costs prior to the transition of CAFÉ from the City of Waukesha to WCFLS. This position is now 100% funded within the CAFÉ Shared Automation Fund with membership dues revenues.

Program Highlights

General Government revenues decrease by about $2,900, due to a reduction in State Library Aids allocated to this program to about $34,200. The 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). Appropriated State Aids Fund Balance of $34,600 is budgeted to help phase-in a potential increase in system Internet service costs (from $17,400 to $52,000). A pending state legislative audit could recommend splitting up the WISCNET consortium, (through which library systems, school districts and the UW System receive Internet, email and webpages) by preventing UW System membership, limiting purchasing power, and potentially increasing contract costs.

Personnel costs increase by $150 for the cost to continue staffing allocated to this program, and operating expenditures increase by nearly $30,000, mainly due to potentially higher system Internet service costs described above.

Education and Outreach

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

Program Description

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

	2011 Actual (a)	2012 Budget (a)	2012 Estimate (a)	2013 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.46**	**0.00**
General Government (a)	$218,117	$203,996	$203,996	$205,960	$1,964
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$10,297	$15,600	$19,600	$19,945	$4,345
Interdepartmental	$0	$0	$0	$0	$0
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	**$231,414**	**$222,596**	**$226,596**	**$228,905**	**$6,309**
Personnel Costs	$145,517	$159,636	$149,514	$161,500	$1,864
Operating Expenses	$47,326	$62,604	$64,904	$67,049	$4,445
Interdept. Charges	$284	$356	$356	$356	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$193,128**	**$222,596**	**$214,774**	**$228,905**	**$6,309**
Rev. Over (Under) Exp.	$38,286	$0	$11,822	$0	$0

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of charges to municipal libraries (e.g., for adjacent library systems' share of continuing education costs) from a General Government revenue account to a Charges for Service revenue account.

Program Highlights

General Government revenues consist of State Library Aids revenues and increase by nearly $2,000, mainly due to higher budgeted expenditures described below. Charges for Service increase by about $4,300 mainly due to an increase in revenues from adjacent counties' library systems for their share of continuing education training of their staff (coordinated by WCFLS) by $5,800 to $15,000. Other Revenues of $3,000 consists of a corporate donation for the annual member library trustee dinner.

Personnel costs increase by about $1,900 to $161,500, and include a change in health insurance plan selection (from no plan to single plan), estimated to increase personnel costs in this program by about $6,000, and the cost to continue staff at approximately $2,250. This is partially offset by turnover savings estimated for 0.50 FTE of a full-time librarian position allocated to this program by $6,350 (other half budgeted in the Resource Sharing program). Operating Expenditures increase by about $4,500, mainly for additional continuing education costs, discussed above.

CAFÉ Shared Automation Fund

Federated Library

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for the 15 of the 16 libraries in the county. (the 16th library, Menomonee Falls, is anticipated to join in 2013.) It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. 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 took place in April 2011.

Financial Summary	2011 Actual (a)(b)(c)(d)	2012 Adopted Budget (a)	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)(b)	$20,000	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)(c)(d)	$632,653	$440,996	$440,996	$447,359	$6,363	1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (d)	$4,970	$15,000	$15,000	$15,000	$0	0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$657,623**	**$455,996**	**$455,996**	**$462,359**	**$6,363**	**1%**
Expenditures						
Personnel Costs (d)	$75,276	$102,577	$102,520	$104,788	$2,211	2%
Operating Expenses (d)	$82,555	$282,003	$282,003	$265,071	($16,932)	-6%
Interdept. Charges (d)	$1,708	$6,416	$6,416	$6,500	$84	1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$159,540**	**$390,996**	**$390,939**	**$376,359**	**($14,637)**	**-4%**
Rev. Over (Under) Exp. (c)	$498,084	$65,000	$65,057	$86,000	$21,000	32%
Position Summary (FTE)						
Regular Positions (d)	0.75	1.00	1.00	1.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	0.75	1.00	1.00	1.00	0.00	

(a) For comparability purposes, revenues for 2011 actual, 2012 adopted budget and 2012 estimate are restated to recognize the proper reclassification in the 2013 budget of participating libraries membership dues from a General Government revenue account to a Charges for Service revenue account.

(b) General Government revenue for 2011 actual includes $20,000 in federal grant dollars (passed through the State Department of Public Instruction) to help offset the costs of New Berlin joining the CAFÉ system.

(c) Actual revenues over expenditures for 2011 includes approximately $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.

(d) 2011 actual revenues and expenditures reflect 9-months of activity since this program was transitioned from the City of Waukesha Public Library beginning in April 2011.

Program Highlights

Charges for Service revenues increase by about $6,400, and includes $7,750 in reimbursement revenue from member libraries for miscellaneous supplies, which is budgeted for the first time in 2013. In addition, the budget assumes a net increase in one-time contributions from member libraries joining CAFÉ of $6,000 ($36K from Menomonee Falls in 2013 vs. $30K for New Berlin in 2012). This is partially offset by a decrease in membership dues from member libraries estimated to be needed for 2013 by $7,400, largely from cost savings from obtaining a new vendor (discussed below). Other Revenue consists of estimated investment earnings on CAFÉ fund balance, which remain at the 2012 budget level of $15,000.

Personnel costs increase by about $2,200, for the cost to continue 1.0 FTE staff in this program. Operating expenditures decrease by about $16,900 to $265,100, mainly due to a decrease in vendor licensing and support costs by $46,500 to $86,600, largely from the favorable selection of a new Shared Automation system vendor from competitive bids during 2012. This is partially offset by an increase in small equipment repairs and replacement by about $8,700 to $24,000; library catalog technology costs by $8,500 to $17,800, mainly for enhanced reporting features; and miscellaneous supplies for member libraries of $7,750, mentioned above.

Revenues Over Expenditures consist of member library contributions to CAFÉ for software/equipment replacements, which increases by $26,000 to $86,000, mainly due to the Federated Library Director choosing to factor the $15,000 budgeted for investment income into replacement plan (planned to lapse to fund balance at year-end), and due to a net increase in one-time contributions to the replacement fund from newly joining member libraries by $6,000 (as mentioned above). **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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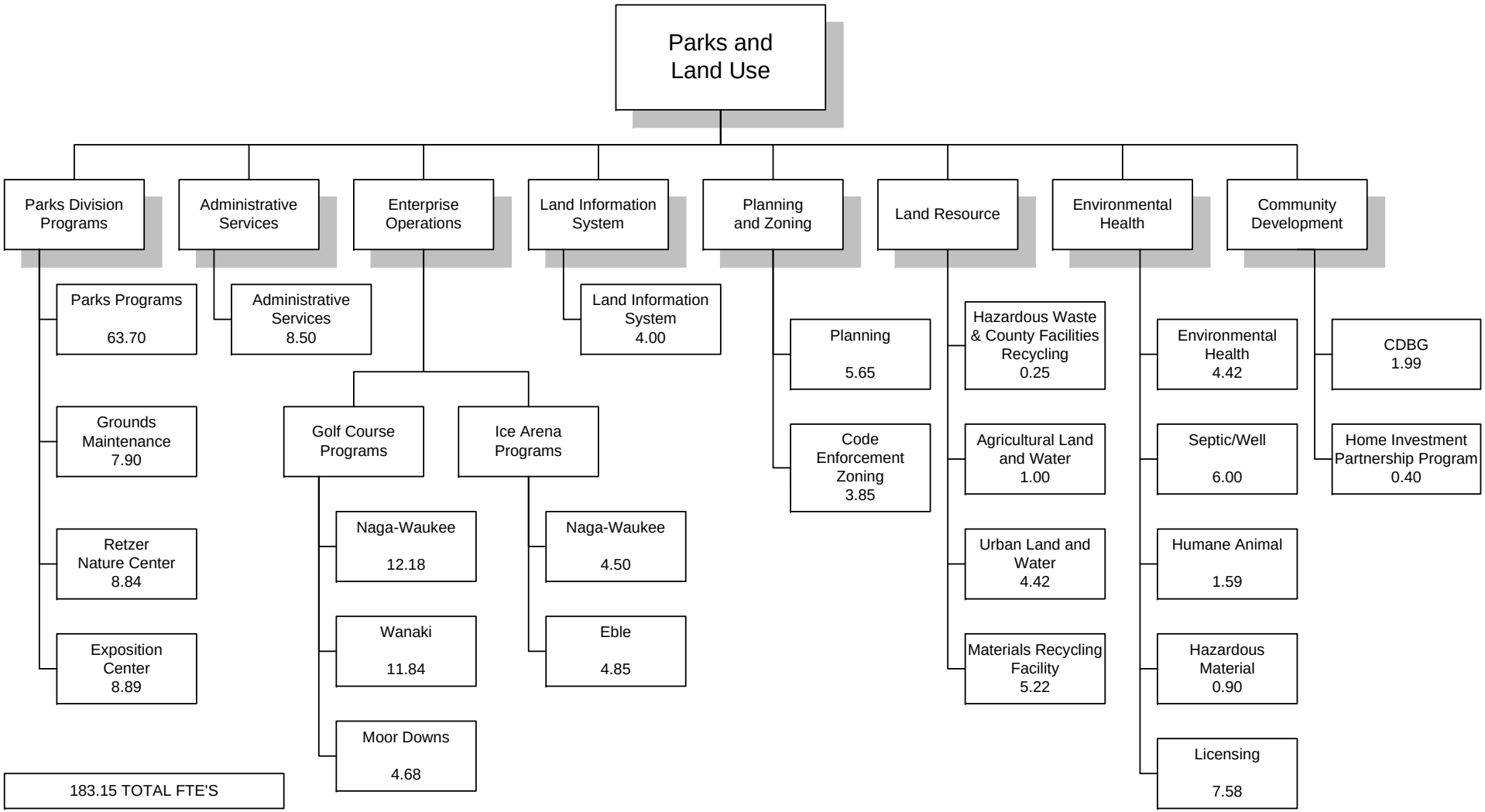
Parks

&

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.

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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	2011 Actual	2012 Adopted Budget	2012 Estimate(a)(b)	2013 Budget	Change From 2012 Adopted Budget $	%
General Fund						
Revenues(c)	$4,273,725	$4,014,093	$4,184,231	$4,123,543	$109,450	2.7%
County Tax Levy	$7,225,302	$7,301,010	$7,301,010	$7,381,010	$80,000	1.1%
Expenditures (a)	$11,082,049	$11,315,103	$11,348,821	$11,504,553	$189,450	1.7%
Rev. Over (Under) Exp.	$416,978	$0	$136,420	$0	$0	N/A
Community Development						
Revenues(c)	$6,752,769	$3,110,840	$7,485,112	$3,057,118	($53,722)	-1.7%
County Tax Levy	$29,200	$0	$0	$0	$0	N/A
Expenditures (a)	$7,171,193	$3,110,840	$7,301,408	$3,057,118	($53,722)	-1.7%
Rev. Over (Under) Exp.	($389,225)	$0	$183,704	$0	$0	N/A
Land Information System Fund						
Revenues	$733,440	$726,335	$781,190	$788,100	$61,765	8.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$703,083	$726,335	$720,944	$788,100	$61,765	8.5%
Rev. Over (Under) Exp.	$30,357	$0	$60,246	$0	-	N/A
Tarmann Fund						
Revenues(b)(c)	$1,603,035	$1,000,000	$1,104,000	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(b)	$22,600	$1,000,000	$1,070,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$1,580,435	$0	$34,000	$0	-	N/A
Golf Courses						
Revenues	$2,833,298	$3,227,000	$3,147,714	$3,095,000	($132,000)	-4.1%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(d)	$2,966,868	$3,227,000	$3,109,374	$3,212,071	($14,929)	-0.5%
Operating Inc./(Loss)	($133,570)	$0	$38,340	($117,071)	($117,071)	N/A
Ice Arenas						
Revenues	$1,012,673	$1,057,200	$1,052,000	$1,057,200	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$1,067,109	$1,076,203	$1,043,478	$1,078,740	$2,537	0.2%
Operating Inc./(Loss)	($54,436)	($19,003)	$8,522	($21,540)	($2,537)	13.4%
Materials Recycling Fund						
Revenues(c)	$4,025,438	$2,987,600	$3,381,096	$3,006,700	$19,100	0.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$2,393,282	$2,619,718	$2,588,995	$2,633,949	$14,231	0.5%
Operating Inc./(Loss)	$1,632,156	$367,882	$792,101	$372,751	$4,869	1.3%
Total All Funds						
Revenues (b)(c)	$21,234,377	$16,123,068	$21,135,343	$16,127,661	$4,593	0.0%
County Tax Levy	$7,254,502	$7,301,010	$7,301,010	$7,381,010	$80,000	1.1%
Expenditures (a)(b)(d)	$25,406,184	$23,075,199	$27,183,020	$23,274,531	$199,332	0.9%
Rev. Over (Under) Exp.	$1,638,545	$0	$414,370	$0	-	N/A
Operating Inc./(Loss)	$1,444,150	$348,879	$838,963	$234,140	($114,739)	-32.9%

Position Summary All Funds (FTE)					
Regular Positions	106.75	105.10	105.10	104.60	(0.50)
Extra Help	79.78	75.55	75.55	74.72	(0.83)
Overtime	3.35	3.35	3.35	3.83	0.48
Total	189.88	184.00	184.00	183.15	(0.85)

(a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2012 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2012, which may require ordinances requesting additional expenditure appropriations and Tarmann Fund Parkland Acquisition Fund Balance to cover purchase costs.

(c) The 2013 revenue budget includes Fund Balance appropriations totals of $1,815,700, including $125,000 for general fund operations; $990,700 of Material Recycling Facility (MRF) Funds and; and $700,000 of Tarmann Fund balance. The 2012 revenue budget includes Fund Balance appropriations totaling $1,772,600, including $55,000 for General Fund operations; $25,000 of General Fund balance for Community Development; $992,600 of Materials Recycling Facility (MRF) Fund balance and $700,000 of Tarmann Parkland Acquisition Fund Balance.

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

Parks & Land Use

Fund Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$283,386	$319,600	$306,600	$322,800	$3,200	1.0%
Fine/Licenses	$992,478	$970,000	$971,500	$979,500	$9,500	1.0%
Charges for Services	$1,910,384	$1,926,750	$1,905,030	$1,938,030	$11,280	0.6%
Interdepartmental	$249,723	$310,500	$305,600	$299,875	($10,625)	-3.4%
Other Revenue	$370,156	$432,243	$407,000	$458,338	$26,095	6.0%
Appr. Fund Balance (b)	$467,598	$55,000	$288,501	$125,000	$70,000	127.3%
County Tax Levy	**$7,225,302**	**$7,301,010**	**$7,301,010**	**$7,381,010**	**$80,000**	**1.1%**
Total Revenue Sources	**$11,499,027**	**$11,315,103**	**$11,485,241**	**$11,504,553**	**$189,450**	**1.7%**
Expenditures						
Personnel Costs	$7,800,775	$7,815,124	$7,632,372	$7,828,013	$12,889	0.2%
Operating Expenses (a)	$1,649,777	$1,825,651	$1,859,438	$1,865,635	$39,984	2.2%
Interdept. Charges	$1,291,738	$1,373,053	$1,361,575	$1,404,405	$31,352	2.3%
Fixed Assets (a)	$339,758	$301,275	$495,436	$406,500	$105,225	34.93%
Total Expenditures	**$11,082,049**	**$11,315,103**	**$11,348,821**	**$11,504,553**	**$189,450**	**1.7%**
Rev. Over (Under) Exp.	$416,978	$0	$136,420	$0	$0	-
Position Summary (FTE)						
Regular Positions	82.00	80.80	80.80	80.39	(0.41)	
Extra Help	50.78	50.30	50.30	50.74	0.44	
Overtime	2.39	2.39	2.39	2.36	(0.03)	
Total FTEs	135.17	133.49	133.49	133.49	0.00	

(a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2013 revenue budget includes Fund Balance appropriations of $125,000: $60,000 to assist the funding of one time maintenance projects, $30,000 for Mukwonago Park, $25,000 for the Brownfield recycling initiative, and $10,000 for one-time chair and table replacements at the Expo Center.

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 chair and table replacements at the Expo Center.

CURRENT AND PROPOSED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T=One-Time
200824	Pavement Management Plan (a)	Ongoing	$0/Yr	Ongoing	$0	NA
200014	Bikeway Improvement	2013	$4,095,000	75%	TBD	A
200505	Restroom Renovations	2014	$3,075,000	30%	TBD	A
201106	Menomonee Main Building Demolition	2015	$325,000	0%	$0	T

(a) In coordination with the Public Works Department the 15 year Pavement Management Plan will be updated in 2013. Project expenditures will resume in 2014.

Hazardous Waste and County Facilities Recycling

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, to coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) by maximizing service to residents and minimizing 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. Manage recycling and waste reduction program for County facilities and parks.

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 $30.

Key Outcome Indicators: County cost per participant for HHW collected is expected to be equal to or less than $30.

Performance Measure:	2011 Actual (a)	2012 Target	2012 Estimate	2013 Target
County HHW disposal costs per participating household	$28.76	$23.00	$26.00	$30.00

(a) New material disposal contract has increased program cost per participating household.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$59,990	$48,600	$48,600	$53,300	$4,700
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$3,000	$3,000	$3,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$210,636	$196,000	$195,000	$215,000	$19,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy(a)	**($115,509)**	**($95,852)**	**($95,852)**	**($99,226)**	**($3,374)**
Total Revenues	**$155,117**	**$148,748**	**$150,748**	**$172,074**	**$23,326**
Personnel Costs	$22,926	$18,314	$19,101	$18,379	$65
Operating Expenses	$149,267	$128,120	$159,000	$151,450	$23,330
Interdept. Charges	$4,248	$2,314	$4,092	$2,245	($69)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$176,441**	**$148,748**	**$182,193**	**$172,074**	**$23,326**
Rev. Over (Under) Exp.	($21,324)	$0	($31,445)	$0	$0

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

Hazardous Waste and County Facilities Recycling (continued)

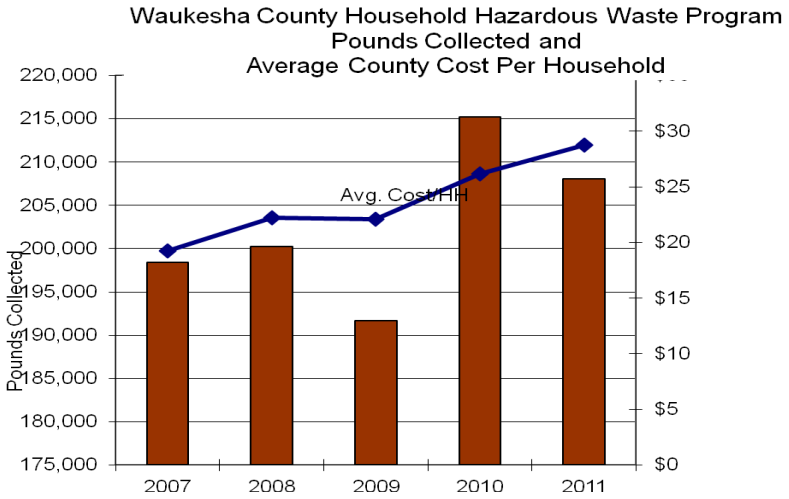
Program Highlights

General Government revenues are being increased by $4,700, from $48,600 to $53,300 mostly as a result of $5,000 increase from $35,000 to $40,000 from the local community program cost share. Participating communities pay approximately one-third of program collection costs, which is approximately, net of the estimated state grant of $13,300. The municipal share has increased as overall program collection costs have increased. Charges for services revenue includes a $3,000 payment beginning in 2013 from Walworth County for use of the Muskego collection site. Other revenues include landfill tipping fee revenues of $210,000; County in-house recycling material sale revenue of $4,000; and $1,000 in miscellaneous recoveries. Landfill fee revenues have been increased $20,000 which offsets increased household hazardous wastes collection costs.

Personnel costs allocated for 0.25 FTE increase by $65 to $18,379. Personnel costs to continue increases for 2013 are somewhat offset by cost savings from staff vacancy and turnover cost savings.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and Veolia Environmental Services for the hazardous waste program under which EPL funds are exhausted first, Clean Sweep grant funds are used next, and then the county pays up to its maximum budgeted amount of $135,000. A new material processing contract results in a $20,000 increase in the vendor processing costs. This increase is offset with increased landfill revenues (mentioned above). Promotion of household product exchanges will continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth County will be billed for a small number of it's residents who are allowed to use the site in Waukesha on a fee for service basis. Through a co-sponsorship of a one-day collection event in Mukwonago, Walworth and Waukesha Counties will co-promote the event, track participant addresses and split the cost based on participation. Other operating expenses include $2,600 for program promotion and a $900 increase to $1,000 for membership expenses.

Activity Workload – Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Households served at Hazardous Waste Collection	5,075	5,100	5,100	5,200	100
Pounds of Hazardous waste collected	208,092	215,000	215,000	215,000	-
Pounds of HHW Per household	41	42	41	41	(1)
Number of Households using product exchange	275	250	250	250	-
Tons of office paper/containers recycled at County facilities/parks	285	250	250	275	25



The chart shows that the number of pounds of household hazardous waste collected in 2011 decreased to 208,000 lbs. The cost to the County per participating household increased due to decreased State aid and more costly disposal 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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	25%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.00**	**(0.10)**
General Government	$5,052	$71,000	$68,000	$71,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$4,642	$0	$0
County Tax Levy	**$77,629**	**$81,722**	**$81,722**	**$79,983**	**($1,739)**
Total Revenues	**$82,681**	**$152,722**	**$154,364**	**$150,983**	**($1,739)**
Personnel Costs	$117,017	$93,437	$87,922	$91,405	($2,032)
Operating Expenses	$5,520	$49,650	$39,250	$47,950	($1,700)
Interdept. Charges	$8,692	$9,635	$9,585	$11,628	$1,993
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$131,229**	**$152,722**	**$136,757**	**$150,983**	**($1,739)**
Rev. Over (Under) Exp.	($48,548)	$0	$17,607	$0	$0

(a) The 2012 Estimate for fund balance includes carryover of funds from 2011 to 2012.

Program Highlights

General Government revenues consist of $26,000 from 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). Overall, this grant is budgeted at $136,000 with the remaining $110,000 budgeted in the Urban Land and Water Conservation program. General Government revenues also include 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 is provided to fund expenses related to the Wildlife Damage program.

Net Personnel costs decrease by $2,032 primarily due to a $5,067 or 0.10 FTE reduction in temporary extra help, which offsets other personnel cost to continue increases estimated for the 2013 budget. 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 focus on nonpoint compliance tracking for landowners participating in the Farmland Preservation Program. Operating expenses are reduced $1,700 mainly due to closer reflect prior year actuals in travel, training and printing costs. Interdepartmental charges increase $1,993 mainly due to a $2,093 increase in vehicle replacement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Conservation Plans Inventoried	10	12	12	15	3
# of Status Compliance Letters Issued	3	6	6	15	9
# New/Updated Conservation Plans Prepared	3	3	3	6	3

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Response time for storm water permit application >/= 1 acre. Benchmark = 20 working days.	8	10	9	10
< 1 acre. Benchmark = 10 working days.	4	8	5	8

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.05**	**4.35**	**4.35**	**4.42**	**0.07**
General Government	$168,528	$120,000	$115,000	$118,500	($1,500)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$89,558	$97,500	$95,000	$95,000	($2,500)
Interdepartmental	$14,065	$14,500	$14,500	$14,975	$475
Other Revenue	$52,114	$116,000	$86,000	$111,000	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$126,132**	**$160,152**	**$160,152**	**$179,579**	**$19,427**
Total Revenues	**$450,396**	**$508,152**	**$470,652**	**$519,054**	**$10,902**
Personnel Costs	$330,342	$375,011	$341,460	$385,606	$10,595
Operating Expenses	$49,163	$98,606	$75,050	$98,550	($56)
Interdept. Charges	$26,940	$34,535	$34,535	$34,898	$363
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$406,444**	**$508,152**	**$451,045**	**$519,054**	**$10,902**
Rev. Over (Under) Exp.	$43,952	$0	$19,607	$0	$0

Program Highlights

General Government revenues consist of the State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant revenue budgeted in this program (to help offset a portion of land conservation staffing costs), which decreases by $10,000 to $110,000 due to State budget funding reductions. Overall, this grant is budgeted at $136,000 with the remaining $26,000 budgeted in the Agriculture Land & Water Conservation program. Also, the 2013 budget includes a one time $8,500 increase for a State grant for the preparation of storm water education materials.

Urban Land & Water Conservation (continued)

Charges for Service revenues include $56,000 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 $25,000 budgeted for storm water permit fee, which is reduced $2,500 from the 2012 budget to reflect lower volume based on the prior year actual experience, and $14,000 from non-metallic mining reclamation permit fees. Since 2011, County Storm Water permits also provide DNR permit coverage, resulting in a savings of time and money for the local permit applicant. Permit fees are increased approximately 20%, partly to cover additional statutory screening costs for wetlands, historical sites and endangered resources. This is the first time fees have been increased since 2009.

Interdepartmental revenues of $14,975 are reimbursement for administrative assistance to the Material Recovery Facility (MRF) program.

Other Revenues are budgeted at $111,000 and mainly include $50,000 in real estate developer funds held by the County, which may 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. Reduction in other revenues is due to the elimination of a one-time donation for rain garden promotion.

Personnel costs increase $10,595, mostly due to costs to continue existing staff level and an increase of $3,951 or 0.07 FTE in extra help funding.

Operating expenses includes $52,000 to do required consulting and construction work from developers funds held for project completion guarantees as mentioned above in the Other Revenues section.

Activity

Workload – Output Data	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Educational Presentations/Events	111	100	110	100	-
Number of Erosion Control/ Storm water Permits	63	50	50	50	-
Number of Inspections Conducted	536	500	500	500	-
Tons of Sediment Reduced from Construction Sites (b)	1,575	1,250	1,250	1,250	-

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. Updated Farmland Preservation Zoning codes by 2013.
3. 100% of approved rezones are consistent with the County Comprehensive Plan.

Performance Measures:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of County Development Plan Amendments	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 development project plans consistent with planning goals and objectives contained in the County Development t Plan.
2. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with the State's new Shoreland Zoning law, which requires an amended ordinance by 2014.

Performance Measure:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of development plans consistent with County Development Plan objectives	100%	100%	100%	100%

Planning (Continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.25**	**5.65**	**5.65**	**5.65**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$18,921	$20,000	$15,000	$15,000	($5,000)
Interdepartmental	$68	$0	$0	$0	$0
Other Revenue	$3,980	$6,000	$5,000	$3,500	($2,500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$500,697	$480,976	$480,976	$487,576	**$6,600**
Total Revenues	**$523,666**	**$506,976**	**$500,976**	**$506,076**	**($900)**
Personnel Costs	$443,684	$437,543	$399,285	$437,910	$367
Operating Expenses	$16,656	$21,450	$19,000	$20,500	($950)
Interdept. Charges	$46,664	$47,983	$47,733	$47,666	($317)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$507,004**	**$506,976**	**$466,018**	**$506,076**	**($900)**
Rev. Over (Under) Exp.	$16,662	$0	$34,958	$0	$0

Program Highlights

Charges for service revenue consist of reimbursement for direct staff time providing planning assistance to municipalities and is being reduced $5,000 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 increases $367 mainly due to the cost to continue existing staff levels.

Operating expenses are being reduced $950 mostly due to a slight reduction in operating/office supplies.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of mtgs. w/ towns under community assistance contract	46	36	40	44	8
No. of Conditional Use reviews	31	30	30	30	-
No. of Zoning Violations pursued	144	150	130	140	(10)
Site Plan reviews	51	50	60	50	-

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 completed 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.

Performance Measures:

	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of subdivision plat review letters issued within statutory timeframe	100%	100%	100%	100%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.23**	**3.85**	**3.85**	**3.85**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$92,350	$95,000	$94,500	$90,000	($5,000)
Charges for Services	$0	$17,600	$15,000	$13,300	($4,300)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$229,978	$224,496	$224,496	$242,295	**$17,799**
Total Revenues	**$322,328**	**$337,096**	**$333,996**	**$345,595**	**$8,499**
Personnel Costs	$348,409	$317,046	$340,647	$328,473	$11,427
Operating Expenses	$30	$2,950	$1,700	$2,950	$0
Interdept. Charges	$11,100	$17,100	$17,100	$14,172	($2,928)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$359,539**	**$337,096**	**$359,447**	**$345,595**	**$8,499**
Rev. Over (Under) Exp.	($37,211)	$0	($25,451)	$0	$0

Program Highlights

Fines and license revenue includes zoning permit fee revenues totaling $90,000. Zoning permit revenue has been reduced $5,000 due to lower volume of program activity. Charges for Service revenue consists of subdivision plat review fee revenue of $13,300, which is estimated to decline by $4,300 to more accurately reflect estimated 2012 experience which is related to the downturn in the real estate development market.

Personnel costs are budgeted to increase by $11,427 to $328,473 mostly due to the cost to continue for existing staff levels. Interdepartmental charges are reduced $2,928 mainly due to a $3,000 reduction in postage expense.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
No. of Zoning Permits	437	450	430	430	(20)
No. of Board of Adjustment cases	48	50	45	45	(5)
No. of Certified Survey Maps (CSMs) reviewed	18	25	20	20	(5)
No. of Subdiv. Plat Reviews	12	10	10	8	(2)

Environmental Health

Program Description

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

County-Wide Key Strategic Outcome: A safe county

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

Key Outcome Indicator: Transient Non-Community public water systems in Waukesha County are sampled annually for the presence of coliform bacteria and nitrates. These public water systems include restaurants, parks, churches, and other facilities of public use. Annual sampling assures the public that water served at these facilities is safe to drink. In addition, a complete inspection of each water system is conducted once every five years.

Performance Measure: Sample and report on 100% of Transient Non-Community public water supply systems.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
System samples	447	454	454	454
% sampled	100%	100%	100%	100%
% with coliform bacteria	1.8%	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 system owners of the need for maintenance every three years.

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 85% of the private sewage systems notified through maintenance notification.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Maintenance cards sent(a)	6,867	10,000	7,100	9,000
Number returned(a)	6,155	7,400	6,400	8,100
% Returned(a)	90%	74%	90%	90%

(a) Prior to 2012 the maintenance requirement was bi-annual. Due to the new requirement, no delinquent notices were sent out in 2011 since a notice would be sent in 2012.

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.
- Transition to the new "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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	10%	100%	50%	100%

(a) Due to transitioning to the new permit tracking software and extension of the requirement set forth in WI Statute 145.20(5)(am), the inventory process is taking longer than expected.

Environmental Health (Continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.42**	**4.42**	**4.42**	**4.42**	**0.00**
General Government	$14,890	$50,000	$45,000	$50,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$57,390	$57,900	$66,000	$59,500	$1,600
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$25,060	$0	$0
County Tax Levy	**$322,541**	**$324,366**	**$324,366**	**$320,512**	**($3,854)**
Total Revenues	**$394,841**	**$432,266**	**$460,426**	**$430,012**	**($2,254)**
Personnel Costs	$337,435	$342,859	$354,877	$338,472	($4,387)
Operating Expenses	$17,471	$48,700	$49,750	$52,250	$3,550
Interdept. Charges	$36,021	$40,707	$38,707	$39,290	($1,417)
Fixed Assets	$5,640	$0	$23,560	$0	$0
Total Expenditures	**$396,567**	**$432,266**	**$466,894**	**$430,012**	**($2,254)**
Rev. Over (Under) Exp.	($1,726)	$0	($6,468)	$0	$0

(a)-The 2012 Estimate includes the carryover $23,560 for computer software.

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 $59,500 includes $48,500 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act, a $1,500 decrease from 2012 budget. Based on sales volume radon kit revenues have been increased $3,500 to $10,000.

Personnel costs decrease $4,387 due to saving from staff turnover more than offsetting cost to continue exiting positions.

Operating expenses increase $3,550 mainly due to a $3,300 increase associated with purchase of additional Radon kits for resale.

Interdepartmental charges are reduced $1,417 mainly due to a $1,500 reduction in postage costs to reflect actual historic costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0 (a)	9	6	9	-
# of on-site septic systems under Mandatory Maintenance (b)	23,000	24,000	26,000	30,000	6,000

(a) In 2011 there were 0 Septic replacements under the WI Fund Grant which is funded by the State Department of Commerce for replacing failing septic systems since no one qualified under the financial qualifications.
(b) Per WI Statute 145.20(5)(am), the increase in these numbers is due to the inclusion of private sewage systems that were installed prior to July 1 ,1979.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of reported animal bites	586	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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
# Reports animal abuse/neglect	180	250	250	250
% followed up within 48 hours	90%	90%	90%	90%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.61**	**1.61**	**1.61**	**1.59**	**(0.02)**
Fine/Licenses	$51,051	$55,000	$55,000	$50,000	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$76,939**	**$80,847**	**$80,847**	**$84,899**	**$4,052**
Total Revenues	**$127,990**	**$135,847**	**$135,847**	**$134,899**	**($948)**
Personnel Costs	$97,376	$103,455	$98,091	$105,154	$1,699
Operating Expenses	$10,889	$19,050	$16,750	$17,000	($2,050)
Interdept. Charges	$9,406	$13,342	$13,342	$12,745	($597)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$117,671**	**$135,847**	**$128,183**	**$134,899**	**($948)**
Rev. Over (Under) Exp.	$10,319	$0	$7,664	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000, which is a $5,000 reduction from the 2012 budget.

Personnel costs increase $1,699 due to the costs to continue existing staff levels. Extra help is reduced by 0.02 FTE in the 2013 budget. Operating expenditures are reduced $2,050 mainly due to reductions in general operating costs such as mileage reimbursement, books, printing and tuition to be more in line with 2011 actual and 2012 estimated spending.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	46	30	30	30	-
Humane Investigations	277	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	764	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% compliance 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% Tank sites with no violations	90%	95%	98%	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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
% of Environmental assessments done within 20 working days of initial request	95%	95%	95%	95%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**1.00**	**0.90**	**0.90**	**0.90**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$16,200	$15,000	$15,000	$25,000	$10,000
County Tax Levy	**$156,743**	**$124,564**	**$124,564**	**$130,284**	**$5,720**
Total Revenues	**$172,943**	**$139,564**	**$139,564**	**$155,284**	**$15,720**
Personnel Costs	$132,189	$84,248	$86,478	$90,008	$5,760
Operating Expenses	$41,856	$47,200	$47,570	$57,470	$10,270
Interdept. Charges	$6,364	$8,116	$8,053	$7,806	($310)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$180,410**	**$139,564**	**$142,101**	**$155,284**	**$15,720**
Rev. Over (Under) Exp.	($7,467)	$0	($2,537)	$0	$0

Program Highlights

The Land Recycling Program, funded with appropriated General Fund Balance, has been increased $10,000 from $15,000 to $25,000. Program is designed to identify, clean up and market those tax delinquent properties having redevelopment potential, and has been increased due to a higher number of tax foreclosure properties.

Personnel costs increase $5,760 mainly due to cost to continue existing staff level.

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 and $25,000 for the Land Recycling Program mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	59	25	50 (a)	50	25
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	52	52	52	52	-
Monitor for Compliance—Under Ground	6	6	6	6	-

(a) The increase in the number of properties reviewed is due to a higher number of tax foreclosure properties.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of licensed food establishments	1,552	1,530	1,530	1,530
Number of inspections & consultations	2,448	2,600	2,400	2,600

Objective 2: The department, through a combination of technology improvements, vendor education and cross training of staff, will assure the continuation of 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: 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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of licensed food establishments inspectors	7.0	7.1	7.1	7.1
# of pre-inspections, inspections & consultations per inspector	350	366	338	366

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.78**	**7.58**	**7.58**	**7.58**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$664,007	$635,000	$635,000	$652,500	$17,500
Charges for Services	$5	$0	$0	$0	$0
Interdepartmental	$4,060	$4,000	$4,100	$4,100	$100
Other Revenue	$0	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	$25,206	($27,093)	($27,093)	($67,715)	**($40,622)**
Total Revenues	**$693,278**	**$612,407**	**$612,507**	**$589,385**	**($23,022)**
Personnel Costs	$525,934	$546,823	$527,428	$528,410	($18,413)
Operating Expenses	$22,233	$31,500	$30,300	$27,200	($4,300)
Interdept. Charges	$31,863	$34,084	$34,084	$33,775	($309)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$580,030**	**$612,407**	**$591,812**	**$589,385**	**($23,022)**
Rev. Over (Under) Exp.	$113,248	$0	$20,695	$0	$0

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

Licensing (continued)

Program Highlights

License revenues are budgeted at $652,500, an increase of $17,500. Restaurant license/inspection revenues increase by $10,000 to $445,000, mainly due to a slight (1.8%) increase in program fees. Lodging and campground license fee revenues have been increased $2,500 to $72,500 mainly due to a slight increase in program activity. Retail food license revenues have been increased $5,000 to $135,000 mainly due to an approximately 1.5% increase in fees. Overall, licensing fees have been increased by a weighted average of approximately 1.3%.

Personnel costs decrease $18,413, mainly due to cost to continue existing staff levels which are more than offset by reductions in Health insurance costs due to changes in employees health plan selections.

Operating expenses decrease $4,300 due to $3,000 mileage, $500 printing and $700 small equipment reductions.

Activity

# of Inspections/Consultations Performed	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
# of Restaurants	1,838	2,050	1,925	2,000	(50)
# of Retail Foods	610	530	575	600	70
# of School Food Services	118	120	120	120	-
# of Lodging	50	48	48	48	-
# of Public Pool, Camp & Rec/ED camp	302	295	295	295	-

# of Establishment Licenses issued	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Restaurants					
Temporary	98	100	100	100	-
Prepackaged	63	70	70	70	-
Full Service	959	926	925	925	(1)
Retail Food					
No Processing	119	105	105	105	-
Processing	313	315	315	315	-
Lodging					
Hotel/Motel	42	39	40	40	1
Bed and Breakfast	4	4	4	4	-
Tourist Rooming House	6	3	4	4	1
Recreation					
Public Pools	215	206	205	205	(1)
Campground / Rec Ed. Camps	18	18	18	18	-

Septic/Well/Lab Programs

Program Description

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

	2011 Actual (a)	2012 Target	2012 Estimate	2013 Target
Number of unsafe samples	114	100	100	100
Number of owner-collected samples	502	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.

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.

	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of systems inspected	278	300	300	300
% systems inspected on same-day	100%	100%	100%	100%

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**6.70**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$172,720	$175,000	$175,000	$177,000	$2,000
Charges for Services	$65,124	$80,100	$80,100	$72,600	($7,500)
Interdepartmental	$0	$2,000	$2,000	$2,000	$0
Other Revenue	$1,325	$0	$1,000	$1,000	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$324,651**	**$302,036**	**$302,036**	**$312,737**	**$10,701**
Total Revenues	**$563,820**	**$559,136**	**$560,136**	**$565,337**	**$6,201**
Personnel Costs	$512,034	$463,682	$460,738	$476,585	$12,903
Operating Expenses	$36,366	$57,200	$47,750	$51,150	($6,050)
Interdept. Charges	$33,714	$38,254	$38,254	$37,602	($652)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$582,114**	**$559,136**	**$546,742**	**$565,337**	**$6,201**
Rev. Over (Under) Exp.	($18,294)	$0	$13,394	$0	$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues, which increase $2,000 to $177,000, mainly due to a 4.6% weighted average increase in program fees. Charges for Service revenues are budgeted to decrease by $7,500 to $72,600, mainly due to a decline in the number of water samples and preliminary site evaluation (PSE) being processed. Based on reduction in program activity, water sample revenues have been reduced $2,500 and preliminary site assessment revenues have been reduced $5,000 to closer reflect prior year actuals.

Personnel costs increase $12,903 mostly due to cost to continue existing staff levels. Operating expenses have been reduced $6,050, mainly due to a $5,000 reduction in mileage reimbursement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	122	150	125	125	(25)
Mound	108	100	100	100	-
Holding Tank	14	20	20	20	-
At Grade	5	5	5	5	-
Pressure Distribution	1	2	2	2	-

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.

Objective 1: Improve efficiency of the current park facility record management and maintenance scheduling, begin using new asset management systems in coordination with the Department of Public Works.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**63.16**	**63.16**	**63.16**	**63.70**	**0.54**
General Government	$34,926	$30,000	$30,000	$30,000	$0
Fine/Licenses	$12,350	$10,000	$12,000	$10,000	$0
Charges for Services	$1,099,837	$1,015,950	$1,028,430	$1,067,430	$51,480
Interdepartmental	$105,961	$141,000	$140,000	$110,000	($31,000)
Other Revenue	$30,331	$18,000	$24,000	$39,000	$21,000
Appr. Fund Balance (a)	$332,276	$30,000	$69,299	$30,000	$0
County Tax Levy	**$3,241,729**	**$3,404,017**	**$3,404,017**	**$3,406,701**	**$2,684**
Total Revenues	**$4,857,411**	**$4,648,967**	**$4,707,746**	**$4,693,131**	**$44,164**
Personnel Costs	$3,049,459	$3,123,208	$3,046,797	$3,132,592	$9,384
Operating Expenses	$543,171	$582,400	$578,550	$593,260	$10,860
Interdept. Charges	$708,825	$721,084	$715,469	$755,779	$34,695
Fixed Assets (a)	$227,873	$222,275	$286,876	$211,500	($10,775)
Total Expenditures	**$4,529,328**	**$4,648,967**	**$4,627,692**	**$4,693,131**	**$44,164**
Rev. Over (Under) Exp.	$328,082	$0	$80,054	$0	$0

a) 2012 estimates for expenditures exceed the adopted budget due to 2011 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

General Governmental revenues, which consist of state grant funding to maintain snowmobile trails is budgeted at the 2012 level of $30,000.

Fines and licenses, which are parking violations on County grounds, remain budgeted at $10,000.

Charges for Service revenues increase by $51,480 to $1,067,430, and include the following; daily entrance - $294,700; annual stickers - $275,400; boat launch - $135,500; camping fee $105,600; concessions -$87,500; reservation fee -$81,450; and land lease - $87,280. Revenue increase is mainly due to a $14,000 increase in parks entrance fees; a $10,480 increase in land lease revenues; $5,000 increase in reservation fees and $22,000 increase in annual sticker revenues. Annual sticker and entrance fee increase are mainly due to anticipated revenues from the development of a new dog park in Mukwonago Park. Land lease and reservation revenues are adjusted to more accurately reflect actual experience. Several pricing changes have been made to park entrance fees. The spring and fall special rate will be eliminated due to higher year round park use. Both the weekend and weekday daily fee will be the same rate ($4). The increased revenue from raising weekday rate (from $3 to $4) will be offset with the reduced revenues from decreasing the weekend rate (from $5 to $4).

Interdepartmental Revenues are budgeted to decrease by $31,000 to $110,000 mainly due to reallocation of staff duties which results in a decrease in Parks staff time reimbursement for management assistance to Department's enterprise operations. General donation increase of $25,000 and a one-time general fund balance appropriation of $30,000 will assist in funding the development of a dog park at Mukwonago Park.

Personnel costs increase $9,384 or about 0.3% and include the cost to continue existing staffing levels, a 0.50 FTE increase in seasonal extra help. Personnel also reflects a reallocation of staff including the transfer in of 0.45 FTE Enterprise Operations Manager to the Parks program from the Golf fund (0.05 FTE), Ice Arena funds (0.20 FTE) and the Exposition Center program (0.20 FTE), which is offset by the transfer out of a 0.36 FTE Parks System manager to the Ice Arenas fund (0.16) fund and to the Exposition Fund (0.20 FTE). Other decreases include a 0.05 FTE reduction in overtime funding and a reduction in budgeted health and dental insurance costs.

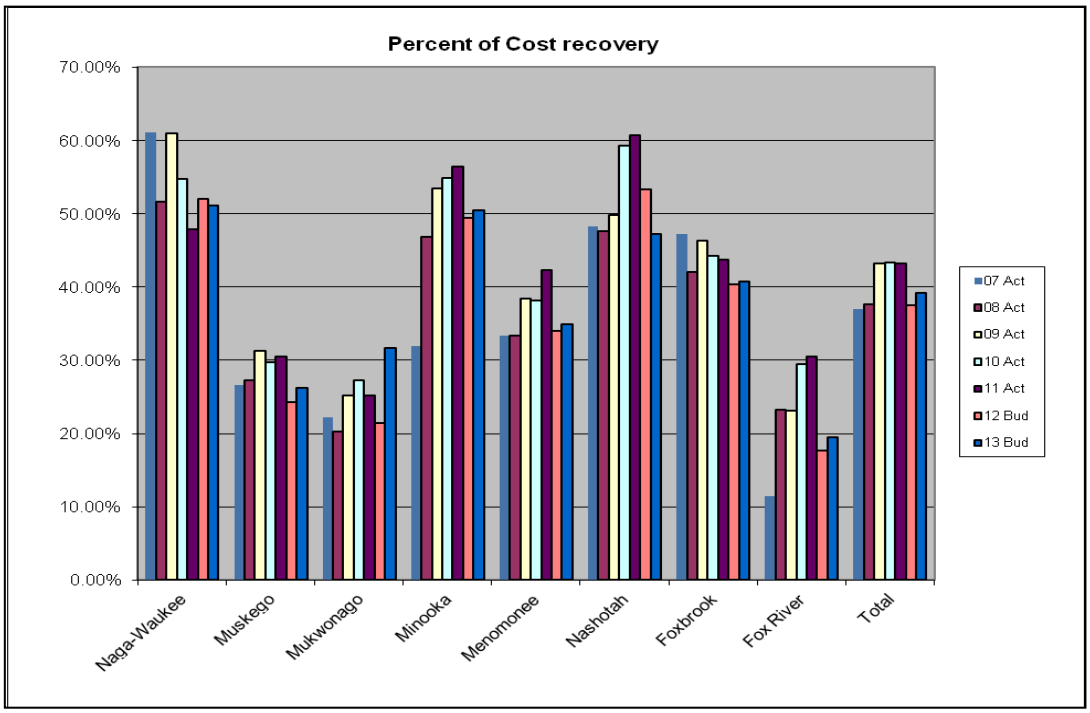
Operating expenditures have increased by $10,860 to $593,260. Increases of $12,975 for equipment, $3,575 for landscaping material and $4,975 for merchandise for resale are partially offset by a $6,500 reduction in planned maintenance and a $4,300 reduction in cleaning supplies.

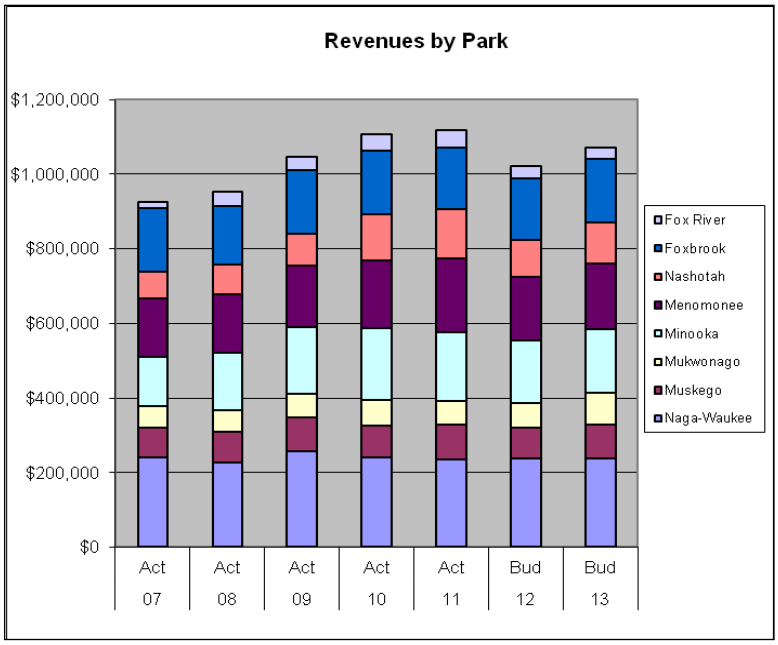
Interdepartmental charges are budgeted to increase by $34,695 mainly due to the full implementation of EPA tier 4 emission standards which have increased vehicle replacement and operating costs $24,848, and a $9,239 increase in telephone and radio communication charges.

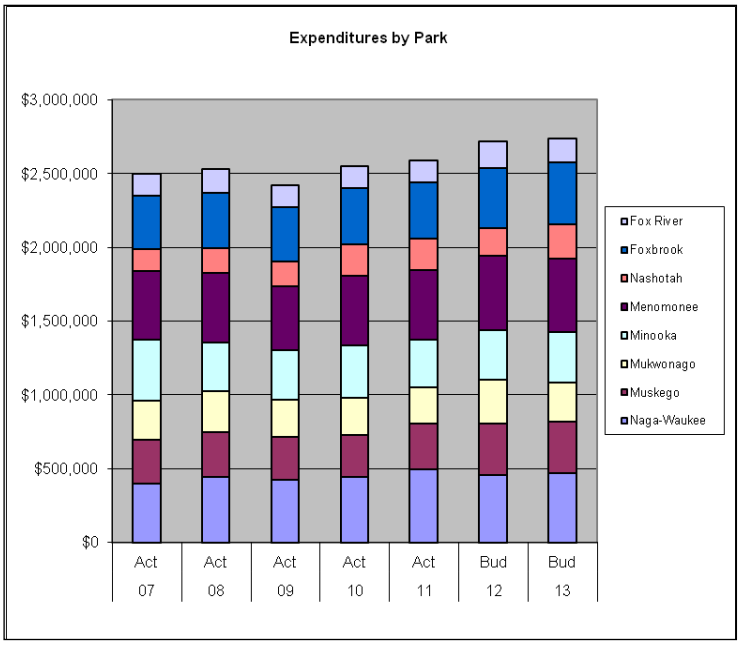
Fixed asset expenditures are budgeted to decrease by $10,775 to $211,500. The fixed asset budget includes $75,000 for development of a dog park at Mukwonago Park; $40,000 culvert and creek bed development at Mukwonago Park; $50,000 for green way trail improvements; $14,500 for equipment; $20,000 for Barn residing; and $12,000 for beach house repairs. The dog park project will be funded with $25,000 from local dog group donations, $30,000 fund balance appropriation and $20,000 from an anticipated increase in park entrance and annual sticker sales.

Activity Volumes #	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Daily Entrance Stickers	84,173	78,000	79,020	81,500	3,500
Annual Stickers	14,275	11,900	12,200	13,000	1,100
Family Camping	4,042	4,300	4,300	4,300	-
Group Camping	1,595	1,600	1,600	1,600	-
Reserved Picnics/ Pavilion/Lodge Rental	1,078	1,050	1,050	1,050	-
Annual Boat Launch Stickers	535	470	450	470	-
Daily Boat Launch	13,251	12,450	12,000	12,450	-

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 over a 6 year average, at approximately 43% of expenditure. The 2013 budget includes a cost recovery rate of 39.2%.

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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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**7.93**	**7.93**	**7.93**	**7.90**	**(0.03)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$156	$0	$0	$0	$0
Appr. Fund Balance (a)	$31,851	$0	$104,200	$60,000	$60,000
County Tax Levy	**$699,119**	**$664,287**	**$664,287**	**$715,361**	**$51,074**
Total Revenues	**$731,125**	**$664,287**	**$768,487**	**$775,361**	**$111,074**
Personnel Costs	$316,180	$339,134	$311,066	$324,177	($14,957)
Operating Expenses (a)	$116,909	$100,400	$125,400	$100,300	($100)
Interdept. Charges	$153,657	$189,753	$188,844	$185,884	($3,869)
Fixed Assets (a)	$13,908	$35,000	$145,000	$165,000	$130,000
Total Expenditures	**$600,654**	**$664,287**	**$770,310**	**$775,361**	**$111,074**
Rev. Over (Under) Exp.	$130,471	$0	($1,823)	$0	$0

a) 2012 estimates for expenditures exceed the adopted budget related to the 2011 carryover of 83.5K (by approved ordinance) and purchase orders carried over in the amount of $20.7K.

Program Highlights

General fund balance appropriation of $60,000 is included to offset a campus signage project and will be reduced in the next year's (2014) budget**.**

Personnel costs are budgeted to decrease by $14,957 mainly due to employee selection of health and dental insurance plans which more than offset costs to continue existing staff levels. Also, overtime is being slightly reduced by 0.03 FTE (about 62 hours) to 0.63 FTE in the 2013 budget.

Interdepartmental charges decrease $3,869, mostly due to a $3,000 increase in natural gas charges, which is more than offset by a $6,000 reduction in budgeted maintenance costs. Fixed Asset expenditures increase $130,000, mainly due to increase in major one-time projects in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include $135,000 for a major sign replacement project at the county grounds campus, $25,000 for removal of a single-family dwelling at Ryan Park, and $5,000 for improvements to parking lot landscaping.

Activity Data

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	44	44	44	45	1
Linear Ft- Sidewalk/Entrances	31,000	31,000	31,000	33,200	2,200

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 2013, 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: Due to Naturalist staff changes, department will conduct program audits and survey of users in 2012 for report in the 2014 Budget.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.85**	**8.85**	**8.85**	**8.84**	**(0.01)**
Charges for Services	$82,536	$77,200	$77,000	$77,200	$0
Other Revenue	$71,524	$93,000	$93,000	$88,000	($5,000)
Appr. Fund Balance (a)	$40,000	$0	$24,000	$0	$0
County Tax Levy	**$543,230**	**$544,841**	**$544,841**	**$565,746**	**$20,905**
Total Revenues	**$737,290**	**$715,041**	**$738,841**	**$730,946**	**$15,905**
Personnel Costs	$431,366	$443,015	$423,878	$452,396	$9,381
Operating Expenses	$136,898	$137,400	$128,500	$147,380	$9,980
Interdept. Charges	$91,777	$90,626	$89,498	$101,170	$10,544
Fixed Assets	$46,616	$44,000	$40,000	$30,000	($14,000)
Total Expenditures	**$706,658**	**$715,041**	**$681,876**	**$730,946**	**$15,905**
Rev. Over (Under) Exp.	$30,632	$0	$56,965	$0	$0

a) The 2012 estimate exceeds the adopted budget related to the 2011 carryover of a purchase order in the amount of $24,000 for lab renovations.

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. Other Revenues decrease $5,000 and include $32,000 in birdseed sale; $18,000 of bookstore merchandise sale; $8,000 in miscellaneous revenue and $30,000 in donations. Merchandise for resale has been reduced $5,000 to be more inline with 2011 actual experience. In 2013, a donation from the "Friends of Retzer Nature Center" will fund adventure trail improvements.

Personnel costs are budgeted to increase by $9,381 to fund the cost to continue existing staffing levels. Extra help is reduced by 0.01 FTE. Operating costs increase $9,980 mainly due to a $2,000 increase in utility costs, $6,200 increase for landscaping materials and a $2,500 increase for small equipment. Interdepartmental charges increase $10,544 mainly due to vehicle ownership cost increases of $8,905 and a $1,500 increase in computer ownership charges. Fixed assets include $30,000 for the adventure trail improvements mentioned above.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Attendance at hikes, workshops, seminars (a)	4,885	8,000	6,000	6,500	(1,500)
Apple harvest festival attendance	4,547	5,000	5,000	5,000	-
Site Evaluations	2	5	3	5	-
Bird Seed Bags Sold	1,865	2,300	2,300	2,300	-

(a) 2012 budget appears to be over stated based on the 2011 actual and 2012 estimate.

Museum

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Total Revenues	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$215,001	$215,000	$215,000	$215,000	$0
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$215,001**	**$215,000**	**$215,000**	**$215,000**	**$0**
Rev. Over (Under) Exp.	($1)	$0	$0	$0	$0

Program Highlights

The County will continue to budget $215,000 in the 2013 budget to cover museum operating expenses.

Activity	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate	2013 Budget
Annual Contractual Visitor Performance Standard	13,530	13,730	13,930	14,130	14,330	N/A
Actual/Estimate	15,509	15,559	17,016	17,719	18,400	20,000

Exposition Center

Program Description

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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**8.84**	**8.84**	**8.84**	**8.89**	**0.05**
Charges for Services	$497,013	$560,000	$525,000	$535,000	($25,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$30,002	$10,000	$46,300	$10,000	$0
County Tax Levy	**$128,629**	**$139,252**	**$139,252**	**$165,069**	**$25,817**
Total Revenues	**$655,645**	**$709,252**	**$710,552**	**$710,069**	**$817**
Personnel Costs	$403,723	$425,554	$422,136	$433,982	$8,428
Operating Expenses (a)	$232,578	$220,025	$253,525	$213,825	($6,200)
Interdept. Charges	$63,237	$63,673	$63,382	$62,262	($1,411)
Fixed Assets	$45,720	$0	$0	$0	$0
Total Expenditures	**$745,258**	**$709,252**	**$739,043**	**$710,069**	**$817**
Rev. Over (Under) Exp.	($89,613)	$0	($28,491)	$0	$0

(a) 2012 estimate exceeds the adopted budget related to the 2011 carryover of maintenance projects, as approved by ordinance.

Program Highlights

Charges for services revenue decrease $25,000, 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 2013 to fund expenditures for a table and chair replacement program. Tax levy support for this program increases by $25,817 to $165,069.

Personnel costs increase $8,428 mainly due to the cost to continue existing staff levels. In addition, overtime is increased by 0.05 FTE. Also, management changes results in a transfer out of 0.20 FTE for the Enterprise Operations manager to Parks Operations and an transfer in of 0.20 FTE for the Parks System Manager from Parks Operations.

Operating expenses decrease by $6,200, mainly due to a $10,000 reduction in natural gas costs which is partially offset by a $2,000 increase in electricity and $2,000 increase in sewer and water charges. Interdepartmental charges are budgeted to decrease by $1,411, mainly due to a $687 reduction in telephone charges and reductions 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of PLU web pages viewed on divisions home page (a)	154,582	300,000	300,000	305,000
# of web based inquires/% responded to within 2 business days	135/100%	200/100%	140/100%	150/100%

(a) Due to a loss of data during a computer software upgrade for the County web site, the 2011 actual data only include information from June through December.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Number of Jail Days Saved	592	280	936	938
Est. Value in $ of service to the County	$54,069	$24,102	$80,592	$80,700

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 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%. The Department will implement energy conservation initiatives justified in facility energy analysis reports with return on investment (ROI) of under 7 years (high and medium ranked projects).

Objective 4: The Department of Administration – Accounting / Payroll Divisions will continue 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.

Administrative Services (continued)

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**9.00**	**9.00**	**9.00**	**8.50**	**(0.50)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$500	$500	$0	($500)
Interdepartmental	$125,569	$149,000	$145,000	$168,800	$19,800
Other Revenue	$70	$2,743	$2,500	$338	($2,405)
Appr. Fund Balance (a)	$17,268	$0	$0	$0	$0
County Tax Levy	$672,588	$677,399	$677,399	$642,209	**($35,190)**
Total Revenues	**$815,495**	**$829,642**	**$825,399**	**$811,347**	**($18,295)**
Personnel Costs (b)	$732,700	$701,795	$712,468	$684,464	($17,331)
Operating Expenses (b)	$55,769	$66,000	$72,343	$69,400	$3,400
Interdept. Charges	$59,230	$61,847	$58,897	$57,483	($4,364)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$847,700**	**$829,642**	**$843,708**	**$811,347**	**($18,295)**
Rev. Over (Under) Exp.	($32,204)	$0	($18,309)	$0	$0

(a) Fund balance in 2011 was used to complete a lake Kessus floodplain study.
(b) The 2012 Estimate exceeds the 2012 Adopted budget mainly due to health care costs and one-time equipment and maintenance costs.

Program Highlights

Interdepartmental revenues increase by $19,800 due to a department restructuring which results in reallocation of administrative and financial management charges to Parks Department enterprise and special revenue funds.

Personnel costs decrease $17,331, or approximately 2.5%, mainly due to cost to continue existing positions which is more than offset by the unfunding of a 0.50 FTE Account Clerk I position.

Operating costs are increased $3,400 mainly due to a $2,000 increase in office equipment maintenance costs, $1,000 increase in contracted services and $500 increase in small equipment.

Interdepartmental charges are decreased $4,364 mainly due to a $1,221 reduction in computer replacement charges and a reduction of $3,000 for postage to match actual experience.

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.

	2013	2014	2015
Expo Center (1)			
Building Repair/Maintenance	$16,000	$16,000	$16,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Expo Center	$17,500	$17,500	$17,500
Grounds Maintenance (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$0	$0	$0
Building Improvements (a)	$160,000	$0	$0
Total Grounds Maintenance	$160,000	$0	$0
Retzer Nature Center (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$600	$900	$600
Building Improvements	$0	$0	$0
Total Retzer Nature Center	$600	$900	$600
Naga-Waukee Park (*)			
Building Repair/Maintenance	$7,000	$0	$8,950
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$25,000
Total Naga-Waukee Park	$8,500	$1,500	$35,450
Muskego Park (*)			
Building Repair/Maintenance	$1,000	$2,500	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$15,000	$0
Total Muskego Park	$2,500	$19,000	$1,500
Mukwonago Park (*)			
Building Repair/Maintenance	$0	$0	$12,800
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$12,500	$0
Total Mukwonago Park	$1,500	$14,000	$14,300

(1) These maintenance plan costs are included in each specific program budget.
(*) These maintenance plan costs are included in Parks program budget.
(a) Includes County signage project.

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN (continued)

	2013	2014	2015
Minooka Park (*)			
Building Repair/Maintenance	$0	$2,800	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Minooka Park	$1,500	$4,300	$1,500
Menomonee Park (*)			
Building Repair/Maintenance	$0	$22,900	$47,600
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$100,000	$28,000
Total Menomonee Park	$1,500	$124,400	$77,100
Nashotah Park (*)			
Building Repair/Maintenance	$4,300	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Nashotah Park	$5,800	$1,500	$1,500
Foxbrook Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$12,000	$28,000	$0
Total Foxbrook Park	$13,500	$29,500	$1,500
Fox River Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$59,800
Total Fox River Park	$1,500	$1,500	$61,300
Total			
Building Repair/Maintenance	$28,300	$44,200	$85,350
Road/Parking Lot Maintenance	$14,100	$14,400	$14,100
Building Improvements	$172,000	$115,000	$153,300
Grand Total	$214,400	$214,100	$212,250
Planned Use of General Fund Balance appropriations (a)	$60,000	$30,000	$0

(*)These maintenance plan costs are included in Parks program budget.
(a) Appropriation of Fund balance in 2013 is for signage.

Parks & Land Use

Statement of Purpose

The Waukesha County Community Development program utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs detailed in the current Waukesha County Five Year Consolidated Plan. The Plan has identified the following basic principles that guide funding decisions and program priorities:

- Provide opportunities for the rehabilitation and development of affordable housing for both owner occupied and rental properties;
- Provide opportunities for low and moderate income households for homeownership;
- Provide opportunities to meet special population affordable housing and support service needs;
- Provide direct client services to meet identified needs through collaborative public services;
- Provide for expanding economic opportunities and job creation for low and moderate income households;
- Provide opportunities for maintenance and rehabilitation of public facilities with emphasis on accessibility;
- Provide strategies and activities in areas of concentrated low and moderate income to improve the quality of life and opportunities to self-sufficiency;
- Concentration of resources directed to specific Housing and Urban Development (HUD) eligible neighborhoods to improve livability, safety, and empower the residents.

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a) (b)	$6,239,267	$2,344,000	$6,688,693	$2,298,808	($45,192)	-1.9%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (c)	$513,501	$741,840	$771,419	$733,310	($8,530)	-1.1%
Appr. Fund Balance (d)	$0	$25,000	$25,000	$25,000	$0	0.0%
County Tax Levy (d)	**$29,200**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$6,781,969**	**$3,110,840**	**$7,485,112**	**$3,057,118**	**($53,722)**	**-1.7%**
Expenditures						N/A
Personnel Costs	$220,545	$187,511	$183,114	$185,083	($2,428)	-1.3%
Operating Expenses (a)	$6,831,880	$2,821,132	$7,024,327	$2,777,199	($43,933)	-1.6%
Interdept. Charges	$118,769	$102,197	$93,967	$94,836	($7,361)	-7.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$7,171,193**	**$3,110,840**	**$7,301,408**	**$3,057,118**	**($53,722)**	**-1.7%**
Rev. Over (Under) Exp.	($389,225)	$0	$183,704	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	2.80	2.35	2.35	2.35	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	2.84	2.39	2.39	2.39	0.00

(a) 2012 Estimate includes a 2011 carryover of encumbered grant contracts that totaled $4.5 million and an approved request to carry-over 2011 expenditure appropriations that totaled $2.6 million.

(b) The 2013 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 and 2013 General 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.

Community Development Block Grant

Program Description

Through an annual grant process, with an emphasis on collaboration, allocate federal Community Development Block Grant funds to subgrantees to meet the needs of low and moderate income persons through providing housing development and rehabilitation, expanding economic opportunities, improving community facilities and services and providing public services.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**2.08**	**1.99**	**1.99**	**1.99**	**0.00**
General Government (a)	$1,341,224	$1,176,000	$1,391,204	$1,249,906	$73,906
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$386,964	$565,000	$531,291	$565,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,728,188**	**$1,741,000**	**$1,922,495**	**$1,814,906**	**$73,906**
Personnel Costs	$160,041	$159,620	$157,636	$157,092	($2,528)
Operating Expenses (a)	$1,838,094	$1,521,320	$1,651,551	$1,596,420	$75,100
Interdept. Charges	$67,420	$60,060	$60,360	$61,394	$1,334
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,065,555**	**$1,741,000**	**$1,869,547**	**$1,814,906**	**$73,906**
Rev. Over (Under) Exp.	($337,366)	$0	$52,948	$0	$0

(a) 2012 Estimate includes a 2011 carryover of encumbrances totaling $773,873 and a 2011 carryover of $437,643 through a separate ordinance. Unexpended appropriations at year end 2012 will be requested to be carried over to the 2013 Modified budget.

(b) Other Revenue includes revolving loan and program income revenue.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at the 2012 actual award of $1,249,906 for the 2013 Budget. This represents a $73,906 increase from the 2012 adopted budget.

Other revenue of $565,000 and includes revolving loan income estimated at $365,000 repaid by Waukesha County Economic Development Corporation (WCEDC) and program income estimated at $200,000 repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs.

Personnel costs decrease $2,528 mainly due to the cost to continue existing staffing level which is more than offset by savings from staff turnover. The CDBG program budget includes about $5,150 for CDBG Board expenses of which $4,500 is related to estimated personnel costs per diems and $650 is included for operating expense mileage reimbursements. Overall, operating expenses increase $75,100 mainly related to the $73,906 increase in HUD funding. Interdepartmental charges increase $1,334 mainly due to higher computer ownership costs.

Community Development Block Grant (Continued)

Major Departmental Strategic Outcomes and Objectives for 2013

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

Objective 1: To address key community objectives and funding targets contained in the current consolidated plan.

Key Outcome Indicator: The 2013 allocation will target funding to the community objectives based on percentages identified in the consolidated plan.

Performance Measure:

(a) Funding Target % of Annual Allocation is taken from the 2010—2014 Waukesha County Consolidated Plan.

Community Objective	Funding Target % of annual Allocation(a)	2011 Actual	2012 Estimate	2013 Target
Housing	18%	14%	18%	18%
Economic Development	30%	29%	30%	30%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	15%	10%	10%
Facilities	7%	7%	7%	7%
Administration	20%	20%	20%	20%

The community objectives can be further defined as:

"Housing": These projects place a particular emphasis on increasing the supply of affordable housing, rehabilitation and maintenance of the existing housing stock, and to meet special housing needs for persons with disabilities.

"Economic Development": These services seek to create jobs for low and moderate income persons through activities such as providing low-interest loans to small businesses to increase capacity, improving transportation opportunities for persons to get to jobs, and to provide training opportunities and childcare assistance to increase the likelihood of persons keeping a job.

"Public Services": These are services provided directly to qualifying individuals such as family/personal assistance; shelters; food/nutrition; workforce/job training; medical/health; and transportation. Federal regulations cap the funding of these services at 15% of the annual allocation to the County.

"Public Services within a Neighborhood Stabilization Area": These "public services" are provided within specific neighborhoods which have been defined through the US Census, and approved by the U.S. Department of Housing and Urban Development, as being concentrated areas of low and moderate income households. Services seek to improve safety and quality of life, to increase economic opportunities, and to empower the residents to improve their neighborhoods.

"Facilities": These services seek to provide physical improvements to public facilities, with an emphasis to increase accessibility to facilities for persons with disabilities.

"Administration": Funding in this category is used for Waukesha County's administrative budgets and staffing for the Community Development Block Grant program. Funding in this category may also be used for community based planning projects that relate to job creation, affordable housing or other plans to benefit low and moderate income households. Federal regulations cap the funding for "administration" at 20% of the annual allocation to the County.

HOME Investment Partnership Program

Program Description

Through a consortium with Jefferson, Ozaukee and Washington counties, meet the owner occupied or rental housing needs of low and moderate income persons through new development, down payment assistance, homebuyer counseling and housing rehabilitation. An emphasis is placed on providing funding to Community Housing Development Organizations (CHDO's).

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.76**	**0.40**	**0.40**	**0.40**	**0.00**
General Government (a)	$1,835,550	$1,168,000	$1,115,672	$1,048,902	($119,098)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (b)	$126,437	$176,840	$240,128	$168,310	($8,530)
Appr. Fund Balance (c)	$0	$25,000	$25,000	$25,000	$0
County Tax Levy (c)	**$29,200**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,991,187**	**$1,369,840**	**$1,380,800**	**$1,242,212**	**($127,628)**
Personnel Costs	$11,547	$27,891	$25,478	$27,991	$100
Operating Expenses (a)	$1,987,904	$1,299,812	$1,190,959	$1,180,779	($119,033)
Interdept. Charges	$43,594	$42,137	$33,607	$33,442	($8,695)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,043,046**	**$1,369,840**	**$1,250,044**	**$1,242,212**	**($127,628)**
Rev. Over (Under) Exp.	($51,858)	$0	$130,756	$0	$0

(a) 2012 Estimate includes a 2011 carryover of encumbrances totaling $456,331 and a 2011 carryover of $958,231 through a separate ordinance. Unexpended appropriations at year end 2012 will be requested to be carried over to the 2013 Modified budget.

(b) Other Revenue for the 2013 Budget includes $157,000 for program income and $11,310 from Wisconsin Partnership housing development for facility lease 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 Wisconsin Partnership Housing Development as a contract incentive. 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.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at the 2012 actual award of $1,048,902 for the 2013 Budget. This represents a $119,098 decrease from the 2012 adopted budget.

Other revenues include program income and lease payments from Wisconsin Partnership for Housing Development. Program income revenues remain at the 2012 level of $157,000. The program income revenue results from Down Payment Assistance, Housing Development and Housing Rehabilitation programs, and include a sub-recipient contract agreement with WI Partnership to administer down payment assistance and housing rehabilitation programs and providing county reimbursed revenues which is budgeted to decrease $8,530 to $11,310.

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

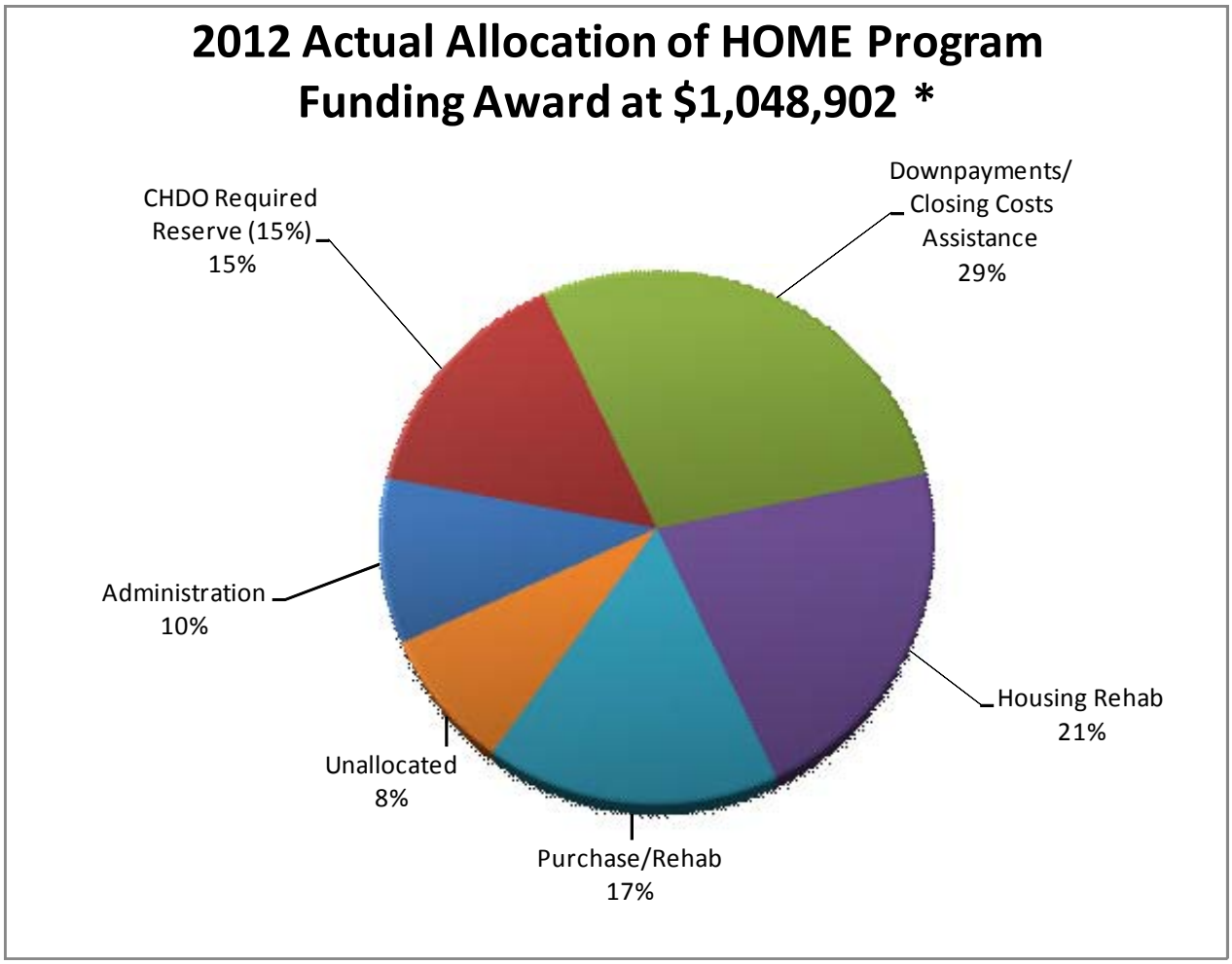
Objective 1: To provide services that improve affordable housing opportunities for low- and moderate- income households in the County. (HOME)

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percent of Persons Improving Housing Affordability	100%	99%	100%	100%
Number of households benefiting	89	205	88	77

HOME Investment Partnership Program (Continued)

Activity	2011 Actual	2012 Budget	2012 Actual	2013 Budget	12-13 Budget Change
# of Down payment and Closing Cost Assistance	53	70	61	50	(20)
# of Actual Homebuyers	72	80	75	80	-
Housing Rehabilitation	16	35	13	13	(22)
Purchase/Rehab	20	25	14	14	(11)



* 2012 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government (a)	$3,062,493	$0	$4,181,817	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$100	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,062,593**	**$0**	**$4,181,817**	**$0**	**$0**
Personnel Costs	$48,957	$0	$0	$0	$0
Operating Expenses (a)	$3,005,882	$0	$4,181,817	$0	$0
Interdept. Charges	$7,754	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,062,593**	**$0**	**$4,181,817**	**$0**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) 2012 Estimate includes a 2011 carryover to 2012 of encumbrances and approved carryover through a separate ordinance.

Program Highlights

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 2009. In 2010 an additional $2,552,600 was awarded. In 2011 an additional $204,520 was awarded. The grant is expected to be fully expended by 12/31/12.

HUD-Neighborhood Stabilization Program (NSP)

In 2009 Waukesha County was awarded $1,312,575 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008. In 2010, the County was awarded an additional adjusted amount of $245,166 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the Supplemental HUD-Neighborhood Stabilization Program. The grant is expected to be fully expended by 12/31/12.

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	2011 Actual	2012 Adopted Budget	2012 Estimate (a)	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$300	$300	$300	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$698,513	$704,000	$736,000	$720,000	$16,000	2.3%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue	$4,427	$6,535	$4,390	$52,300	$45,765	700.3%
Appr. Fund Balance (a)	$15,000	$0	$25,000	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$733,440**	**$726,335**	**$781,190**	**$788,100**	**$61,765**	**8.5%**
Expenditures						
Personnel Costs	$404,231	$410,678	$388,133	$419,602	$8,924	2.2%
Operating Expenses	$179,651	$194,366	$212,420	$239,766	$45,400	23.4%
Interdept. Charges	$119,201	$121,291	$120,391	$128,732	$7,441	6.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$703,083**	**$726,335**	**$720,944**	**$788,100**	**$61,765**	**8.5%**
Rev. Over (Under) Exp.	$30,357	$0	$60,246	$0	$0	N/A
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 FTEs	4.00	4.00	4.00	4.00	0.00	

(a) The 2012 estimate for appropriated LIS Fund Balance exceeds the 2012 adopted budget due to a 2011 consulting services project carried forward into 2012 per County Board enrolled ordinance 166-100.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '12	Estimated Operating Impact	A=Annual T= One-Time
201119	Orthophotography	2015	$400,000	50%	$0	NA

Major Departmental Strategic Outcomes and Objectives for 2013

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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
Number of Parcels added	695	1,200	1,200	1,200
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

Objective 2: 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:	2011 Actual	2012 Budget	2012 Estimate	2013 Target
# of survey monuments maintained	79	60	60	60

Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to increase slightly from $704,000 to $720,000, as the real estate market shows more stability. This is based on the estimated number of recorded documents, increasing from 88,000 in 2012 to 90,000 in 2013. For Interdepartmental Revenues, Land Information staff have an interagency agreement with the Department of Emergency Preparedness to provide street address maintenance services. The agreement is anticipated to continue at current service level and will generate $15,500 in revenue. Other Revenue includes $10,000 from the sale of an updated Street Atlas to fund the cost to produce the Atlas and $40,000 of landfill siting revenues to help offset program expenditures. Use of landfill siting revenues is planned to be phased out as document recording fees rebound to higher levels.

Personnel Costs increased by $8,924 or 2.2% mainly due to the cost to continue the 4.0 FTE staffing level. General Operating expenses increased due to several one-time costs, including about $6,365 for the purchase of software products required to manipulate the new LiDAR data set acquired in Capital project 201119; $8,000 for office space reconfiguration, $7,700 is provided for programming assistance and $10,000 is added to update the County's street atlas (with offsetting revenues mentioned above). Other operating expense increases include $8,500 for an anticipated increase in software licensing and maintenance costs and $4,100 to provide some additional training required to accommodate changes in the underlying GIS software. Interdepartmental Charges increase $7,441 mainly due a $4,700 increase in eligible indirect cost recovery charges, a $1,500 increase in Parks management services, and $1,426 increase in computer technology ownership costs.

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	2011 Actual	2012 Adopted Budget(c)	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government (a)	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (c)	$187,761	$150,000	$200,000	$150,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (c)	$130,699	$150,000	$134,000	$150,000	$0	0.0%
Appr. Fund Balance (b)	$1,284,575	$700,000	$770,000	$700,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,603,035**	**$1,000,000**	**$1,104,000**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$22,600	$125,000	$47,945	$125,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets (b)	$0	$875,000	$1,022,055	$875,000	$0	0.0%
Total Expenditures	**$22,600**	**$1,000,000**	**$1,070,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$1,580,435	$0	$34,000	$0	$0 -	

(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 2012 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2012, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

(c) The 2012 Adopted Budget is restated for comparative purposes to the 2011 Actual, 2012 Estimate, and 2013 Budget, adjusting $150,000 to the Charges for Service for Municipal Charges-Landfill Siting account, previously budgeted in the Other Revenue-Landfill Siting account.

Summary of Tarmann Fund Funding Sources 2010 – 2013

Revenue Source	2010 Actual	2011 Actual	2012 Budget	2013 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$130,000	$0	$0	$0	$0
Interest Income	$132,453	$130,549	$150,000	$150,000	$0
Landfill Siting	$239,776	$187,760	$150,000	$150,000	$0
Tarmann Fund Balance	$300,000	$0	$700,000	$700,000	$0
Land Sales - Permits/Sales, Etc.	$3,685	$150	$0	$0	$0
Total Revenues	**$805,914**	**$318,459**	**$1,000,000**	**$1,000,000**	**$0**
Total Expenditures	**$415,425**	**$22,600**	**$1,000,000**	**$1,000,000**	**$0**
Revenues Over/(Under) Expenditures	**$390,489**	**$295,859**	**$0**	**$0**	**$0**

Program Highlights

Charges for services include $150,000 of landfill siting revenues, remaining at the 2012 budget level. 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 $150,000 of interest income earned on Tarmann Fund Balance.

Expenditures remain at 2012 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 2013

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
# of Acres of parkland and greenway lands acquired	0	300	150	150

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,131	4,030	4,055
% of Park Plan Acquired	86.2%	88.6%	86.4%	87.0%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,205	3,515	3,345	3,470
% of Greenway Plan Acquired	38.6%	42.3%	40.3%	41.8%

Fund Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,792,714	$3,199,000	$3,100,000	$3,070,000	($129,000)	-4.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$20,451	$28,000	$28,000	$25,000	($3,000)	-10.7%
Appr. Fund Balance (d)	$20,133	$0	$19,714	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,833,298**	**$3,227,000**	**$3,147,714**	**$3,095,000**	**($132,000)**	**-4.1%**
Expenditures						
Personnel Costs	$1,239,498	$1,318,966	$1,260,832	$1,328,994	$10,028	0.8%
Operating Expenses	$946,517	$1,044,406	$1,021,927	$1,017,352	($27,054)	-2.6%
Interdept. Charges	$780,853	$863,628	$826,615	$865,725	$2,097	0.2%
Fixed Assets (c)	$15,320	$0	$60,000	$20,000	$20,000	N/A
Total Expenditures	**$2,966,868**	**$3,227,000**	**$3,109,374**	**$3,212,071**	**($14,929)**	**-0.5%**
Operating Inc./(Loss).	**($133,570)**	**$0**	**$38,340**	**($117,071)**	**($117,071)**	**N/A**
Cash Flow From Operations (b)	**$33,073**	**$183,865**	**$222,205**	**$54,726**	**($129,139)**	**-70.2%**
Position Summary (FTE)						
Regular Positions	8.85	8.85	8.85	8.80	(0.05)	
Extra Help	23.13	19.75	19.75	18.47	(1.28)	
Overtime	0.92	0.92	0.92	1.43	0.51	
Total FTEs	32.90	29.52	29.52	28.70	(0.82)	

(a) Other Revenue contained in the 2011 Actual includes interest income of $20,451. In 2012 and 2013 interest income is budgeted in and accounted for by management only in the Moor Downs Golf Course program area.

(b) Cash Flow from operations for the 2011 actual is obtained from the County's 2011 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2012 budget, 2012 estimate and 2013 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 2011 actual and 2012 estimate include fund balance appropriations which are due to 2011 carry over and purchase orders and offset additional expenditure authority added to the budget by approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2013

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 2009	2011 Actual	2012 Target	2012 Estimate	2013 Target
All three courses net operating income - EBITDA	$158,820	$33,073	$183,865	$222,205	$54,726

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2010 report on 2009 results.

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 cashiering operations to map and revise workflow identifying areas to decrease costs and improve customer service, by 3rd Qtr 2013.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating of redundant processes by 1st Qtr 2013.

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**13.93**	**12.43**	**12.43**	**12.18**	**(0.25)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,485,626	$1,725,000	$1,650,000	$1,650,000	($75,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,451	$0	$0	$0	$0
Appr. Fund Balance	$11,428	$0	$11,214	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,517,505**	**$1,725,000**	**$1,661,214**	**$1,650,000**	**($75,000)**
Personnel Costs	$505,287	$554,698	$509,928	$546,416	($8,282)
Operating Expenses (excl. Depr. Exp)	$335,825	$409,157	$393,282	$392,285	($16,872)
Depreciation Expense	$69,786	$72,558	$72,558	$62,853	($9,705)
Interdept. Charges	$375,063	$410,357	$395,552	$413,900	$3,543
Fixed Assets (a)	$0	$0	$60,000	$20,000	$20,000
Total Expenditures	**$1,285,961**	**$1,446,770**	**$1,371,320**	**$1,415,454**	**($31,316)**
Rev. Over (Under) Exp.	$231,545	$278,230	$289,894	$234,546	($43,684)

(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, car rental, food/merchandise and discount card sales decrease $75,000 to $1.65 million. Budgeted green fees have been increased by an overall weighted average of approximately 2.7%. Fees will be adjusted as necessary to maintain competitive market position; however, fees are expected to increase between $.25 and $1.00 per round.

Total budgeted expenditures decrease $31,316 or 2.2% to $1,415,454. Personnel costs decrease $8,282 or 1.5% to $546,416, which includes the cost to continue 3.25 FTE existing regular full time staff, a $14,917 increase in overtime funding (from .41 FTE to .62 FTE), a .43 FTE reduction from 8.75 FTE to 8.32 FTE in temporary extra help and health care plan savings of $21,419 mainly due to employees changing plan selections. Operating expenses (excluding depreciation) decrease $16,872 or approximately 4.1% to $392,285. Operating expense decreases include $1,600 in various operating supplies, a $10,000 reduction in Merchandise for resale expenses and a $5,000 reduction in electrical costs. Scheduled depreciation expenses have decreased $9,705 to $62,853. Interdepartmental charges increase $3,543 to $413,900 reflecting an increase in vehicle ownership cost of $6,239, which is partially offset by a $4,472 reduction in management services charges. Fixed assets includes $20,000 replacement or upgrade of POS software.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	66,276	75,400	73,200	73,200	(2,200)
Golf Car Rentals	24,029	27,000	25,750	25,750	(1,250)
ID Cards Paying	1,272	1,400	1,300	1,300	(100)
9 Hole Play	18,616	20,800	20,200	20,200	(600)
18 Hole Play	23,830	27,300	26,500	26,500	(800)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue(average)	$1.087 million	$1,625,673
Gross Revenue/Round (golf and golf carts)	$43.73	$38.30
Rounds Played	24,857	42,446

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$826,768	$1,010,000	$975,000	$975,000
Golf Cars	$301,489	$360,000	$335,000	$335,000
ID Cards	$21,879	$27,000	$25,000	$25,000
Food	$160,290	$179,500	$175,000	$175,000
Merchandise	$88,819	$104,500	$95,000	$95,000
Misc. Revenue	$86,381	$44,000	$45,000	$45,000
Total Revenue	$1,485,626	$1,725,000	$1,650,000	$1,650,000

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**13.44**	**12.11**	**12.11**	**11.84**	**(0.27)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,050,758	$1,149,000	$1,150,000	$1,140,000	($9,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$6,205	$0	$6,000	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,056,963**	**$1,149,000**	**$1,156,000**	**$1,140,000**	**($9,000)**
Personnel Costs	$487,765	$522,427	$502,017	$537,824	$15,397
Operating Expenses (excl. Depr. Exp)	$366,156	$381,045	$378,850	$379,995	($1,050)
Depreciation Expense	$92,746	$91,407	$91,407	$91,534	$127
Interdept. Charges	$303,718	$334,256	$320,307	$337,106	$2,850
Fixed Assets (a)	$15,320	$0	$0	$0	$0
Total Expenditures	**$1,250,385**	**$1,329,135**	**$1,292,581**	**$1,346,459**	**$17,324**
Rev. Over (Under) Exp.	($193,422)	($180,135)	($136,581)	($206,459)	($26,324)

(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, car rental, food/merchandise and discount card sales have been reduced $9,000 to $1.14 million. Budgeted revenue include a weighted average increase of approximately 2.2%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase between $0.25 and $1.00 per round.

Wanaki Golf Course (cont.)

Total budgeted expenditures increase $17,324 to $1,346,459. Personnel costs increase $15,397 or 2.9% to $537,824, which includes the cost to continue 3.25 FTE existing regular full time staff, a $13,458 increase in overtime, and a .47 FTE reduction of $16,829 from 8.50 FTE to 8.03 FTE in temporary extra help.

Operating expenses (excluding depreciation) decrease $1,050 to $379,995. Operating expense decreases include a $4,000 reduction in Merchandise for resale, and planned building maintenance reduction of $2,000, which is partially offset by an increase of $4,500 of small equipment. Scheduled depreciation expenses have increased $127.

Interdepartmental charges increase $2,850 to $337,106, an increase of $3,542 in vehicle ownership cost and $1,276 in worker compensation insurance costs are partially offset by a $2,500 reduction in management services charges.

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	52,742	54,000	54,000	54,000	-
Golf Car/Cart Rental	15,616	14,800	14,800	15,000	200
ID Cards Paying	957	1,000	1,000	1,000	-
9 Hole Play	23,598	25,000	25,000	25,000	-
18 Hole Play	14,572	14,500	14,500	14,500	-

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue	$1.087 million	$1,148,074
Gross Revenue/Round	$43.73	$30.08
Rounds Played	24,857	38,170

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Wanaki Golf Course Revenue				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$603,831	$702,000	$690,000	$680,000
Golf Cars	$129,754	$130,000	$130,000	$132,000
ID Cards	$17,468	$20,000	$20,000	$21,000
Food	$135,849	$150,000	$155,000	$155,000
Merchandise	$114,899	$128,000	$130,000	$132,000
Misc.	$48,957	$19,000	25,000	$20,000
Total	$1,050,758	$1,149,000	$1,150,000	$1,140,000

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**5.53**	**4.98**	**4.98**	**4.68**	**(0.30)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$256,329	$325,000	$300,000	$280,000	($45,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$0	$28,000	$28,000	$25,000	($3,000)
Appr. Fund Balance	$2,500	$0	$2,500	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$258,829**	**$353,000**	**$330,500**	**$305,000**	**($48,000)**
Personnel Costs	$246,445	$241,841	$248,887	$244,754	$2,913
Operating Expenses (excl. Depr. Exp)	$62,004	$70,339	$65,930	$73,275	$2,936
Depreciation Expense	$20,001	$19,900	$19,900	$17,410	($2,490)
Interdept. Charges	$102,073	$119,015	$110,756	$114,719	($4,296)
Fixed Assets (b)	$0	$0	$0	$0	$0
Total Expenditures	**$430,523**	**$451,095**	**$445,473**	**$450,158**	**($937)**
Rev. Over (Under) Exp.	($171,693)	($98,095)	($114,973)	($145,158)	($47,063)

(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, car rental, food/merchandise and discount card sales are budgeted to decrease $45,000 to $280,000. Fees have been adjusted to respond to area market conditions, attract additional golfers and promote the game of golf. The lower fees were also used to compensate golfers for the County Grounds Service Center (CGSC) and Health & Human Services (HHS) construction area, which affected holes 4, 5, 6 and 7. Fees will be adjusted as necessary to maintain market position and attract golfers.

Total budgeted expenditures decrease $937 or approximately 0.2% to 450,158. Personnel costs increase $2,913 or approximately 1.2% to $244,754, which includes the cost to continue 2.3 FTE existing regular full time staff and a 0.37 FTE reduction from 2.50 FTE to 2.13 FTE in temporary extra help. Operating expenses (excluding depreciation expenses) increase $2,936 to $73,275. Operating expenses increases are mainly due to a $2,000 increase in water & sewer charges and $1,000 increase in maintenance supplies. Interdepartmental charges decrease $4,296 to $114,719 mainly due to a $5,600 decrease in management services, which is partially offset by a $400 increase in vehicle ownership costs and a $550 increase in highway supply charges.

Moor Downs Golf Course (cont.)

Activity

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
9 Hole Rounds	15,586	20,040	18,080	19,150	(890)
Golf Car Rental	5,771	5,550	5,550	5.550	-
ID Cards paying	467	700	700	700	-
9 Hole Play	15,520	19,800	17,920	19,000	(800)
18 Hole Play	33	120	80	75	(45)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2009 data	2011 Data
Gross Revenue	$1.087 million	$278,830
Gross Revenue/Round	$43.73	$17.93
Rounds Played	24,857	15,553

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2009.

Moor Downs Golf Course Revenue*				
	2011 Actual	2012 Budget	2012 Estimate	2013 Budget
Green Fees	$176,222	$237,500	$215,000	$190,500
Golf Cars	$36,984	$42,000	$41,000	$43,000
ID Cards	$8,305	$11,500	$10,000	$11,000
Food	$16,703	$21,000	$21,000	$22,000
Merchandise	$5,611	$7,000	$7,000	$7,500
Misc. Revenues	$12,504	$6,000	$6,000	$6,000
Total Revenue	$256,329	$325,000	$300,000	$280,000

***Excludes Investment Income

Fund Purpose

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

Financial Summary	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$995,043	$1,045,200	$1,040,000	$1,045,200	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$14,630	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$3,000	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,012,673**	**$1,057,200**	**$1,052,000**	**$1,057,200**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$447,292	$462,455	$446,438	$469,013	$6,558	1.4%
Operating Expenses (b)	$544,750	$532,576	$517,586	$528,496	($4,080)	-0.8%
Interdept. Charges	$75,067	$81,172	$79,454	$81,231	$59	0.1%
Fixed Assets (Memo) (c)	$26,847	$50,000	$41,031	$55,000	$5,000	10.0%
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,067,109**	**$1,076,203**	**$1,043,478**	**$1,078,740**	**$2,537**	**0.2%**
Operating Inc./(Loss)(b)	**($54,436)**	**($19,003)**	**$8,522**	**($21,540)**	**($2,537)**	**-13.4%**
Cash Flow From Operations (a)	**$74,330**	**$115,341**	**$142,866**	**$110,419**	**($4,922)**	**-4.3%**
Position Summary (FTE)						
Regular Positions	4.95	4.95	4.95	4.91	(0.04)	
Extra Help	4.42	4.42	4.42	4.44	0.02	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.37	9.37	9.37	9.35	(0.02)	

(a) Cash Flow from operations for the 2011 actual is obtained from the County's 2011 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2012 estimate and 2013 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) Per County ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2020 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 2013

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 are based upon a 34-week season schedule (September – April). Hours are based on a 24-hour per day schedule for 63 hours of available prime time ice per week, and 105 hours of available non-prime time ice per week. Prime time hours are weekdays from 3 p.m. to 10 p.m. and weekends from 8 a.m. to 10 p.m.

Performance Measure:	2010 Actual	2011 Actual	2012 Target	2012 Estimate	2013 Target
Naga-Waukee: Prime hours utilized	71%	63%	65%	65%	65%
Eble: Prime hours utilized	61%	63%	60%	65%	65%

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:	2010 Actual	2011 Actual	2012 Target	2012 Estimate	2013 Target
Naga-Waukee: Non-prime hours utilized	30%	30%	27%	30%	30%
Eble: Non-prime hours utilized	24%	21%	25%	25%	25%

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.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.51**	**4.51**	**4.51**	**4.50**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$513,104	$520,200	$520,000	$520,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$11,831	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$524,935**	**$532,200**	**$532,000**	**$532,200**	**$0**
Personnel Costs	$212,603	$213,648	$203,955	$218,359	$4,711
Operating Expenses (excl. Depr. Exp)	$238,319	$223,779	$219,154	$226,959	$3,180
Depreciation Expense (b)	$63,901	$63,442	$63,442	$63,059	($383)
Interdept. Charges	$32,588	$38,982	$37,259	$37,160	($1,822)
Fixed Assets(c)	$0	$0	$0	$0	$0
Total Expenditures	**$547,412**	**$539,851**	**$523,810**	**$545,537**	**$5,686**
Operating Inc./(Loss) (b)(c)	($22,477)	($7,651)	$8,190	($13,337)	($5,686)

(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 budgeted to remain at the 2012 budgeted level of $520,200. Public skating fees are budgeted to remain at the 2012 budgeted level of $5.00 for junior/seniors and $6.50 for adults. Contracted skating rates are budgeted to increase a weighted average of 1.6%. The 2013 budgeted fees may be adjusted as necessary to maintain market position. Interdepartmental charges decrease $1,822 to $37,160, mainly reflecting decreases in vehicle replacement costs.

Personnel costs increase $4,711 to $218,359 mainly due to the cost to continue existing staff level, partially offset by a $814 reduction in extra help. Operating costs increase $3,180 to $226,959 reflecting higher utility costs, water fees are up $3,000 and electrical cost increases of $2,000 mainly due to higher rates. Operating expense are partially offset by a $1,000 reduction in planned maintenance and a $750 reduction in advertising. Interdepartmental charges decrease $1,822 to $37,160 mainly as a result of decreased vehicle maintenance and replacement costs.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Contract Ice Hours	1,542	1,610	1,575	1,610	0
Public Skating Attendance	11,103	9,100	10,500	9,100	0
No. of Skate Rentals	5,001	4,700	4,700	4,700	0

Naga-Waukee Ice Arena Revenue

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Public Skating - $Receipts	$59,206	$45,900	$53,000	$46,300	$400
Contracted - $ Receipts	$352,778	$378,000	$370,000	$378,800	$800
Concession- $ Receipts	$45,961	$49,000	$49,000	$46,000	($3,000)
Merch/Bds/Misc* - $ Receipts	$55,159	$47,300	$48,000	$49,100	$1,800
Total	**$513,104**	**$520,200**	**$520,000**	**$520,200**	**$0**

* 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.

Eble Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.86**	**4.86**	**4.85**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$481,938	$525,000	$520,000	$525,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,799	$0	$0	$0	$0
Appr. Fund Balance	$3,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$487,737**	**$525,000**	**$520,000**	**$525,000**	**$0**
Personnel Costs	$234,689	$248,807	$242,483	$250,654	$1,847
Operating Expenses (excl. Depr. Exp)	$174,642	$174,453	$164,088	$169,578	($4,875)
Depreciation Expense (a)	$67,888	$70,902	$70,902	$68,900	($2,002)
Interdept. Charges	$42,479	$42,190	$42,195	$44,071	$1,881
Fixed Assets (b)	$26,847	$50,000	$41,031	$55,000	$5,000
Total Expenditures	**$519,697**	**$536,352**	**$519,668**	**$533,203**	**($3,149)**
Operating Inc./(Loss) (a)(b)	($31,960)	($11,352)	$332	($8,203)	$3,149

(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 service revenue is budgeted to remain at the 2012 budgeted level of $525,000. Public skating fees are budgeted to remain at the 2012 levels of $5.00 for junior/seniors and $6.50 for adults. Contracted skating rates are budgeted to increase a weighted average of 2%. The 2013 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increased $1,847 to $250,654, mainly due to the cost to continue existing staffing levels, partially offset by a reduction of $582 in extra help funding. Operating costs have decreased $4,875 to $169,578. Increasing operating expenses include $3,500 of increased utility expenses mainly due to increase electrical rates which are offset with reductions for small equipment of $3,500, and Hockey league costs of $5,000. Budgeted depreciation is reduced about $2,000 to $68,900. Interdepartmental charges increase $1,881 to $44,071 mainly reflecting increased County-wide Indirect cost charges of $1,500 and increased vehicle repair/maintenance costs of $2,210. Fixed asset expenditures of $30,000 are budgeted for signage improvements and $25,000 for flooring replacement.

Activity	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Contract Ice Hours	1,568	1,570	1,570	1,595	25
Public Skating Attendance	10,016	13,300	11,000	12,000	(1,300)
No. of Skate Rentals	6,210	7,700	7,000	7,000	(700)

Eble Ice Arena Revenue

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	2013 vs. 2012 Budget Change
Public Skating- $ Receipts	$53,164	$63,200	$56,000	$60,100	($3,100)
Contracted - $ Receipts	$346,895	$366,200	$366,200	$366,300	$100
Concession- $ Receipts	$44,585	$48,600	$48,600	$48,600	$0
Merch/Bds/Misc - $ Receipts*	$39,824	$47,000	$49,200	$50,000	$3,000
Total	**$484,468**	**$525,000**	**$520,000**	**$525,000**	**$0**

* 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 contracts with a private vendor who 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	2011 Actual	2012 Adopted Budget	2012 Estimate	2013 Budget	Change From 2012 Adopted Budget $	%
Revenues						
General Government	$874,122	$875,000	$948,496	$875,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$135,303	$120,000	$120,000	$120,000	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,704,429	$1,000,000	$1,320,000	$1,021,000	$21,000	2.1%
Appr. Fund Balance (a) (b)	$1,311,584	$992,600	$992,600	$990,700	($1,900)	-0.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$4,025,438**	**$2,987,600**	**$3,381,096**	**$3,006,700**	**$19,100**	**0.6%**
Expenditures						
Personnel Costs	$346,315	$356,624	$358,627	$357,020	$396	0.1%
Operating Expenses (a)	$1,861,771	$2,050,434	$2,015,234	$2,054,655	$4,221	0.2%
Interdept. Charges	$185,195	$212,660	$215,134	$222,274	$9,614	4.5%
Fixed Assets (memo) (b)	$0	$30,000	$20,000	$0	($30,000)	-100.0%
Total Expenditures	**$2,393,282**	**$2,619,718**	**$2,588,995**	**$2,633,949**	**$14,231**	**0.5%**
Operating Inc./(Loss)	$1,632,156	$367,882	$792,101	$372,751	$4,869	1.3%

Position Summary (FTE)					
Regular Positions	4.15	4.15	4.15	4.15	0.00
Extra Help	1.45	1.08	1.08	1.07	(0.01)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.60	5.23	5.23	5.22	(0.01)

(a) MRF Fund Balance appropriation for 2013 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 $117,000, consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities at no charge.

(b) 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 2012 and 2013.

Program Highlights

General Government revenues, which consists of the State Recycling Grant are budgeted to remain at 2012 budget level of $875,000. Charges for Service consist of a per-ton payment received from the MRF contractor for incoming tons, and is budgeted to remain at 2012 level of $120,000. Other Revenue consists of the County's share (50%) of material sales from MRF operations, which is budgeted to remain at $1,000,000, reflecting the stabilization of market sale prices and an increase of $21,000 due to the recycling program budgeting for compost bins for sale at the Retzer Nature Center. 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 $117,000 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 increase by $396 to $357,020. A reduction of $8,420 in salary due to staff turnover is more than offset by an increase $9,127 in health insurnace costs mainly due to a change in health care plan selection. Operating expenditures increase $4,221 to $2,054,655, and includes a reduction of $26,600 for small equipment and replacement recycling bins and a $15,000 reduction in budgeted depreciation. These expenditure reductions are more than offset with increases of $13,100 in contracted/consulting mainly due to engineering service related to the design of a transfer station, $11,000 for drop-off site operations and $21,000 for compost bins.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remains at 2012 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:2012 and 2013

	'12 Budget	'13 Budget	Bud. Chng.	% Chng.
Base Dividend	$459,400	$459,400	$0	0.0%
Solid Waste Tip Fee Credit	$343,700	$343,700	$0	0.0%
Rebate Incentive	$414,300	$414,300	$0	0.0%
Subtotal Disbursement to Participating Municipalities	**$1,217,400**	**$1,217,400**	**$0**	**0.0%**
Other Recycling Grants to Communities/Organizations (a)	$56,000	$59,000	$3,000	5.4%
Total Grants to Communities	**$1,273,400**	**$1,276,400**	**$3,000**	**0.2%**

(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 $9,600 mainly due to a $7,200 increase in Countywide indirect cost recovery and management services charges and a $1,000 increase in computer ownership charges. Fixed asset purchases of $30,000 are budgeted for emergency equipment repair. 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	Budget Change
Tons processed at County compost facility	8,300	8,200	8,200	8,200	--
Tons of office paper and containers recycled – County	285	250	275	275	25
Number of participants in education presentation/events	4,200	2,500	4,200	4,200	1,700
Lbs. of residential computers recycled	1,022,000	700,000	1,000,000	1,000,000	300,000

Major Departmental Strategic Outcomes and Objectives for 2013

County-Wide Key Strategic Outcome: An environmentally responsible county

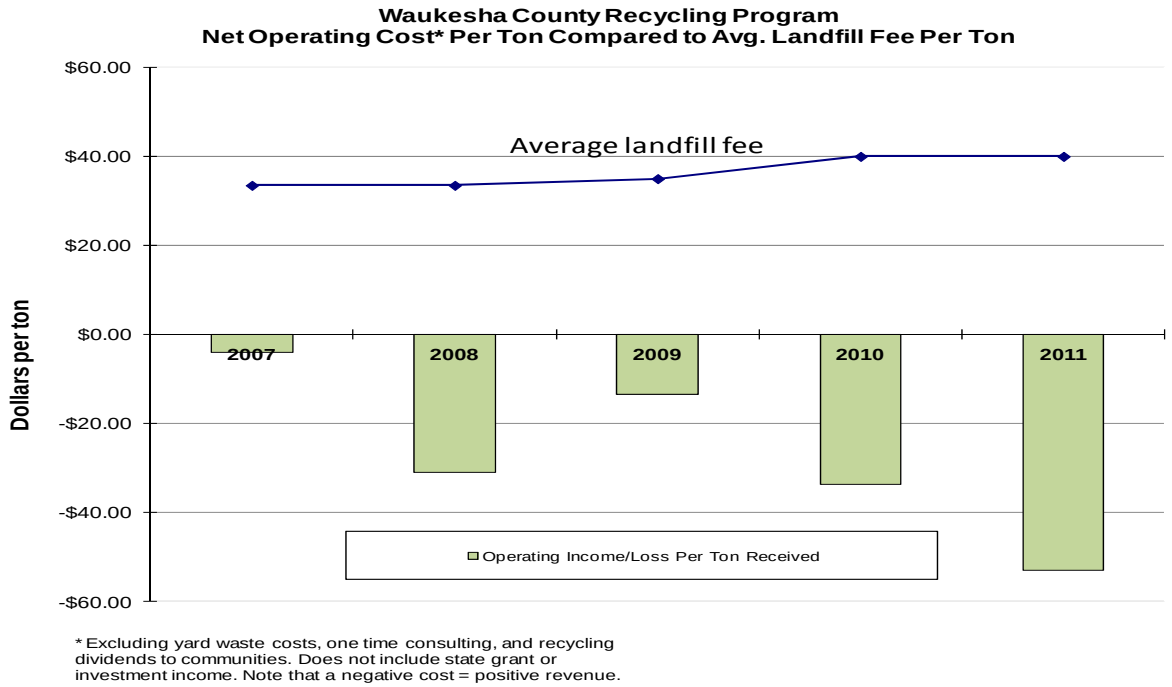
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Revenue as a percentage of total expenses	238%	117%	187%	121%
Net operating cost per ton (a)	($49.26)	($6.95)	($31.41)	($8.87)

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

The following chart shows the net operating cost per ton compared to the average landfill revenue tip fee for the past five years. There has been a positive net operating cost since 2004, 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 $26.75 per ton when added to landfill costs is $66.75 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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of residue rejected	3.4%	4.0%	3.0%	3.0%

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

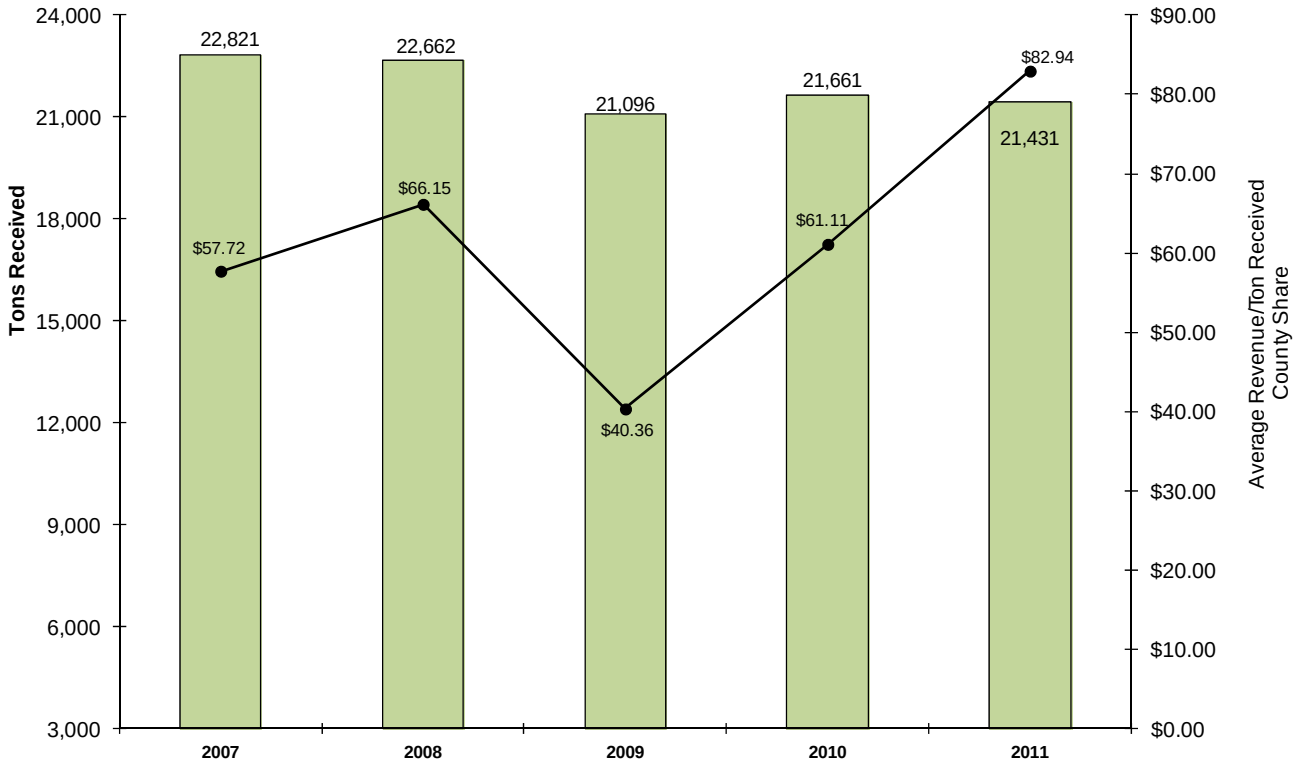
Objective 3: Improve understanding and participation in recycling to receive more than 22,000 tons of recyclables at the MRF.

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

Performance Measure:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Tons of recyclables received	21,431	22,000	21,000	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.

Waukesha County Materials Recycling Facility
Residential Recycling Tonnage and Average Revenue/Ton



Current contract includes per ton payment for recyclables

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:	2011 Actual	2012 Target	2012 Estimate	2013 Target
Percentage of waste stream recycled	44%	42%	44%	44%