WAUKESHA COUNTY

2015 ADOPTED BUDGET BOOK

Waukesha, Wisconsin

Waukesha County Executive

Daniel P. Vrakas

(Term Expires April 2015)

Board of Supervisors

(Terms Expire April 2016)

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Cover photo by:
Sarah Spaeth
Legislative Policy Advisor

About the cover:
Springtime at the Waukesha County Courthouse. The five year 2015-2019 County Capital Plan includes Phase I of a two phase plan to provide upgrades to the 1957 facility accommodated by Phase I construction of a criminal court building adjacent to the County Jail.

The entire budget can be found at
http://www.waukeshacounty.gov/budget

Daniel P. Vrakas
County Executive

Waukesha
COUNTY
OFFICE OF THE COUNTY EXECUTIVE

December 15, 2014

Dear Citizens of Waukesha County:

Each spring I, along with the budget team and key staff, embark on the process of creating the County's budget with the goal of continuing to provide Waukesha County's outstanding services while also holding the line on taxes. This process requires strategic thinking and making difficult decisions, but also provides the opportunity to examine new and innovative ways to save tax dollars. This budget is no exception. I am proud of the innovations, partnerships and strategic decisions made throughout this budget that will continue our commitment to being a low tax leader. In fact, a **County homeowner, with a median valued home estimated at about $246,300, will see no change from last year on the county portion of their property tax bill**.

I am proud of the relationship between the Executive and Legislative Branches in Waukesha County and appreciate your willingness to work with my administration on the passage of the 2015 Budget.

TAX IMPACT ON HOMEOWNERS
The 2015 County general property tax levy totals $100.5 million. County Departments have worked diligently to be innovative, use technology to improve efficiency and seek collaborative efforts to control spending. Expenditures in the budget total $277.4 million. The Budget contains $261.2 million in operating appropriations and the remaining $16.1 million is dedicated to our capital project budget for infrastructure investments. Total expenditures are down $4.7 million from the 2014 budget. This budget maintains our low employee per capita ratio of 3.5 employees to 1,000 residents by controlling positions and limiting net personnel cost increases to 1.45%.

COLLABORATION & COOPERATION
Waukesha County values collaboration and working with other governments to gain economies of scale and streamline government services while saving money. The 2015 budget includes the implementation of several collaborative capital projects funded in the prior 2014 budget. As a result, the capital budget is reduced about $11.9 million. The operating budgets are increased, reflecting project impacts and other initiatives as follows:

- The Radio Upgrade project (Project expenditure of $9.5 million) will be implemented in mid 2015. Radio Services expenditures increase $734,700, offset with both Radio Services fund balance and increased charges to users, based on the formula in the 2014 Trunked Radio System Contract Addendum.

515 W. Moreland Blvd., AC320
Waukesha, Wisconsin 53188
Phone: (262) 548-7902 · Fax: (262) 896-8510
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- A jointly operated single stream recyclable processing facility (Project expenditure of $7.7 million) with the City of Milwaukee begins operation in 2015. The Material Recovery Facility (MRF) Fund budget includes an expenditure increase of $1.0 million for the new vendor contract offset with an additional budgeted revenue increase of $1.1 million in material sales with revenue sharing increasing from 50% to 80%.

- A new collaborative effort in the 2015 budget is a contract with Walworth County for Waukesha County to serve as its Medical Examiner, allowing a third forensic pathologist position to be funded. A similar contract will be implemented with Washington County. This increases expenditures and revenues $442,000.

- A full year operation of the on-site Waukesha Employee Health and Wellness Center is included in the 2015 budget based on the contract signed in 2014 with the City and School District of Waukesha. The County is estimated to save $3.1 million in health care costs over a 5 year period.

- At mid-year, the 2015 budget implements a more cost-effective shelter care operation for boys and girls by partnering with the private sector. This change is projected to result in an annual savings of $130,000 which will allow the Department to invest in other Health and Human Services priorities.

INVESTING IN INFRASTRUCTURE

The County has consistently demonstrated its value of prudent financial planning by continuing to make sound strategic investment decisions to maintain our critical infrastructure. The 2015 capital budget spends $16.1 million, and strikes a balance between maintaining our infrastructure to ensure economic viability and delivering critical core services to the people who need them most.

In the 2015 Budget, building infrastructure improvements total about $5.3 million including new more energy-efficient equipment and roofing upgrades. The budget also includes $1.5 million in 2015 to demolish the east wing building (constructed in 1963) of the former Health and Human Services (H&HS) Building, and construct additional parking.

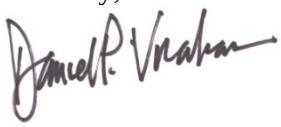
The 2015 capital budget devotes more than $6.8 million for key highway improvements including $3.8 million for road surface repaving and intersection signal and safety improvements. Almost $1.3 million will involve rehabilitation work and $1.1 million is included for project design work to widen CTH M (North Avenue).

Parks and Land Use capital spending mostly includes $1.6 million for pavement, trails and facility projects at the parks. County technology projects include $1.0 million to complete an upgrade the County's election system through process improvements and automated system enhancements.

ACKNOWLEDGEMENTS

Year-after-year, through strategic planning, innovation and partnerships, we are able to ensure streamlined services and cost-savings to our taxpayers. I would like to thank the Waukesha County staff that helped prepare the 2015 County Executive's Budget and the County Board Supervisors that sat beside me in countless meetings. I have had the honor and privilege of signing ten budgets during my tenure as Waukesha County Executive. Although this budget will be my last, I am confident that the next person that sits behind this desk will ensure that Waukesha County will continue to "Lead the Way" long into the future.

Sincerely,



Daniel P. Vrakas
County Executive

Daniel P. Vrakas
County Executive

Norman A. Cummings
Director

WAUKESHA COUNTY

Department of Administration

December 15, 2014

Dear Honorable County Board Supervisors:

The 2015 Adopted County Budget continues a commitment to high standards and delivery of quality services while keeping taxes low during these challenging times. This budget will result in no increase in the County portion of the tax bill to most homeowners.

For 2015 budget purposes, the adopted 2014 County General property tax levy totals $100.5 million; an increase of $987,100, limiting the increase to less than 1% from the prior year budget and less than the percentage increase of new construction to the tax base this past year.

The adopted expenditure budget totals $277.4 million. The Budget contains $261.2 million in operating appropriations and the remaining $16.1 million is dedicated to our capital project budget for infrastructure investments. Total expenditures are down $4.7 million from the 2014 budget. This budget maintains our low employee per capita ratio of 3.5 employees to 1,000 residents by controlling positions and limiting net personnel cost increases to 1.45%.

The special Federated Library System tax applied to those communities without libraries is $3.4 million, an increase $459,000. The increase in the library tax is primarily due to a one-time modification to the formula as a result of the dissolution of the Sussex-Lisbon joint library.

BUDGET CHALLENGES

The County's budget continues to be challenged by the slow economic recovery and related County revenues. Investment income (limited to fixed securities) is budgeted to decrease by $805,000 to $3,608,000, reflecting continued historically low bond rates and 2014 underperformance of budget. Also, Register of Deeds document revenue is budgeted at $1,350,000, a reduction of $75,000 from 2014. While the estimate for Delinquent Taxes Penalty and Interest is reduced by $50,000, it reflects positively, as outstanding Delinquent Taxes declined during 2013 into 2014. The 2015 Budget recognizes declining trends in prisoner board revenue for Federal prisoners totaling $197,000. Court revenues also decline $175,000.

State revenues in the 2015 budget include more stable revenue sources overall. Human services basic community aids are reduced slightly and youth aids are unchanged. General Transportation Aid (GTA) is reduced $200,000 for 2015 as a result of an unfavorable State aid formula allocation. The Circuit Court support grant is restored to the 2011 level, resulting in a budget increase of $72,000. The 2014 use of one time county redaction fee revenue (authorized in the 2013-15 State Budget) of $400,000 is removed from the 2015 budget.

A number of program areas will see increased service levels resulting from increases in State revenue. Some areas will see reductions as planned. This includes:

515 W. Moreland Blvd.
Waukesha, Wisconsin 53188
Phone: (262)548-7020
Fax: (262)548-7913
www.waukeshacounty.gov

- Additional State funds of almost $700,000 will provide services for children with long term needs and fund two service coordinator positions.
- An additional $613,000 in State revenues in the Comprehensive Community Services (CCS) program resulting from a federal reimbursement change to cover 100% of costs. This funding provides psychosocial rehabilitative treatment in the community and in residential care facilities and will expand services to children.
- A new regional crisis grant of $109,100 will fund training for County staff and law enforcement to improve crisis intervention services.
- The Treatment Alternates and Diversion (TAD) grant approved by ordinance in 2014, will allow the drug court to continue in 2015 with $143,000 of grant funding. The tax levy funding portion of the Alcohol Treatment Court of $125,000 continues after the expansion grant ended in 2014.
- Additional State funds of $925,000 will meet the State request for an increase in highway maintenance on State roads and fund 4.0 FTE patrol workers. A portion of the increase will be in a performance based contract.

The 2015 budget will also address County priority areas including an expenditure increase of $259,000 for Emergency Preparedness including costs associated with 2.0 FTE positions and one time purchase of fire emergency dispatch software for $109,000 using fund balance. The additional positions will allow the department to meet industry benchmarks and to avoid overtime costs incurred when new employees are being trained.

PROJECT FUNDING AND DEBT MANAGEMENT

The County values strategic long-range capital planning, budgeting and debt management policies and practices. Borrowed funds are budgeted at $10 million, the same level as the 2014 budget. Tax levy and the use of governmental fund balance of $1.2 million and other revenues of $700,000 maintain the County's "down payment" at 27% of net capital expenditures, well above the target of 20%.

The County's 2015 debt service payment is budgeted at $14.6 million, which is well within to the County's key benchmark ratio of debt service expenditure budget to the total governmental operating expenditures of less than 10%. Maintaining debt service at a lower level as planned in the next five years (in the range of 6.5% to 7.5%) assures the County will be able to maintain its infrastructure without diminishing funding needed for direct services in future budgets.

ACKNOWLEDGEMENTS

We believe you will find the 2015 Adopted County Budget balances essential service delivery needs while keeping taxes low. We take this opportunity to thank the County Board for its very thorough review and continued support. Certainly, this budget could not be accomplished without the cooperation of department administrators and their hard working, dedicated staff making decision that reflect the County's core values of collaboration, ethics and integrity, innovation, efficiency and our Aaa/AAA standard.

Sincerely,

Norman A. Cummings,
Director of Administration

Linda G. Witkowski
Budget Manager

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2014.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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READER'S GUIDE

Introduction

The adopted budget document contains information about many aspects of Waukesha County Government. To make this budget book easier to use and read, this **Reader's Guide** and the **Quick Reference Guide** have been developed. In addition, the following resources are available to the reader for locating information: **Table of Contents, Listing of Graphs and Tables, Glossary** and **Index**. Finally, the **Transmittal Letter** and the **Budget Message** should assist the reader with understanding many of the key issues within the Waukesha County Budget.

Document Organization

The County's annual budget book is divided into the following sections: Introduction, Summary, Strategic Planning and Budget Policies, Operational (divided into functional areas), Debt Service, Capital Projects, and a Statistics and Trends section.

The **Introduction** includes County demographics, the County Executive's Budget message, Transmittal letter and the Community Profile.

The **Summary** provides a synopsis of the Operating and Capital budgets; Tax Impact on the Homeowner; Budget Assumptions; Budget Summaries; annual County budget major expenditures, revenues, and tax levy highlights which affect the Budget; County Organization Chart; Criteria for New Positions; Summary of the Positions Budgeted; Fund Balance Projections; Fund Descriptions; and Functional Area and Appropriation Unit revenue and expenditure summaries.

The **Strategic Planning and Budget Policies** section includes the County's Strategic Planning Mission Statement; Vision Statement; Core Values; Strategic Outcomes; County Planning Process; Financial Management Policies; Capital and Operating Budget Process; Budget Amendment Process and Financial Structure of the County.

The **Operating, Debt Service, and Capital budgets** are presented within the functional areas with a summary section included at the beginning of each area. Functional areas include:

Justice and Public Safety	-	Court system, correctional operations, and public safety.
Health & Human Services	-	Services to improve quality of life and self-sufficiency.
Parks, Envir, Educ & Land Use	-	Recreational, educational, environmental, and land use activities.
Public Works	-	Road planning, design and maintenance, county-wide fleet maintenance, airport, transit, and facilities maintenance.
General Administration	-	County governmental functions and administrative support.
Non-Departmental	-	County-wide items not within direct control of a specific department, and the Contingency Fund.
Debt Service	-	Principal and interest payments on long-term general obligation debt.
Capital Projects	-	Major acquisition and construction of infrastructure or technology improvements with long-term financing requirements.

Each department is introduced by a page that details the functional/program structure of that department. The Fund Summary page includes the Fund Type, which is indicated using a seal in the upper right corner of the first page of each fund. Fund Types are defined in the Glossary of Significant Terms and explained in the Fund Description pages of the Summary section and Fund Structure section of the Strategic Planning and Budget Policies section. The seals can be identified below:

General Fund

Special Revenue Fund

Internal Service Fund

Enterprise Fund

Each Fund Name is indicated in the upper left hand corner of the Fund Summary page.

READER'S GUIDE

Department Budget Sections

Department operating budgets are intended to highlight the budget and policy issues of each department presented in the following format:

Department Statement of Purpose/Summary - This section includes the department's statement of purpose, summary of the department's revenues, tax levy, and expenditures. The department's revenues, expenditures, and tax levy are required by fund for the prior year actual, for the current year adopted budget, the current year's estimated budget, and for the ensuing year budget request. This section includes the absolute dollar and percentage change by appropriation unit, from the current year adopted budget to the ensuing year budget request. Also included, is a budgeted position summary of all full-time and part-time budgeted positions for a department, and the use of overtime and temporary extra help, which are stated in full-time equivalents (FTEs) based on 2080 hours per year.

Multi-fund departments will also complete a summary page summarizing information for all funds. For each separate fund, a **Fund Purpose** statement is displayed.

County-Wide Key Strategic Outcomes are indicated - This section identifies key strategic outcomes linked to the Strategic Plan, with objectives (goals) anticipated to be accomplished in the ensuing budget year. The department objectives are categorized by the County's seven Strategic Plan Outcomes: 1. A safe county, 2. An economically vibrant county, 3. An environmentally responsible county, 4. A well-planned county, 5. A county that assists at-risk citizens, 6. A county that provides customers with quality programs and services, and 7. Cost-effective services delivered with competence and skill.

Departmental objectives (goals) - are to be in line and linked with the County-Wide Strategic Outcomes. They should be measurable and identify a **key outcome indicator (KOI)**, which explains how to measure success and what is being measured to provide evidence of results in achieving each objective.

Performance Measures - are metrics that measure progress towards achieving the stated objective (goal) over a period of time.

Current and Planned Capital Projects - This section provides a listing of open and planned capital projects that impact the department's operation. It includes project number, name, expected completion year, total project cost, and estimated percent completed at year-end. The estimated operating impact is also identified with a cross reference to the project summary information.

Budgeted Positions Summary - This section summarizes personnel information (detailed listings of funded positions that are included in the Statistics and Trend section). This section also includes changes in the number of positions for the adopted budget to ensuing year requests with an explanation of the changes.

Appropriation Units - One or more expenditure accounts grouped by purpose for budgetary control, including:

1. **Personnel Costs** - Costs of all salary and non-salary compensation incurred in accordance with county policy. This includes wages, longevity, temporary extra help, and overtime compensation paid to county employees. This also includes compensation for sick leave, holiday, vacation, education leaves, and uniform allowances. Major employee benefits include the Wisconsin Retirement System pension, Social Security contributions, and health, dental, life, and long-term disability insurance.

2. **Operating Expenses** - Costs of all utilities, materials, supplies, travel, training, and contract services and other expenses necessary for the operation of a department. This also includes costs of all services purchased from outside vendors.

3. **Interdepartmental Charges** - Costs of all labor, materials, supplies, or services purchased by one county department from another county department (mainly provided by Internal Service funds).

4. **Fixed Assets/Improvements** - Costs of all equipment items (more than $5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects as defined by the county code.

Programs - In this section, a program is defined as a major activity or expenditure area that a department budgets and accounts for in its operations. This section identifies prior year actual, current year adopted budget, current year estimate, ensuing year budget request, and the change in budgeted dollars from current to ensuing year by program. Program budget highlights include major expenditure and revenue changes, along with budget year program changes, initiatives and key department budget issues specific to the ensuing budget year, new positions, and significant position changes.

The **Statistics/Trends** section includes general County trend data such as population and equalized value; five- to ten-year data trends of expenditures, revenues, and debt service, and comparative property tax rates.

The **Subject Index** provides page number references for listed subjects.

QUICK REFERENCE GUIDE

(See page 599-600 for the Subject Index)

The following should assist the reader with answering some of the more commonly asked questions about the Waukesha County budget.

To answer these questions:	Refer to:	Page
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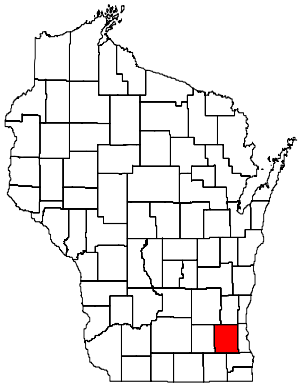
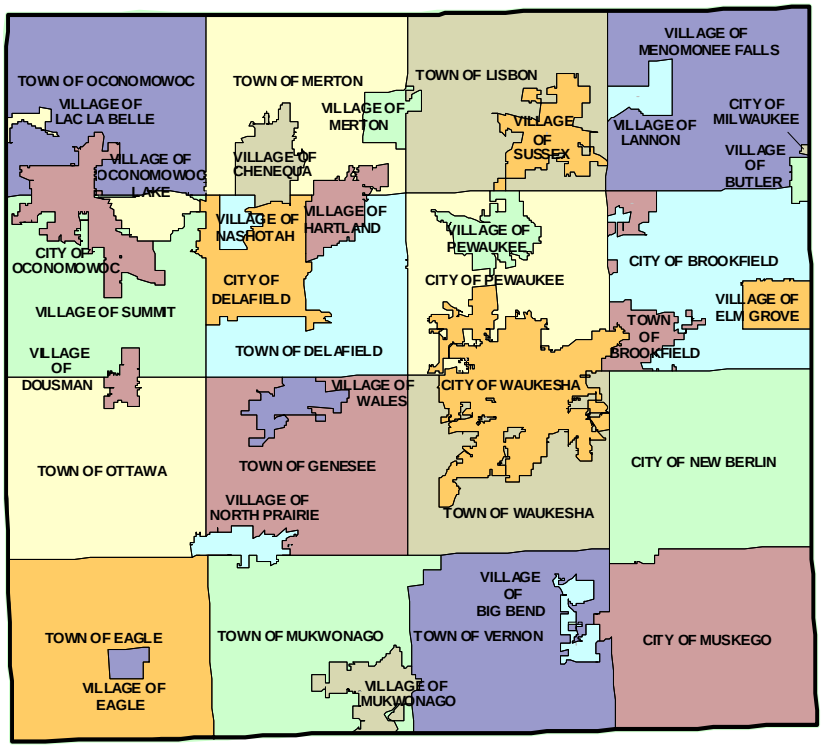
WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





COUNTY POPULATION*	
As of 1/1/2014	392,879
2010 Census	389,891
*Wisconsin DOA (2014), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	$48,995,016,900
Excluding TID	$48,283,418,200

BRIEF WAUKESHA COUNTY HISTORY

In April of 1846 Waukesha County was formed with sixteen townships. Supervisors representing each of the sixteen towns were elected to organize a county board, elect officers and to provide for and build necessary county buildings.

In 1965, the Wisconsin State Supreme Court ruled that county boards must equitably represent the population, and the Waukesha County Board switched to supervisory districts that represented an equal number of citizens, rather than the units system used previously.

In April of 1990, a new form of county government was established. The first county executive was elected by the voters of Waukesha County to be responsible for the administrative functions of county government. The county board reorganized to better reflect this new form of governing. The county executive also proposes the County Budget and has the ability to veto actions of the county board, and to appoint members to advisory boards and commissions. Effective April 2008, the County Board reduced their membership from 35 to 25, but maintained the seven standing committees.

WAUKESHA COUNTY TODAY

Waukesha County is located in southeastern Wisconsin, directly west of Milwaukee County and 100 miles northwest of Chicago. Waukesha County is part of the Milwaukee Standard Metropolitan Statistical Area (SMSA) and is the third most populous county in the State. The County has the second highest median household income, the second highest per capita income and the third highest equalized property tax base in the State. The County covers 576 square miles and consists of 8 cities, 19 villages and 11 towns. The County Board is represented by 25 County Board Supervisors.

WAUKESHA COUNTY, WISCONSIN ● COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

TEN LARGEST EMPLOYERS	
EMPLOYER	**EMPLOYEES**
Kohl's Department Stores	5,054
Pro Health Care	4,794
General Electric Healthcare	3,700
Quad Graphics Inc.	3,664
Roundy's	2,728
School District of Waukesha	1,784
Wal-Mart Corporation	1,543
Target Corporation	1,441
Waukesha County	1,364*
Community Memorial Hospital	1,333
Aurora Health Care	1,297
Elmbrook School District	1,220
Harley Davidson	1,219
Elmbrook Memorial Hospital	1,209
* Full-time equivalent employees.	
Source: Waukesha County Februrary, 2014 employer inquiry updates.	

PRINCIPAL TAXPAYERS		
TAXPAYER	**2013 EQUALIZED VALUE**	**2012 RANK**
Brookfield Square*	$189,220,000	1
Aurora	$134,952,700	3
Individual	$123,219,200	2
Kohl's Dept. Stores	$104,432,350	4
Wal-Mart	$103,164,800	6
Pro Health Care	$101,187,690	5
Target Corporation	$100,393,900	8
Belinski Bros.	$98,614,400	10
Pabst Farms	$93,310,700	7
Wimmer Brothers	$93,056,600	N/A
Total	$1,141,552,340	
*Incl CBL & Associates Properties, Inc, Sears, Boston Store and JC Penney		
Source: Waukesha County Tax System		
See Waukesha County Comprehensive Annual		
Financial Report for more detailed information		

EMPLOYMENT BY INDUSTRY	
INDUSTRY	**2013 NAICS (1)**
Retail Trade, Transportation, Utilities	47,562
Manufacturing	43,617
Education and Health	38,567
Professional and Business Services	33,450
Leisure and Hospitality	19,695
Financial Activities	14,504
Construction	12,580
Other Services	7,960
Public Administration	5,980
Information	4,853
Natural Resources	489
Total	229,257
(1) North American Industry Classification System	
Source: Wisconsin Department of Workforce	
Development, Bureau of Workforce Information	

CONSTRUCTION & BUILDING PERMITS		
	Residential	
Year	**Number**	**Value in 000's**
2013	671	$230,391
2012	566	$192,414
2011	448	$140,906
2010	445	$151,984
2009	394	$137,285
Source: U.S. Department of Commerce		

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2012 (1)		
Waukesha County		$58,055
State of Wisconsin		$42,121
United States		$43,735
JOBS, 2012 (2)		229,257
UNEMPLOYMENT RATE, 2012 (2)		5.9%
(1) Bureau of Economic Analysis - US Department of Commerce		
(2) Wisconsin Department of Workforce Development		

EQUALIZED PROPERTY VALUE BY CLASS * ($000's)					
Budget Year	**Residential**	**Personal Property**	**Commercial**	**Mfg.**	**Agr./Forest/ Swamp/Other**
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547
% of Total	74.8%	2.4%	19.4%	2.8%	0.6%
See STATS/TRENDS Section for more detailed information					
* Includes Tax Incremental District Value					

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

School Districts
Arrowhead Union High; Elmbrook; Hamilton; Hartland Lakeside; Kettle Moraine; Lake Country; Menomonee Falls; Merton Community; Mukwonago Area; Muskego-Norway; New Berlin; Norris; North Lake; Oconomowoc Area; Pewaukee; Richmond; Stone Bank; Swallow; Waukesha

2012/2013 Average High School Graduation Rate*
Waukesha County: 94%
Wisconsin: 89%

2012/2013 Average ACT Scores*
Waukesha County: 23.0
Wisconsin: 22.1
United States: 20.9

SCHOOL ENROLLMENT*

2013-2014 Academic Year
Public: 62,656
Private: 11,517
Home schooling: 783**

*Source: Wisconsin Department of Public Instruction
**May exclude enrollment counts from districts that have few home-schooled students, due to privacy law.

POST-SECONDARY EDUCATION

Colleges and Universities
Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Waukesha, City of Waukesha
University of Phoenix, City of Brookfield

Technical and Vocational Schools
Waukesha County Technical College,
Village of Pewaukee campus
Village of Menomonee Falls campus
City of Waukesha campus

TRANSPORTATION

Roads
392 miles Waukesha County roads
266 miles State Highway roads (In County)

Public Transit
Waukesha Metro Transit Contract Administrator
Wisconsin Coach Lines
Milwaukee County Transit System (MCTS)

Commuter-oriented bus services along major corridors – Para Transit Services
Specialized transportation (Ride line) service provided by the Waukesha County, Department of Aging and Disability Resource Center

UTILITIES

Electric Power
WE Energies
City of Oconomowoc Electric & Gas

Telephone
Ameritech, Inc.
CenturyTel

Natural Gas
WE Energies
Wisconsin Gas Company

Solid Waste
Private Collection and Hauling Services
General use landfills within the County
Community recycling programs
County owned, Private Sector operated Material Recycling Facility with 25 municipal partners

Water
14 publicly owned water utilities
Numerous small-private water utilities
Water drawn from groundwater aquifers

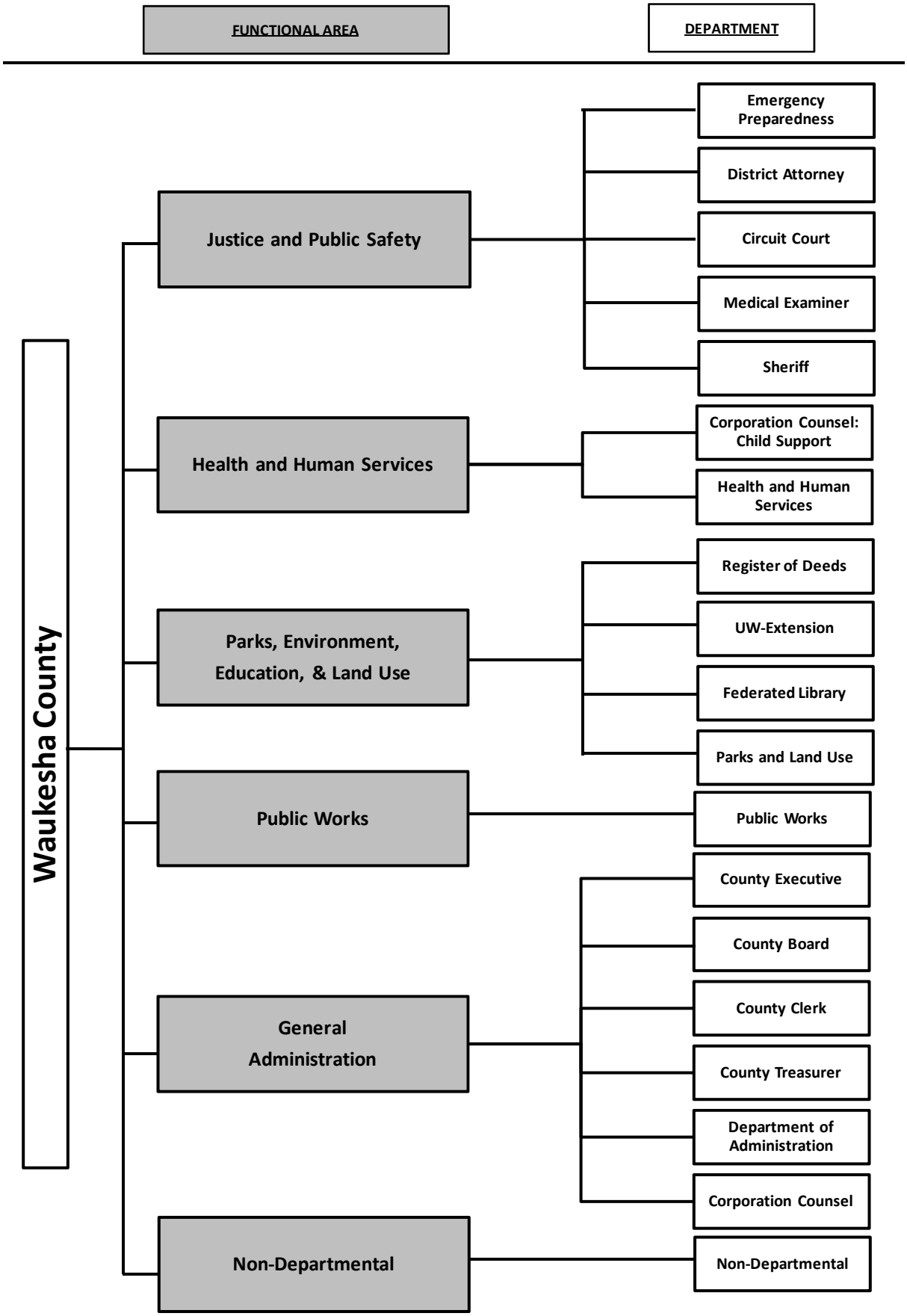
Sanitary Sewerage
19 sanitary sewerage systems served by 7 public wastewater treatment plants

EMERGENCY SERVICES*

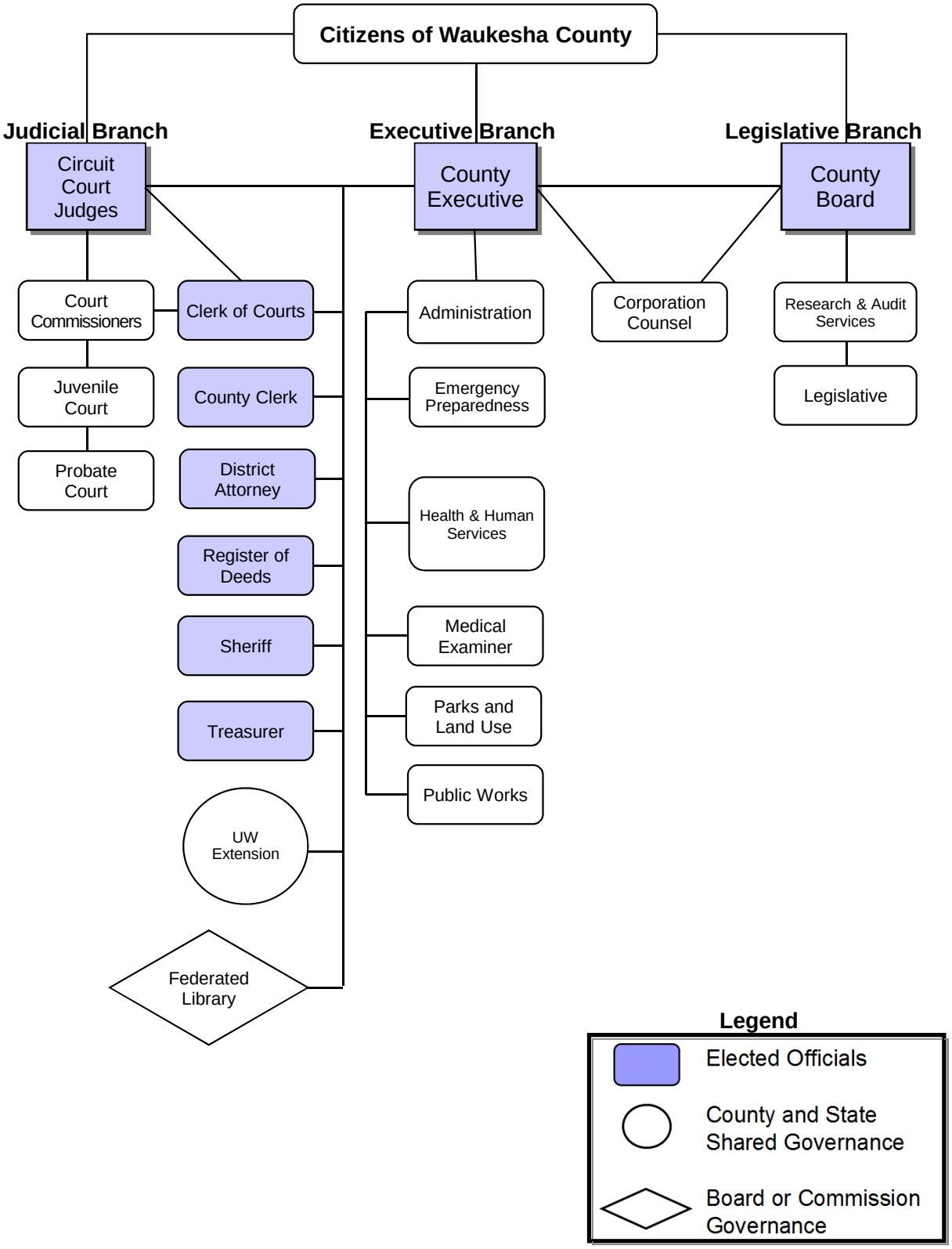
26 Police Agencies
Waukesha County Sheriff's Department
30 Fire Departments/Districts
Waukesha County Communications Center consolidates police, fire, and emergency dispatch operations for 30 of the County's public safety agencies

*Source: State of Wisconsin, Department of Justice

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



Waukesha County Organizational Chart



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2015 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $100,492,252, which is levied at a rate of $2.08 (down from $2.15) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $3,424,360, which is levied at a rate of $0.286 (up from nearly $0.277) per $1,000 of taxable properties in communities without a library.

Due to the varied assessment ratios of equalized values determined by the State Department of Revenue and property value changes (inflation/deflation), the tax bill impact on a specific property will vary. Waukesha County's median home value for 2014 adjusted from the 2000 census (the last time the long form was used to collect this information), is $246,300. This is up $7,400 from the 2013 value reflecting the County-wide average residential inflation rate of 3.09%. This results in no change in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2013 Median Home Value	2013 County Tax	Residential Inflation	2014 Median Home Value	2014 County Tax	Change Amount	Change Percent
$238,900	**$512**	**3.09%**	**$246,300**	**$512**	**$0**	**0.0%**

Homeowner County Taxes over 9 years

Increase of less than 1/4% per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2006*	**$256,700**	**$1.96**	**$504**
2015	**$246,300**	**$2.08**	**$512**

Net 9-Year $ Increase: $8 **9-Year Average: 0.2%**

*County Executive Vrakas' first budget year

2015 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April through June 2015 to establish a basic foundation for building the County's budget. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the County's 2015 Budget development:

- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected to be moderate around 2%, but trending upward in 2015. Some major exceptions include cost rate increases for certain utilities, vehicle fuel, prescription drugs, health and medical services, food and transportation costs.

- Revenues from State budget sources are expected to stabilize including human services basic community aids: youth aids, circuit court support grant and shared revenues. General Transportation Aids (GTA) is an exception in that a $200,000 reduction is required as a result of an unfavorable State aid formula.

- In addition, significant revenue issues, linked to a slower economic recovery also impact the 2015 budget. Impacts include the following:

  - Investment Income budget is estimated to be reduced by $805,000 to $3,608,000 reflecting historically low rates of return on invested funds. Higher interest rates are expected beginning in mid 2015, but will impact the 2016 budget. Also, the 2015 budget for estimated Delinquent Taxes Penalty and Interest (P&I) is reduced by $50,000 to $2,758,000 as Delinquent Taxes outstanding declined during 2013.

  - Redaction revenue in the Register of Deeds is reduced $400,000 reflecting removal of redaction fee revenue in accordance with changes to the state statute, moving the $5 redaction fee revenue from the County to the State and a decrease in document recordings based on 2013 and 2014 estimated activity in the real estate market.

  - Prisoner Board Revenue (General and Huber) is reduced $180,000, reflecting fewer Federal Prisoners and fewer employed prisoners in the Huber Facility.

- Net Personnel cost appropriations are expected to be held below 2% and are being controlled with the help of lower health insurance costs based on increased participation in lower-cost health savings account plans and other modifications.

- Average fuel costs for vehicles are assumed to increase 3% to $3.80 per gallon (equivalent to approximately $4.00 per gallon retail in 2014) up from the 2014 Budget. Consumption is estimated to remain at the 2014 level resulting in higher fuel costs budgeted countywide by an estimated $21,000.

- Net utility costs are estimated to increase from the 2014 adopted base budget levels by $30,100 or 1.5%, for anticipated increases in natural gas costs in 2013. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

- Due to favorable debt refinancing over several years and historic low borrowing costs, the debt service tax levy can be reduced by an estimated $260,000. Also to help provide funding for the Operating budget, Capital project tax levy is estimated to be reduced by $100,000.

2015 BUDGET SUMMARY

	2014 Adopted Budget	2015 Budget	Incr/(Decr) From 2014 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$254,076,679	$261,237,732	$7,161,053	2.82%
MEMO: Less Interdept. Charges (a)	$37,223,385	$37,627,250	$403,865	1.08%
MEMO: Net Expenditures (a)	$216,853,294	$223,610,482	$6,757,188	3.12%
Less: Revenues (Excl. Retained Earnings)	$144,825,183	$148,791,057	$3,965,874	2.74%
Less Net Appropriated Fund Balance	$8,730,716	$10,380,063	$1,649,347	
TAX LEVY - OPERATING BUDGETS	$100,520,780	$102,066,612	$1,545,832	1.54%
CAPITAL PROJECTS BUDGET				
Expenditures	$27,992,700	$16,141,400	($11,851,300)	-42.3%
Less: Revenues	$11,900,000	$11,767,500	($132,500)	-1.1%
Less: Appropriated Fund Balance	$14,142,700	$2,523,900	($11,618,800)	
TAX LEVY-CAPITAL PROJECTS BUDGET	$1,950,000	$1,850,000	($100,000)	-5.1%
COUNTY TOTALS				
Expenditures (a)	$282,069,379	$277,379,132	($4,690,247)	-1.7%
Less: Revenues	$156,725,183	$160,558,557	$3,833,374	2.4%
Less: Appropriated Fund Balance	$22,873,416	$12,903,963	($9,969,453)	
County General Tax Levy (Excl Library)(c)	**$99,505,152**	**$100,492,252**	**$987,100**	**0.99%**
Federated Library Tax Levy (b)	$2,965,628	$3,424,360	$458,732	15.5%
Total County Tax Levy (c)	**$102,470,780**	**$103,916,612**	**$1,445,832**	**1.41%**

(a) **2015 operating budget net expenditures are $223,610,482 and total County net expenditures are $239,751,882 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

(b) Special County Federated Library tax applied to those communities without a library.

(c) The Tax Levy (for 2015 Budget purposes) increase is within Wisconsin's Act 20 Tax Levy limit provisions (see Planning and Budget Policy Section).

2015 Budget Tax Levy Breakdown

(General County and Federated Library)

	2014 Adopted Budget	2015 Budget	Incr/(Decr) From 2014 Adopted Budget $	%
General County Tax Levy	$99,505,152	$100,492,252	$987,100	0.99%
General County Tax Rate	$2.1451	$2.0813	($0.0638)	-2.97%
General County Equalized Value	$46,387,463,200	$48,283,418,200	$1,895,955,000	4.09%
Federated Library Tax Levy	$2,965,628	$3,424,360	$458,732	15.47%
Federated Library Tax Rate	$0.2768	$0.2863	$0.0095	3.44%
Federated Library Equalized Value	$10,714,775,800	$11,960,623,400	$1,245,847,600	11.63%

2015 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2015 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '14 - '15
JUSTICE AND PUBLIC SAFETY						
EMERGENCY PREPAREDNESS						
General	$6,087,346		$356,622	$348,841	$5,381,883	$41,000
Radio Services	$1,798,921	(a)	$2,071,397	($272,476)	$0	$0
Radio Svcs. Rtnd. Earn.	$0		($272,476)	$272,476	$0	$0
Radio Svcs. Fund Bal. Appr.	$0		($753,410)	$753,410	$0	$0
DISTRICT ATTORNEY	$2,397,530		$590,193	$0	$1,807,337	$38,150
CIRCUIT COURT SERVICES	$9,245,265		$3,650,784	$20,000	$5,574,481	$0
MEDICAL EXAMINER	$2,207,061		$1,226,751	$0	$980,310	$4,000
SHERIFF	$38,566,019		$10,779,328	$209,869	$27,576,822	$168,555
Subtotal: Justice & Public Safety	$60,302,142		$17,649,189	$1,332,120	$41,320,833	$251,705
HEALTH AND HUMAN SERVICES						
CORPORATION COUNSEL						
Child Support (General Fund)	$2,453,784		$2,118,322	$0	$335,462	($20,000)
HEALTH & HUMAN SERVICES						
Human Services (General Fund)	$68,351,352		$42,739,227	$231,147	$25,380,978	$175,300
Aging and Disability Resource Center Contract (ADRC) Fund	$3,485,185		$3,485,185	$0	$0	$0
Subtotal: Health and Human Services	$74,290,321		$48,342,734	$231,147	$25,716,440	$155,300
PARKS, ENVIR, EDUC. & LAND USE						
REGISTER OF DEEDS	$1,439,232		$3,095,533	$300,000	($1,956,301)	$25,000
UW-EXTENSION: EDUCATION	$558,478		$197,515	$11,200	$349,763	$1,700
FEDERATED LIBRARY						
County	$3,424,360		$0	$0	$3,424,360	$458,732
State Aids	$1,332,275		$1,282,225	$50,050	$0	$0
CAFÉ Shared Automation	$340,989		$380,989	($40,000)	$0	$0
CAFÉ Rtnd. Fund Balance	$0		($40,000)	$40,000	$0	$0
PARKS & LAND USE						
General	$11,600,060		$4,246,950	$67,100	$7,286,010	$10,000
Community Development	$3,066,944		$3,066,944	$0	$0	$0
Land Information Systems	$783,733		$783,733	$0	$0	$0
Tarmann Parkland Acquisitions	$1,000,000		$200,000	$800,000	$0	$0
Golf Courses	$3,225,242	(a)	$3,115,000	$110,242	$0	$0
Golf Course Rtnd. Earnings	$0		$110,242	($110,242)	$0	$0
Golf Course Fund Bal. Appr.	$0		$0	$0	$0	$0
Ice Arenas	$1,188,008	(a)	$1,106,500	$81,508	$0	$0
Ice Arenas Rtnd. Earnings	$0		$81,508	($81,508)	$0	$0
Ice Arenas Fund Bal. Appr.	$0		($25,000)	$25,000	$0	$0
Material Recycling Facility	$4,336,508	(a)	$4,520,400	($183,892)	$0	$0
MRF Retained Earnings	$0		($183,892)	$183,892	$0	$0
MRF Fund Bal. Appr.	$0		($1,100,000)	$1,100,000	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$32,295,829		$20,838,647	$2,353,350	$9,103,832	$495,432

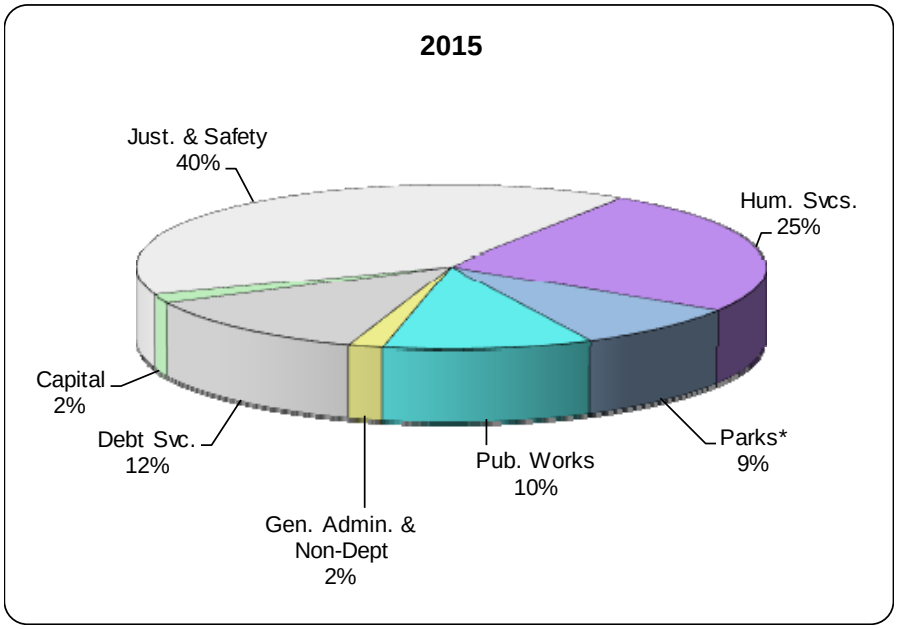
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax levy, or balance appropriations and are included, as applicable, in each agency budget request.

2015 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2015 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '14 - '15
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$8,799,752		$580,315	$251,000	$7,968,437	$96,992
Transportation	$14,945,560		$11,695,132	$225,000	$3,025,428	$66,453
Central Fleet Maintenance	$3,893,197	(a)	$3,893,769	($572)	$0	$0
Central Fleet Rtnd. Earnings	$0		($572)	$572	$0	$0
Central Fleet Fund Bal. Appr.	$0		($101,083)	$101,083	$0	$0
Vehicle/Equipment Replacement	$3,076,661	(a)	$3,091,506	($14,845)	$0	$0
Veh. Replace Rtnd. Earnings	$0		($14,845)	$14,845	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,163,574	(a)	$790,182	$210,829	$162,563	($30,000)
Subtotal: Public Works	$31,878,744		$19,934,404	$787,912	$11,156,428	$133,445
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$572,965		$12,000	$0	$560,965	$5,000
COUNTY BOARD	$1,176,765		$0	$0	$1,176,765	$10,496
COUNTY CLERK	$547,057		$234,697	$0	$312,360	$0
TREASURER	$673,396		$6,657,246	$0	($5,983,850)	$857,454
ADMINISTRATION						
General	$4,856,719		$1,653,566	$28,000	$3,175,153	($17,277)
Risk Management	$2,696,027	(a)	$2,577,100	$118,927	$0	$0
Collections	$975,771	(a)	$975,771	$60,000	($60,000)	$30,000
Collections Fund Bal. Appr.	$0		($184,471)	$184,471	$0	$0
Communications	$706,893	(a)	$706,893	$0	$0	$0
End User Technology	$8,133,358	(a)	$6,597,550	($39,893)	$1,575,701	($14,723)
End User Technology Rtnd. Earn.	$0		($39,893)	$39,893	$0	$0
End User Tech. Fund Bal. Appr.	$0		($599,619)	$599,619	$0	$0
CORPORATION COUNSEL						
General	$1,473,428		$472,643	$0	$1,000,785	$9,000
Subtotal: General Administration	$21,812,379		$19,063,483	$991,017	$1,757,879	$879,950
NON DEPARTMENTAL						
GENERAL	$1,859,500		$1,498,000	$300,300	$61,200	($110,000)
HEALTH & DENTAL INSURANCE	$22,979,500	(a)	$21,464,600	$1,514,900	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	$0
Subtotal: Non-Departmental	$26,039,000		$22,962,600	$3,015,200	$61,200	($110,000)
DEBT SERVICE--GENERAL	$14,619,317		$0	$1,669,317	$12,950,000	($260,000)
Subtotal: Operating Budget	$261,237,732		$148,791,057	$10,380,063	$102,066,612	$1,545,832
CAPITAL PROJECTS	$16,141,400		$11,767,500	$2,523,900	$1,850,000	($100,000)
GRAND TOTAL	$277,379,132		$160,558,557	$12,903,963	$103,916,612	$1,445,832

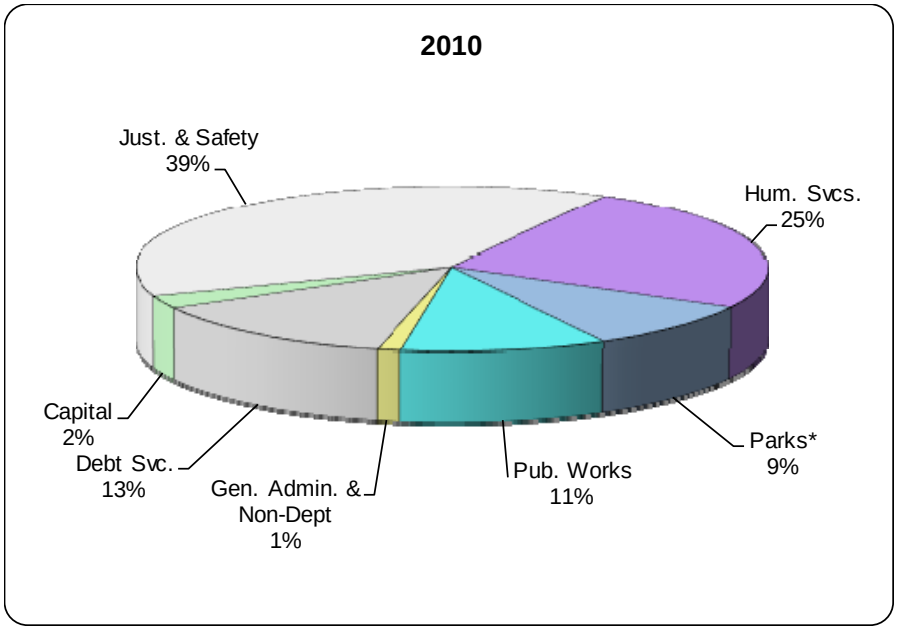
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax levy, or balance appropriations and are included, as applicable, in each agency budget request.

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 1% Tax Levy increase in this functional area is mainly due to jail support costs in the Sheriff's Department, Emergency Preparedness – Communication Center Expansion (including dispatching for the City of New Berlin) and no increase in State grant funds to Circuit Court Services in the past decade.
- Public Works: The 1% Tax Levy decrease in this functional area is related to the department adjusting to tighter county tax levy targets and the need to maximize alternative funding sources.
- General Administration: The Tax Levy increase of 1% is related to a one-year increase in county tax levy assigned to the Treasurer's budget to offset an anticipated decrease in investment income revenues in 2015.

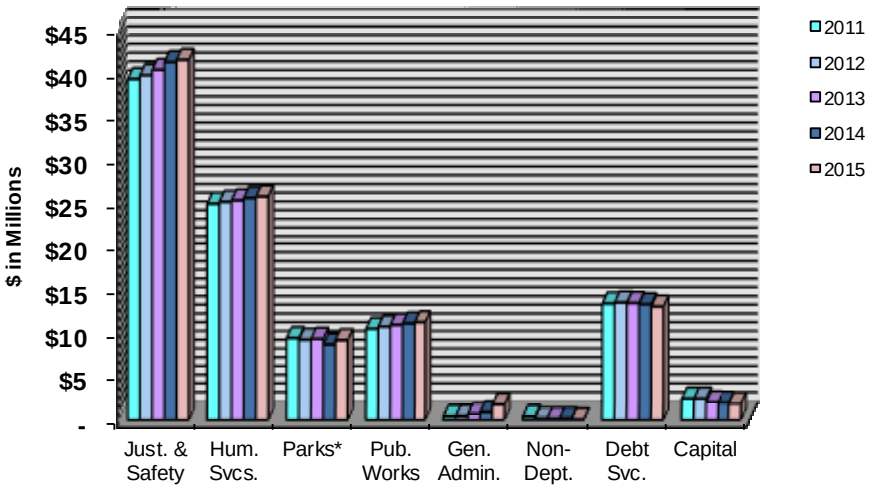


* Includes Parks, Environment, Education, and Land Use

2014-2015 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2014 Adopted Budget		2015 Budget	Incr/(Decr) From 2014 Adopted Budget $	%
Justice & Public Safety	$41,069,128		$41,320,833	$251,705	0.6%
Health & Human Services	$25,561,140		$25,716,440	$155,300	0.6%
Parks, Env., Educ. & Land Use	$8,608,400		$9,103,832	$495,432	5.8%
Public Works	$11,022,983		$11,156,428	$133,445	1.2%
General Administration	$877,929		$1,757,879	$879,950	100.2%
Non-Departmental	$171,200		$61,200	$(110,000)	-64.3%
Debt Service	$13,210,000		$12,950,000	$(260,000)	-2.0%
Capital Projects	$1,950,000		$1,850,000	$(100,000)	-5.1%
Total Tax Levy	**$102,470,780**		**$103,916,612**	**$1,445,832**	**1.4%**

2011-2015 Budgeted Tax Levy by Functional Area



The chart above shows the majority of recent tax levy growth trend to be primarily within the Justice and Public Safety and Health and Human Service Functional areas.

* Includes Parks, Environment, Education and Land Use

2013 - 2015 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Incr/(Decr) From 2014 Adpt. Budget
Personnel Costs	$114,168,575	$117,209,142	$116,110,028	$118,911,343	$1,702,201
Operating Expenses	$97,089,615	$100,941,738	$98,430,084	$105,789,707	$4,847,969
Interdepartmental Charges	$19,096,365	$19,874,195	$19,957,847	$20,352,615	$478,420
Fixed Assets & Imprvmnts (a)(b)	$1,069,631	$1,628,450	$2,458,359	$1,564,750	$(63,700)
Debt Service-Excl Proprietary (b)	$14,420,889	$14,423,154	$14,117,313	$14,619,317	$196,163
Capital Projects	$28,399,768	$27,992,700	$30,783,200	$16,141,400	$(11,851,300)
Total Expenditures	**$274,244,843**	**$282,069,379**	**$281,856,831**	**$277,379,132**	**$(4,690,247)**

FUNCTIONAL AREA	2013 Actual	2014 Adopted Budget	2014 Estimate (a)	2015 Budget	Incr/(Decr) From 2014 Adpt. Budget
Justice & Public Safety (a)	$57,199,216	$58,617,579	$60,267,283	$60,302,142	$1,684,563
Health & Human Services	$69,936,151	$72,331,404	$71,082,795	$74,290,321	$1,958,917
Parks, Env., Educ. & Land Use	$30,975,379	$30,233,247	$30,093,787	$32,295,829	$2,062,582
Public Works (a)	$30,003,312	$30,294,985	$31,474,382	$31,878,744	$1,583,759
General Administration	$20,873,239	$21,809,410	$21,168,471	$21,812,379	$2,969
Non-Departmental	$22,436,889	$26,366,900	$22,869,600	$26,039,000	$(327,900)
Debt Service-Excl Proprietary (b)	$14,420,889	$14,423,154	$14,117,313	$14,619,317	$196,163
Capital Projects (a)	$28,399,768	$27,992,700	$30,783,200	$16,141,400	$(11,851,300)
Total Expenditures	**$274,244,843**	**$282,069,379**	**$281,856,831**	**$277,379,132**	**$(4,690,247)**

(a) Estimated expenditures exceed budget due to prior year appropriations carried forward and expended in current year and/or other budget modifications approved by County Board through an ordinance or fund transfer.

(b) Proprietary Fund (Internal Service and Enterprise funds) expenditure appropriations exclude fixed asset and Debt Service principal payments to conform with generally accepted accounting standards. Fixed Asset purchases and Debt Service principal payments will be funded through operating revenues, Tax Levy, or Fund Balance appropriations and are included, as applicable, in each agency budget request.

2015 EXPENDITURE HIGHLIGHTS

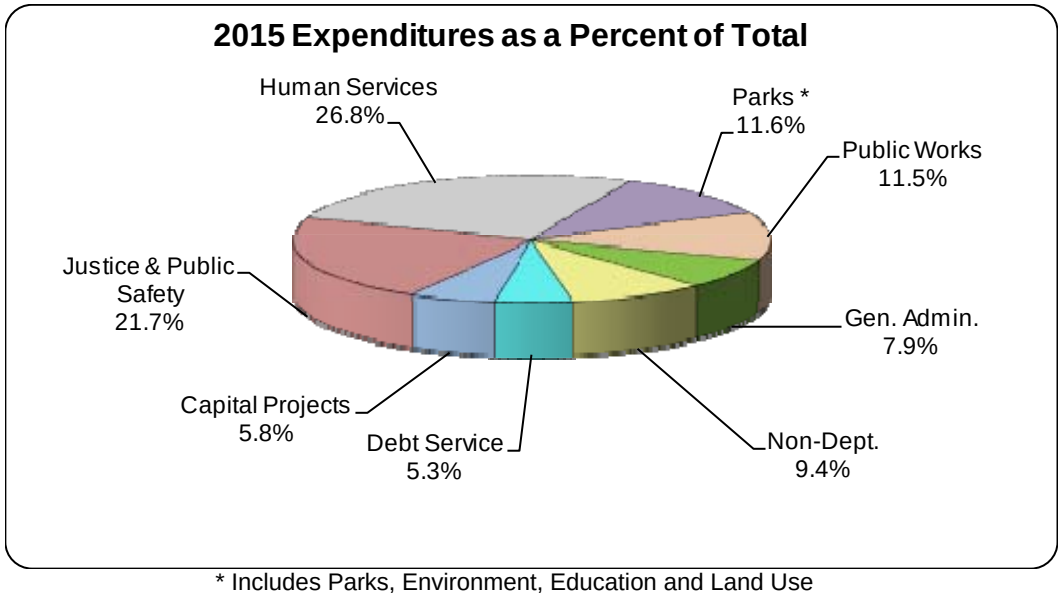
Expenditure Budget:

The 2015 total gross expenditure budget is $277,379,132, a reduction of $4,690,247 or 1.7% from the 2014 Adopted Budget. 2015 Budget appropriations consist of departmental operating budget and debt service expenditures totaling $261,237,732 and capital project spending of $16,141,400. The total operating budget increases by $7,161,053 or 2.8% from the 2014 Adopted Operating Budget while capital project expenditures decrease by $11,851,300 or 42% from the 2014 Adopted Budget.

The net total operating expenditure budget after excluding $37,627,250 of interdepartmental charges, mainly from Internal Service Funds (which are double budgeted) is $223,610,482, an increase of $6,757,188 or 3.1%.

The budget includes net personnel costs totaling $118.9 million or about 42.9% of the total expenditure budget. Personnel costs are budgeted to increase by about $1.7 million, or 1.5% from the 2014 Adopted Budget level.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges) increase by about $5.33 million or 4.4% from $120.8 million in the 2014 budget to $126.1 million in this budget. Fixed Assets and improvement (excluding capital projects) expenditures are budgeted at $1.56 million, a reduction of $63,700 from the 2014 budget. Debt service payments are budgeted at $14.62 million which is an increase of $196,200 from the 2014 budget level or about 5.2% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	$60,302,142	21.7%
Human Services	$74,290,321	26.8%
Parks *	$32,295,829	11.6%
Public Works	$31,878,744	11.5%
Gen. Admin.	$21,812,379	7.9%
Non-Dept.	$26,039,000	9.4%
Debt Service	$14,619,317	5.3%
Capital Projects	$16,141,400	5.8%
Total Expenditures	$277,379,132	100.0%

* Includes Parks, Environment, Education and Land Use

2015 EXPENDITURE HIGHLIGHTS

A brief summary of the major changes in the past five adopted budgets are explained below:

The 2015 Budget expenditure level decreases by $4.69 million to $277.4 million. This reflects a $11.85 million reduction in capital project expenditures, mostly due to the removal of $9.6 million related to the upgrade of the upgrade of the County's public safety radio technology from an analog to a digital signal and the replacement of corresponding radio console equipment at the County's Dispatch Center. This reduction is offset by a $4.8 million increase in operating expenses, mostly related to a $1.7 million increase for the Material Recovery Facility (MRF) budget for the implementation of the joint agreement with the City of Milwaukee. Personnel cost increases of $1.7 million, or 1.5% reflect costs to continue (partially offset by a $308,400 net reduction for budgeted position changes).

The 2014 Budget expenditure level increases by $8.3 million to $282.1 million. This reflects a $6.65 million increase in operating expenses largely related to a $3.25 million increase to reflect the State of Wisconsin's opinion that payments the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) makes to service providers must be included in the HHS budget and a $1.4 million increase to the Health and Dental Insurance Fund budget in Non-Departmental, mainly due to the first time budgeting for a shared on-site medical/wellness center. Personnel costs also increase by $1.5 million, with cost to continue increases being partially offset with approximately $459,500 in savings from Sheriff's Department staff (deputies, detectives, and command staff) contributing to the Wisconsin Retirement System.

The 2013 Budget expenditure level decreases by about $10.8 million to $273.8 million. This decrease reflects a $12 million decrease in capital projects budget spending and includes a $1.4 million decrease in operating expenses. These decreases are partially offset by an increase of $1.7 million in net personnel cost appropriations.

The 2012 Budget expenditure level increased by $16.5 million to $284.6 million. This increase reflects a nearly $20 million increase in capital projects budget spending partly offset by lower operating budget expenditures including a $1.9 million decrease in net personnel costs and a net $2.3 million decrease in operating expenditures appropriations. A major operating expenditure change mainly related to an Act 32 (State's 2011-13 Biennial Budget) provision, which shifts responsibility for administration of the Health & Human Services (HHS) Children Long Term Support (CLTS) program to a third-party administrator and no longer part of the County budget. The County will no longer make payments to CLTS service provider agencies thus decreasing budgeted expenditures by nearly $3.5 million. Also, State budget funding reductions of over $2.75 million require further efforts to reduce County spending appropriations. Federal Community Development funding reductions also resulted in expenditures reductions by nearly $1.0 million.

The 2011 Adopted Budget expenditures increased by $6.5 million to $268.0 million. This increase reflects a $1.5 million increase in debt service and capital project expenditure levels; $2.4 million increase for net personnel costs; and $2.2 million increase in operating expenditures largely due to HHS Children's Long Term Support MA Waiver funded services, which increases by about $930,600; Health and Human Services Mental Health Outpatient program budgeting a $637,250 increase in operating expenses; and the Criminal Justice Collaborating Council (CJCC) 2011 budget increases by $583,600 related to the expansion of the Day Report Center and also the Alcohol Treatment Court program being funded by a three-year grant ending in 2013. Also, the Federated Library System expenditures increase $192,900 related to transferring in of the CAFÉ Shared Automation program from the City of Waukesha.

Future Projections and trends:

External factors will continue to play a key role in significantly impacting future trends and projections including how Federal and State budget deficits may likely impact local funding policies and services carried out by local governments, changing the way government services are provided. Also, continued volatility of fuel, energy and commodity prices and increasing medical and health insurance costs are likely to have future budget impacts. In addition, internal factors include high costs of Jail inmates, Emergency Preparedness emergency 9-1-1 dispatch communications, and future debt service payments as a result of infrastructure projects including the Courthouse renovation and funding of major highway infrastructure projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2015 funding changes, which impact expenditures by functional area, follows:

2015 EXPENDITURE HIGHLIGHTS

Justice and Public Safety:

- The 2015 **expenditure budget** for this functional area totals $60,302,200, an increase of $1,684,600 or 2.9% from the 2014 Adopted Budget.

- The **Medical Examiner's Office** budget increases expenditures $581,200 to reflect costs related to increased Waukesha County case volume as well as a new regional initiative in which the Waukesha County Medical Examiner will be taking on the medical examiner responsibilities for Walworth and Washington Counties. Prior to this agreement, Waukesha provided autopsy services only to both counties. The new agreement provides stability to all three counties, while providing enhanced services, oversight by forensic medical professionals, and enhanced policies and procedures to the medical examiner offices of the contract counties. Personnel expenditures increase by $360,700 for the addition of 1.0 FTE Pathologist, 1.0 FTE Deputy Medical Examiner Supervisor, and an increase in extra help funding for pathology assistance – related to the regional initiative and by $131,800 for the creation of 1.0 FTE Deputy Medical Examiner and 1.0 FTE Administrative Assistant – related to increased Waukesha County case volume. Other expenditure increases are mostly for medical services and supply costs related to the anticipated overall increase in case volume.

- **Radio Services** expenditures increase $734,700, primarily due to a $531,100 increase in depreciation charges and a $189,400 increase in system maintenance charges – both related to the new digital trunked radio system. Depreciation charges are offset with Radio Services fund balance.

- **Emergency Preparedness** General Fund 2015 Budget total expenditures are increased by $258,800, including personnel cost increases of $115,000 to reflect the addition of 2.0 FTE Telecommunicator positions at the Communications Center to allow the department to meet industry benchmarks and recommendations and to avoid overtime costs incurred when new employees are being trained. Increased operating costs of $76,300 are primarily due to the addition of system maintenance costs for the new dispatching consoles software/equipment associated with the new digital trunked radio system. The budget also includes fixed asset costs of $157,000, mostly for one-time costs associated with the purchase of fire emergency dispatch software.

- **Sheriff** expenditures increase $187,500 or 0.5% on a base of over $38 million. Overall net personnel costs of $30.5 million are budgeted to increase by $129,700 or 0.4%, with no budgeted regular position changes and minimal increases for extra help and overtime. Cost increases are mostly due to cost to continue 354.0 FTE staff and is partially offset by reductions in health insurance costs and $267,100 in Wisconsin Retirement Contributions for deputies, detectives, and command staff.

- Variable costs associated with the **inmate population** in the Jail and Huber facilities are contained in this budget. Inmate medical costs are budgeted to increase by $35,800 or 2.2% to a total cost of $1.67 million, and include a 3% increase for the medical care contract, partially offset by a reduction in anticipated medical care for inmates provided outside the contract. Inmate food services costs decrease $23,200 to $635,500 and reflect a reduction to the assumed number of meals (due to a reduced inmate population), partially offset by a slight increase in the cost per meal.

- The **Sheriff's** budget includes interdepartmental vehicle costs of $1.65 million for vehicle replacement, maintenance and fuel. These costs are increasing by approximately $105,500, mostly due to an overall increase in replacement costs for the new patrol vehicle (Tahoe). The budget also includes one-time fixed asset costs of $32,200 for the purchase of an additional vehicle for the Pewaukee patrol contract. The costs for the additional vehicle (and associated equipment) are addressed with fund balance and will be paid back by the City over the life of the contract

- **Circuit Court Services** expenditures decrease $118,900 to $9.2 million. Personnel costs reductions are mostly due to the unfunding of a 2.0 FTE Administrative Specialist positions (resulting in savings of $114,000) and reductions of $10,000 and $5,600 in extra help and overtime respectively. These reductions are partially offset by costs to continue existing employees and result in a net reduction of $10,300 overall. The department also reduced expenditures for court appointed counsel and legal services by $72,500 and reduced various supply accounts by $22,460, which reflect an effort to use technology and standardize supply orders to reduce costs

- Modest expenditure increases in the **District Attorney's** budget reflect the reclassification of 1.0 FTE Victim/Witness Specialist to Victim/Witness Counselor.

2015 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2015 **expenditure budget** for this functional area totals $74,290,300, an increase of $1,958,900 or 2.7% from the 2014 Budget.

- **Children's Long Term Support Waiver (CLTS)** expenditures (and revenue) increase by $697,900 to $5.1 million mostly related to additional funding provided from the State of Wisconsin to serve additional children with long term support needs. Ordinance 169-21 approved in 2014 accepted $1,612,275 to remove children with special needs from the wait list and approved adding the two additional service coordinator/ social worker positions which continue in the 2015 budget. This program includes Autism services, Asperger's, Developmentally Disabled, Severely Emotionally Disturbed and Pervasive Developmental Disorder not otherwise specified.

- **Juvenile Center 2015 budget** implements a more cost-effective alternative of a third-party social services provider for juvenile male and female shelter care services. This includes a partial year reduction in 13 positions (6.48 FTE) and food and medical service costs reductions. These expenditure reductions are offset with a partial year contract with Lad Lake $390,000 and additional Sheriff charges of $15,800 to transporting juveniles to the Lad Lake's facility in Dousman. Overall, this change accounts for approximately $38,000 of the expenditure decrease from the 2014 budget, but if the Department were to continue providing these services in-house, it is estimated that inflationary and staffing cost increases would have generated an additional $52,000 in expenses, for a total savings in 2015 dollars of about $90,000. Annualized savings are estimated at about $130,000.

- The 2015 budget for the **Aging & Disability Resource Center (ADRC) – Adult Protective Services** program includes a $336,000 or 40% decrease to $502,200 in the payment to the Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID) in Dodge County mainly for the 24 Waukesha County residents who reside at Clearview. The decrease is based on Waukesha County's Assessment Rate of the Alliance "certified loss" as listed in the 2013 filed Clearview Medicaid nursing home cost report. Also, contracted services in the Adult Protective Services (APS) increases by $69,800 to $621,100 based on current trends of elderly clients needing to go to the hospital for medical clearance in addition to increased costs budgeted for higher cost corporate guardianship services for an increasing number of clients.

- **Economic Services Administration and Support Program** expenditures (and revenues) include a decrease of $236,500 to $430,500 for the sunset of ten (5.0 FTE) Economic Support Services positions created to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). The state and federal funding will end June 30, 2015.

- Operating expenses and related revenues for the **Aging & Disability Resource Center (ADRC) Contract Fund** increase by $401,400. Operating expenses increase by $417,100 related to the addition of four contracted ADRC specialists and one dementia care specialist. The contracted dementia care specialist was approved in Ordinance 169-20 during 2014 with the acceptance of the state Dementia grant funding which awarded a prorated amount of $53,335 in 2014 and awards $80,000 in 2015.

- **Mental Health Outpatient-Clinical** expenditures increase nearly $636,300 or 8.6%, partially due to personnel cost increases of $295,100 or 8.9% to about $3,612,200. This increase includes 5.00 FTE new Clinical Therapists as a result of the reclassification of 3.00 FTE Senior Substance Abuse Counselor, the transferring of 1.00 FTE from the Children and Family Division, and 1.00 FTE created from a limited term employee. Operating expenses are budgeted to increase nearly $368K related to an increase in prescription drug costs and medical supplies of nearly $124,700 due to an increase in the use of long-acting injectable formulations and newly released treatments. State mental health institute placement costs are budgeted to increase by nearly $108,200 to nearly $1.6 million or 1,385 total days of care.

- **Criminal Justice Collaborating Council (CJCC)** 2015 budget includes an additional $142,900 of expenditures and revenues related to the state Treatment Alternatives and Diversion (TAD) Grant. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. The acceptance of this grant was approved in 2014 with enrolled ordinance 168-O-081, which allowed the CJCC to accept $142,000 for the 1-year period of January 1 through December 31, 2014, with the same level of continuation funding available in 2015 and 2016.

2015 EXPENDITURE HIGHLIGHTS

Parks, Environment, Education, and Land Use

- The 2015 **expenditure budget** for this functional area totals $32,295,800, an increase of nearly $2,062,600 (after excluding proprietary fund capitalized fixed asset item purchases), or 6.8% from the 2014 Adopted Budget.

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget will experience a significant year of transition in 2015, implementing a joint agreement with the City of Milwaukee to process single-stream recyclable materials in a facility remodeled funded through Capital Project 201409 for $7.7 million. Expenditures are budgeted to increase $1.7 million to $4.34 million, mainly due to the per-ton fee paid to the County's vendor to process recyclable materials under the new contract, budgeted at $1.04 million, as well as an increase in the community dividend payments that are budgeted to increase approximately $580K to $1.8 million. The increase in dividend payments is to assist communities with obtaining new recycling bins that are more conducive to single stream recycling efforts, and assist municipal efforts in direct hauling recyclable materials to the joint MRF in the City of Milwaukee and away from the previous MRF located in the City of Waukesha.

- The **Federated Library System** distribution expenditures (and related County Library Tax Levy) increases by about $458,700 or 15.5% to $3,424,360 in 2015. The increase is primarily due to a one-time modification to the formula as a result of the dissolution of the Sussex-Lisbon joint library. This modification will count the Town of Lisbon as a TNR community, and relax the distribution caps to provide additional funding to libraries based on their net lending effort to the Town of Lisbon, resulting in an increase of approximately $453,400.

- **The Federated Library System State Aids Fund** expenditures decrease approximately $36,400 or 2.7% to $1.33 million, mainly due to reductions in personnel costs of $75,200 due to the unfunding of a 1.00 FTE Administrative Assistant position at a total cost of approximately $61,700 and the reclassification of 1.00 FTE Library Services Specialist to a 1.00 FTE Librarian at a budgeted cost savings of $42,400. These decreases are partially offset by the cost to continue remaining library staff. In addition, Operating expenditures increase $54K, related to the Federated Library System budgeting for e-magazine subscription service of $35,000 and a one-year pilot project subscription to Gale Courses for $40,000, allowing member libraries to offer instructor led, self-paced online classes in various subject areas to Waukesha County citizens. This is partially offset by a decrease in building rent costs of $24,200 as staff will be relocating to a new office space in downtown Waukesha in fall 2014.

- **Parks and Land Use** General Fund Personnel budget increases $72,200 or less than 1% and includes a 1.00 FTE reduction for an Environmental Health Sanitarian position of approximately $73,000, a 2.09 FTE decrease in Extra Help mainly at various County Parks partially due to a shift in budgeting fewer position classifications at an increased rate, and a slight reduction of 0.08 FTE overtime, offset by the cost to continue remaining staff levels.

- Also, **Parks and Land Use General Fund** Fixed Assets are budgeted to decrease $74,400 to $244,100 and include: signage updates at various County facilities of $30,000, the removal of the barn Ryan Park of $28,000, updated signage, lighting and landscaping at Naga-Waukee Park of $22,000, $24,000 for the painting of offices at Minooka and Mukwonago Parks, $15,000 for new waterlines and a meter pit at Muskego Park, $16,850 for painting and weatherproofing the Northview Shed, in addition to several smaller projects.

- **University of Wisconsin – Extension** budgeted expenditures decrease by about $104,100 or 15.7%. This is mainly due to several funding sources from 2014 related to grants and donations for program projects that are completed or not continued in 2015, totaling nearly $126,000. This decrease is partially offset by the department budgeting $30,000 in grant funding to provide business education and technical assistance training to clients at the Wisconsin Women's Business Initiative Center (WWBIC). In addition, 1.00 FTE Office Services Coordinator is reclassified to a Programs and Projects Analyst. This position will be assuming some of the duties previously assigned to the 0.25 FTE 133 Contract Educator & Co-Director position, removed in 2015.

2015 EXPENDITURE HIGHLIGHTS

Public Works

- The 2015 **expenditure budget** for this functional area totals $31,878,700 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of $1,583,800 or 5.2% from the 2014 Adopted Budget.

- **Road Salt expenditures for County Highway snow removal** operations are budgeted to increase about $311,000 to $1,510,300 in the 2015 budget. Salt rates are increasing by $8.14 or 15%, from $54.27 per ton to $62.41 per ton based on the current 16,400 tons of salt for use on County roads resulting in an increase of $134,000. An additional $165,000 of salt expenditures are anticipated to be purchased by municipalities with offsetting sales revenue of $180,000 (including a handling fee of $7.00). The remaining $12,000 increase is anticipated to be used by Parks.

- The **Central fleet Vehicle Fuel** budget includes an increase in fuel costs of $0.05 to $3.80 in 2015 compared to $3.75 in 2014, resulting in a county wide increase of about $26,000. The **Central Fleet Repair and Maintenance** budget includes the abolishment of a mechanic position, partially offset by the creation of an administrative assistant position, estimated to reduce costs from the 2014 budget by about $27,000.

- **State Highway Maintenance operations** work on State roads as directed by DOT are budgeted to increase by nearly $925,000 to over $5.6 million. This includes $325,000 of additional work based on an anticipated higher State Routine Maintenance Agreement (RMA). An additional $600,000 is budgeted for continuation of a pilot Performance-Based Maintenance (PBM) project authorized in 2014. This additional state funding is budgeted to cover $372,000 in additional vehicle related costs; $321,000 of additional labor costs, including 4.0 FTE patrol workers and 0.22 FTE (about 460 hours) for more overtime expenses; $115,000 in materials, such as gravel and crack filler; and other related expenses.

- **The building improvement maintenance** plan totals $950,000, which includes a decrease of $68,000 for a one-time project in 2014 to improve staff efficiency at the Jail (funded with prior-year jail assessment fee revenue appropriated as General Fund Balance).

- **Energy and Utility budget costs for County facilities** are budgeted to increase by $64,100 or 3.1%, partly due to anticipated increases in natural gas costs. The increase also includes $34,000 for one additional year of utility costs to maintain the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).

General Administration

- The 2015 **expenditure budget** for this functional area totals $21,812,400 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about $3,000 or less than 1% from the 2014 Adopted Budget.

- The **County Clerk's Office** expenditure budget decreases by $125,200, mainly due to a reduction for election costs that occur in odd-numbered years, when there are fewer elections held.

- The **Department of Administration (DOA) General Fund** expenditures increase by $19,800, or less than 1%, due to increased personnel costs (mostly related to cost to continue existing positions), offset with reduced operating and interdepartmental expenditures.

- **DOA-Risk Management** expenditures for 2015 increase by 3.2% or $82,700 to $2.7 million. This primarily reflects an increase self-insured claims costs based on historical trends.

2015 EXPENDITURE HIGHLIGHTS

Non-Departmental

- The 2015 **expenditure budget** for this functional area totals $26,039,000, a decrease of $327,900 or 1.2% from the 2014 Adopted Budget.

- **Non-Departmental General Fund – The Waukesha County Small Business Leverage Loan** program is budgeted to decrease by $100,000, from $300,000 to $200,000, and will be funded by first-time repayments of loans made in prior-years. Initial loans were funded using prior-year Tax Increment District (TID) revenues returned to the County. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth.

- **Health and Dental Insurance Fund – Waukesha Employee Health and Wellness Center** budget decreases by $159,200 and reflects budgeting for the first full-year of operations (estimated to start operations in November 2014.) The overall decrease is largely due to the 2014 budget originally assuming that the partner agencies' (City and School District of Waukesha) share of program costs and related reimbursements would be paid through this program. Based on the approved intergovernmental agreement signed in 2014, the City and School District will pay for their share of program costs directly, except for one-time start-up and facility-related costs (e.g., utilities, housekeeping), which will be reimbursed to the County. Expenditures include contract staffing estimated at $446,200, contractor management and consultant fees at $209,300, facility-related expenses at $74,300, laboratory fees at $60,500, depreciation at $48,600, and supply and other operation costs estimated at $41,700.

Debt Service

- The **Debt Service expenditure budget** for general governmental purposes is $14,619,300, an increase of $196,200 from the 2014 Adopted Budget or 1.4%. To fund the 2015 Capital Project's Budget, $10 million is planned to be borrowed, which is no change from the 2014 level. This, along with planned debt refunding, will reduce the County's total debt outstanding to approximately $91.97 million, well below the allowable levels set by State statutes.

Capital Projects

- The 2015 **Capital Project expenditure budget** of $16,141,400 decreases $11,851,300 from the 2014 Adopted Budget. The 2015 Capital Budget identifies funding for existing and new projects at a net County cost of $14.1 million (after direct project revenues of $767,500, special revenue fund balance appropriations of $195,500, and proprietary fund balance appropriations totaling approximately $1.1 million are applied).

2013-2015 REVENUE SUMMARY

SOURCE	2013 Actual	2014 Adopted Budget (c)	2014 Estimate	2015 Budget	Incr/(Decr) From 2014 Adpt. Budget
Intgov't Contracts & Grants	$50,853,560	$50,266,126	$50,799,696	$51,896,065	$1,629,939
State Transportation Aids	$4,449,345	$4,678,002	$4,478,931	$4,478,931	$(199,071)
State Shared Revenues	$1,423,883	$845,000	$845,000	$845,000	-
Fines & Licenses	$2,739,315	$2,677,545	$2,592,974	$2,704,795	$27,250
Charges for Services (a)(c)	$32,899,248	$34,578,301	$33,469,267	$35,376,871	$798,570
Interdepartmental Revenue	$36,225,193	$37,223,385	$36,360,924	$37,627,250	$403,865
Other Revenues (a)(c)	$13,165,658	$9,848,239	$9,881,505	$11,623,927	$1,775,688
Interest/Penalty on Delinq Taxes	$2,745,257	$2,808,000	$2,808,000	$2,758,000	$(50,000)
Investment Inc-Unrestricted Funds (c)	$2,491,347	$4,413,000	$2,750,000	$3,607,646	$(805,354)
Debt Borrowing	$17,000,000	$10,000,000	$10,000,000	$10,000,000	-
Appropriated Fund Balance	$11,786,993	$22,873,416	$27,716,203	$12,903,963	$(9,969,453)
Retained Earnings (a)(b)	$(3,264,082)	$(612,415)	$(2,316,449)	$(359,928)	$252,487
Tax Levy	$101,729,126	$102,470,780	$102,470,780	$103,916,612	$1,445,832
Total Revenues	**$274,244,843**	**$282,069,379**	**$281,856,831**	**$277,379,132**	**$(4,690,247)**

FUNCTION	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Incr/(Decr) From 2014 Adpt. Budget
Justice & Public Safety	$17,148,453	$17,207,786	$16,702,945	$17,921,665	$713,879
Health & Human Services	$45,241,376	$46,592,542	$46,261,861	$48,342,734	$1,750,192
Parks, Env, Educ & Land Use	$22,154,342	$20,075,617	$20,080,949	$20,870,789	$795,172
Public Works	$18,910,975	$18,497,560	$19,419,721	$19,949,821	$1,452,261
General Administration	$17,471,394	$19,789,593	$17,976,821	$19,103,376	$(686,217)
Non-Departmental	$22,840,632	$23,274,500	$21,644,000	$22,962,600	$(311,900)
Debt Borrowing	$17,000,000	$10,000,000	$10,000,000	$10,000,000	-
Capital Projects	$3,225,634	$1,900,000	$1,900,000	$1,767,500	$(132,500)
Appropriated Fund Balance	$11,786,993	$22,873,416	$27,716,203	$12,903,963	$(9,969,453)
Retained Earnings (a)(b)	$(3,264,082)	$(612,415)	$(2,316,449)	$(359,928)	$252,487
Tax Levy	$101,729,126	$102,470,780	$102,470,780	$103,916,612	$1,445,832
Total Revenues	**$274,244,843**	**$282,069,379**	**$281,856,831**	**$277,379,132**	**$(4,690,247)**

(a) Includes revenues from Proprietary Fund user fees and other revenue which are estimated to result in retained earnings.
(b) Revenues in excess of expenditures from enterprise funds that are retained in the appropriate fund and not used to offset the overall County Tax Levy.
(c) The 2014 budget has been restated for comparitive purposes to the 2015 budget.

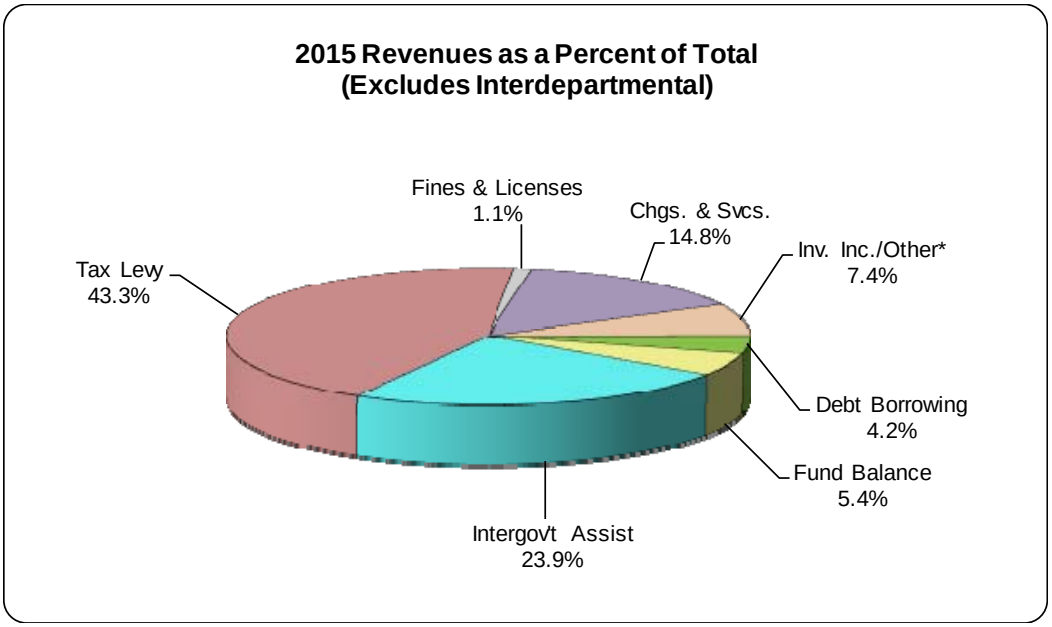
2015 REVENUE HIGHLIGHTS

Revenue Budget:

The **2015 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $160,918,485,** an increase of $3,580,887 or 2.3% from the 2014 Adopted Budget. The revenue budget includes $37,627,250 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, court security, etc.).

The 2015 revenues consist of departmental operating revenues budgeted at $148,791,057 and capital project funds at $11,767,500 including $10,000,000 from planned borrowing. Overall, the operating revenues increase nearly $3.97 million or 2.7% from the prior year budget, while capital project revenues decrease by $132,500.

The graph below reflects the ratio of revenue sources budgeted for 2015 to all revenue sources, with tax levy of 43.3% and Intergovernmental Assistance of 23.9% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

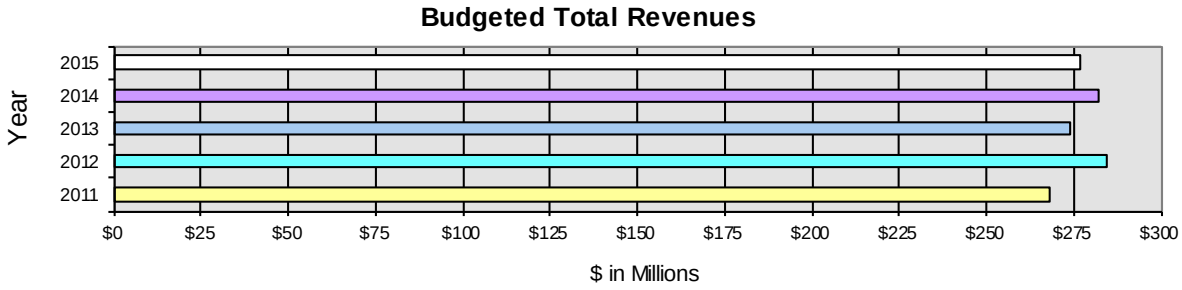
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The County combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

1. Informed and Expert Judgment (e.g., the advice of a department head).
2. Deterministic Techniques (e.g., formula based).
3. Time Series Technique (e.g., trend analysis, rolling averages).
4. Estimates from external sources or appropriated in adopted legislation (e.g., State and Federal governments).

Projection and Trends:

External factors that may impact estimated future revenue trends include a continued slow economic recovery, a lack of recovery in the real estate market and its impact on future property tax base values, moderate inflation, Federal and State budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2011-2015. Total revenues are budgeted to decrease nearly $4.69 million or 1.7% to $277.4 million to be within about 2.5% of the 5-year high of $284.6 million in 2012 summarized below.



2015 REVENUE HIGHLIGHTS

A brief summary of the major changes in the past five years to the adopted budget are briefly explained as follows:

The 2015 revenue budget decreases by nearly $4.67 million to $277.4 million, mainly due to decreases in appropriated Fund Balance by nearly $10 million to $12.9 million. Intergovernmental revenues increase $1.4 million related to increases in state pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA) of $728K and Public Works State Highway operations funding of $925K to $5.6 million. Other revenues increase by $920K mainly due to Material Recovery Facility budgetary changes related to the new joint operational agreement, resulting in an increase of $1.45 million, partially offset by a reduction in investment income of nearly $805,400 based on low interest rates. Charges for services increase $798,600 and the County General Tax Levy (excluding the Special Library Tax) increases by $987,100 or less than 1%.

The 2014 revenue budget increases by nearly $8.3 million to $282.1 million, largely due to an increase of about $10.8 million of Fund Balance appropriations to nearly $23 million. This offsets a decrease of $7 million of Debt Borrowing to fund capital project expenditures. Intergovernmental revenues increase by $1.4 million mainly due to increases in the Children with Long-Term Support Needs (CLTS) Third Party Administrator (TPA) grant of $3.25 million, partially offset by federal and state funding reductions. Charges for Services increase $1.45 million and the County General Tax Levy (excluding the special Library tax) increases by $706,630.

The 2013 revenue budget decreases by nearly $10.8 million to $273.7 million, including Debt Borrowing decreasing by $3 million to $17 million to fund Capital Project expenditures; Overall Fund Balance appropriation reductions of $8.4 million, including a $6.8 million drop in the Capital Budget and $1.5 million less for the Operating budget. Intergovernmental Revenues decline by about $880,000 due to federal and State funding reductions. User fee charges for services decreases by $131,586 and the County general tax levy increases (excluding the special Library tax) by $761,039.

The 2012 revenue budget increases by nearly $16.5 million to $284.6 million including Debt Borrowing of $20 million to fund higher Capital Project expenditures. Interdepartmental Revenues increase by $1.6 million, including estimated increases in the County's share of health insurance premiums of $797,000, allocating out the last $380,000 in charges and related Tax Levy funding from the End User Technology program to departments for the total cost of computer ownership, and higher Risk Management and Public Works Charges to departments. Fund Balance appropriation increases by $6.84 million, mainly for budgeted increases for Capital Projects; a nearly $645,000 increase in County General Tax Levy; Charges for Service revenue increases by about $346,600; partially offset by a decrease in Intergovernmental Revenues by over $3.2 million, mainly due to revenue reductions of over $2.5 million from the State's 2011-13 Biennial Budget, primarily in H&HS and Public Works.

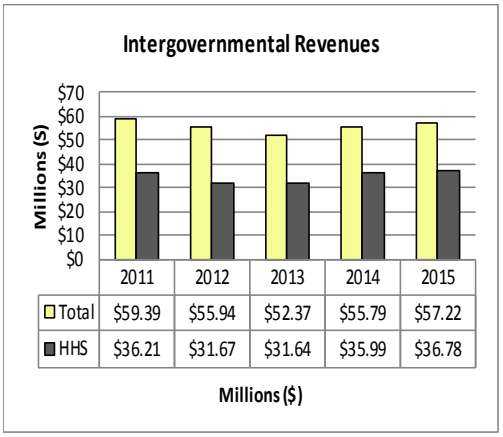
The 2011 revenue budget increased by $6.5 million. This increase includes an increase in intergovernmental revenue of $1.8 million largely as a result of increased revenue of $808,000 for Health & Human Services (HHS) Children's Long Term Support Waiver funding and $490,000 of HHS Community Service cost recoveries; Charges for Service revenue increases $1.0 million mainly due to police patrol contracts with the City of Pewaukee and Village of Sussex and client fee revenues in the Department of Health and Human Services; an $868,000 increase in Interdepartmental Charges revenue mostly related to health insurance premiums; a $1.4 million increase in Fund Balances use mainly to help fund Capital projects and debt service; and a $1.8 million increase in Tax Levy offset by decreases in Other Revenue of $115,800 and reduction in Fines and License revenue of $208,000.

Detailed revenue highlights are included within each functional area summary.

A summary of highlights and major changes from the 2014 Budget to the 2015 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2015 intergovernmental contracts, grants, state/federal aids and state shared revenues together are budgeted at $57,219,996, an increase of $1,430,868 or 2.6% from the 2014 Adopted Budget (as indicated below).

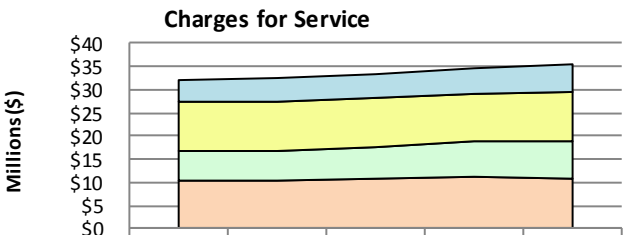


- **H&HS Functional Area** Intergovernmental Revenue increases by $790,500 to nearly $36.78 million as follows:
  - **Department of Health and Human Services (H&HS) – Children with Special Needs Program** includes an increase in intergovernmental State revenue reimbursements related to the Children's Long Term Support (CLTS) Third Party Administrator (TPA) program of $728K to serve additional children with long term support needs.
  - **Aging and Disability Resources-Contract Fund** 2015 budget includes increases in State funding by about $401,400 to $3.08 million, due to increased programmatic expenditures related to increased contract staff.
  - **Mental Health Outpatient-Clinical** includes an increase of $109K related to the County being awarded a state funded, Mental Health Regional Crisis grant for purposes of training County staff and law enforcement to assist severe emotionally disturbed youth, improve collaboration, and provide crisis intervention services.
  - **H&HS – Economic Services Administration and Support Program** includes a decrease of $236,500 related to the sunset of ten (5.00 FTE) sunset Economic Support Services positions created to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). The state and federal funding will end June 30, 2015.
  - **Intake and Shared Services** intergovernmental revenue includes a decrease of nearly $107,000 due to a reduction in state pass-through allocations for payments to kinship guardians as a result of reducing the wait list by 35 children with the use of one-time funding in 2014.

- **Criminal Justice Collaborating Council** General Government revenues are budgeted to decrease by about $151,800 to $231,600 largely due to a nearly $261K reduction in the 3-year Alcohol Treatment Court expansion grant for 4th OWI offenders budgeted to be discontinued in September 2014.

- General Government Revenues in the **Public Works Functional Area State Highway Maintenance operations** for work on State roads as directed by DOT are budgeted to increase by nearly $925,000 to over $5.6 million partially based on the current (2014) State's Routine Maintenance Agreement (RMA) resulting in $325K of additional funding, and an increase in anticipated state funds of $600K related to the pilot Performance-Based Maintenance (PBM) project authorized in 2014.
- **Circuit Court Services** General Government revenues include an increase of $72,100 to the state funded Circuit Court Support Grant, representing a return to 2011 funding levels.
- **University of Wisconsin – Extension** budgeted intergovernmental revenues decrease by nearly $59K to $107,400, related to grants for program projects that are completed or not continued in 2015.

Charges for Services: User fees are budgeted at approximately $35.4 million, which represents an increase of nearly $799,000 or 2.3% from the 2014 Adopted Budget. User Fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes from property owners. Major User fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement and education within the Parks, Environment, Education and Land Use (PLE) functional area; client treatment, inpatient or outpatient residential services fees accessed in the Health and Human Services (H&HS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).



	2011	2012	2013	2014	2015
Other	$4.81	$5.34	$5.00	$5.64	$5.79
JPS	$10.58	$10.42	$10.54	$10.31	$10.81
HHS	$6.22	$6.33	$7.11	$7.47	$8.05
PLU	$10.39	$10.50	$10.62	$11.31	$10.72

Millions ($)

- **Health & Human Services (HHS)** functional area Charges for Service revenues increase by about $583,300 to $8.05 million, and includes **Clinical Services Division** increases of about $660,700 to nearly $6.8 million, related to Mental Health Outpatient Client Fee revenue increases of nearly $613,000 due to increased funding reimbursements for Comprehensive Community Services (CCS) program activity, to provide community living support services, including employment and peer support through psychosocial rehabilitation. The Wisconsin 2013-2015 biennial budget (Act 20) authorized the Department of Health Services to increase funding for CCS by providing for both the federal and non-federal share of Medicaid costs to counties.

- **Justice and Public Safety (JPS)** functional area Charges for Service revenues increase by approximately $497,400 to $10.8 million mainly due to a $476,800 increase related to new contractual agreements authorizing the Waukesha County **Medical Examiner** to provide medical examiner services for Walworth and Washington Counties. In addition, **Radio Services Fund** revenues include a $187,800 increase to offset operating charges related to the new Digital trunked radio system. **Sheriff-Jail Prisoner Board** revenues decline by $196,800 (7 inmate per day), partially offset an increase of $60,500 for Wisconsin DOC inmates (3.22 additional inmates per day). In addition, **Circuit Court Services** revenues decrease about $87,000 due to reductions for bail forfeiture revenues.

- **Parks, Environment, Education & Land use (PLU)** functional area Charges for Service revenues are budgeted to decrease by about $433,100 to $10.7 million mainly due to a decrease in **Register of Deeds** revenues by approximately $326,800, reflecting a decrease of $400,000 of redaction fee revenues due to the 2013-2015 Wisconsin State Budget allowing Counties the use of redaction fee revenues for general purposes in 2014 only. Also, Real Estate Transfer fees are budgeted to increase about $152,200 due to an increase in home sales, reflecting improving conditions in the real estate market, partially offset by a decrease in document recording fee revenues of $75,000 related to a reduction in home mortgage refinancing activity. In addition, **Material Recovery Facility (MRF)** revenues decrease by $120K, where the County previously received a per-ton processing payment, is discontinued under the new Operational Agreement, slightly offset by fee increases in several **Parks-General Fund** accounts of about $48,000.

- **Public Works** functional area revenues include a $189,500 increase in the **Transportation Fund**, due to charges to municipalities for salt purchases (by $179,500), which is anticipated to increase 2,000 tons from 2014, and pavement marking services ($10,000).

Fines and Licenses: Fine and license revenues are estimated to total $2,704,795 for 2015, increasing about $27,250, or 1.0% from the 2014 Budget, including the following: **Circuit Court Services** budget includes a reduction of $87,000 in Fines and Forfeiture revenues, partially offset by increases in the **Medical Examiner** budget from Cremation Permit revenue of $99,100.

Interdepartmental Revenues:
2015 Interdepartmental revenues total $37,627,250, an increase of about $403,900 or 1.1% from the 2014 Adopted Budget. Interdepartmental revenues are primarily related to internal service fund charges and cross charges for services provided by one County department to another, which are in essence double budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

- In order to better reflect an increase in Worker's Compensation self-insured claims costs and higher estimated future years claims payments based on historical trends, **DOA-Risk Management** interdepartmental revenue increases by about $121,500 to $2.06 million. This fund remains subsidized by General Fund Balance, but projected to be phased out over future years and is reduced nearly $61K in 2015.

- Interdepartmental revenues in the **Public Works Functional Area** increase by about $393,600 to nearly $7.38 million. Department charges for vehicle operations increase $218,800 including fuel of $26,400, vehicle repair and maintenance charges of nearly $40K, and vehicle replacement charges of $152,600. Additional items include: and Building/Office rental charges increase of nearly $71,500 for maintenance and services provided to County departments.
- **DOA-Communications** interdepartmental revenues decrease $84K or 10.7% reflecting a revision to the rate structure due to lower operating costs due to the implementation the Voice Over Internet Protocol (VoIP) phone system.

Other Revenues:

Other revenues from various other miscellaneous sources in the 2015 Budget total nearly $18 million, an increase of about $920,300 or 5.4% from the 2014 Budget.

- **Parks and Land Use-Material Recovery Facility (MRF) Fund** revenues increase $1.45 million, mainly due to changes in material sales revenue by $1.14 million as a result of a change in the revenues sharing agreement between the County and the County's processor of recyclable materials, increase the County's share from 50%-80% per ton, as a result of the new joint MRF agreement with the City of Milwaukee. The budget also includes $100K in landfill siting fee revenues.
- The **Office of the Treasurer** investment income decreases by $805,000 to $3.6 million due to estimated lower investment rates of return.
- **Capital Projects** revenue includes a $400,000 decrease for one-time land sale revenue in 2014, partially offset by an increase in investment earnings of $50,000.
- **Department of H&HS – Clinical Division** revenues are budgeted to increase by about $221,600 to $1.88 million, mainly due to increases in adult and child admissions to state mental health facilities that qualify for Medicaid reimbursement.
- **Department of H&HS – Children with Special Needs** revenues are budgeted to increase $210K related to pass-through reimbursements of CLTS costs for certain vendors unable to directly bill the CLTS third-party administrator.
- **Non Departmental** revenues increase $360,000 and include $200K for repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program and $190K for the first-time repayment of loans to help municipal fire, police and emergency response units upgrade their radios and equipment for the new County-wide digital radio system. This is partially offset by decreases in Deferred Compensation Plan consulting of $15,000 and procurement card rebate revenue of $15,000.
- The **Sheriff** budget also includes an overall increase of $137K related to inmate phone revenue and merchandise and commission sales.

Debt Financing:

The 2015 Budget includes borrowing of $10 million to finance a major portion of 2015 capital projects, remaining at the same level as the 2014 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2014 Tax Levy (for 2015 Budget purposes), the Budget includes Fund Balance appropriations of $12.9 million for one-time projects, temporary expenditures or to phase in the impact of significant revenue losses, a reduction of nearly $10 million from the previous year. This includes $10.4 million for the operating budgets and $2.5 million for the Capital Projects Budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration	$28,000						$28,000
Administration Internal Service Funds			$244,471				$244,471
Admin Dept-Risk Management			$118,927				$118,927
End User Tech. Fund			$599,619				$599,619
Airport Fund				$210,829			$210,829
Capital Projects Budget					$2,523,900		$2,523,900
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
Corporation Counsel Dept.	$0						$0
County Clerk Dept.	$0						$0
Debt Service Fund						$1,669,317	$1,669,317
District Attorney	$0						$0
Emergency Preparedness	$348,841			$753,410			$1,102,251
Human Services Dept.	$231,147						$231,147
Non-Departmental	$300,300		$1,514,900				$1,815,200
Federated Library Fund		$50,050					$50,050
Parks and Land Use Dept.	$67,100	$800,000		$1,125,000			$1,992,100
Public Works Dept	$251,000	$225,000	$101,083				$577,083
Register of Deeds	$300,000						$300,000
Sheriff Dept.	$209,869						$209,869
UW Extension Dept.	$11,200						$11,200
Total by Fund Type	**$2,967,457**	**$1,075,050**	**$2,579,000**	**$2,089,239**	**$2,523,900**	**$1,669,317**	**$12,903,963**

Tax Levy: The overall 2014 Tax Levy (for 2015 Budget purposes) is $103,916,612, which represents an increase of $1,445,832 or 1.4% from the 2014 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $100,492,252, a $987,100 or 0.99% increase from the 2014 Adopted Budget, and the Special Federated Library Tax Levy of $3,424,360, an increase of $458,732 or 15.5% from the 2014 Adopted Budget, which are assessed to municipalities without Libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

County government has an obligation to meet the needs of its citizens in a fiscally prudent manner. One of the largest costs of government is personnel cost. Unlike capital projects that are paid for in a set period of time, position costs continue each year as long as the position exists. Therefore, before new positions are authorized, a careful review of the justification of these requests is warranted. In reviewing these requests, the following types of questions are asked.

1) Does the reason a position is being requested support the strategic plan for the County and the department?
2) Can the work be accomplished in any other way?
3) Does the proposed position improve customer service?
4) Does the proposed position provide direct services as opposed to administrative support, supervision, or management?
5) Will the investment in the proposed position allow the department to increase revenues or decrease expenditures beyond the cost of the position?
6) Is there outside (non-County Tax Levy) funding available for the proposed position, such as state or federal grants?
7) Can the position costs be offset by eliminating or reducing a lower priority function?
8) Has the organization been reviewed for efficiency? Is the organization a re-engineering candidate?
9) What will be the effect if the proposed position is not created?

BUDGETED POSITIONS 2013-2015

SUMMARY BY FUNCTIONAL AREA

*******BUDGETED POSITIONS ONLY*******

FUNCTIONAL AREAS:	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Adopted Budget	14-15 Change
Justice and Public Safety	544.90	544.90	544.90	548.90	4.00
Health and Human Services	426.06	425.06	428.81	418.14	(6.92)
Parks, Env., Educ., and Land Use	133.20	133.20	133.20	131.20	(2.00)
Public Works	135.60	135.60	135.60	139.60	4.00
General Administration	126.05	125.55	125.55	125.55	-
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,365.81**	**1,364.31**	**1,368.06**	**1,363.39**	**(0.92)**
Temporary Extra Help	121.41	120.71	120.71	111.47	(9.24)
Overtime	22.95	22.38	22.38	22.27	(0.11)
Total Position Equivalents Countywide	**1,510.17**	**1,507.40**	**1,511.15**	**1,497.12**	**(10.27)**

* This chart includes the number of positions that are authorized and funded with the exception of position overfills.

Significant Changes for 2015

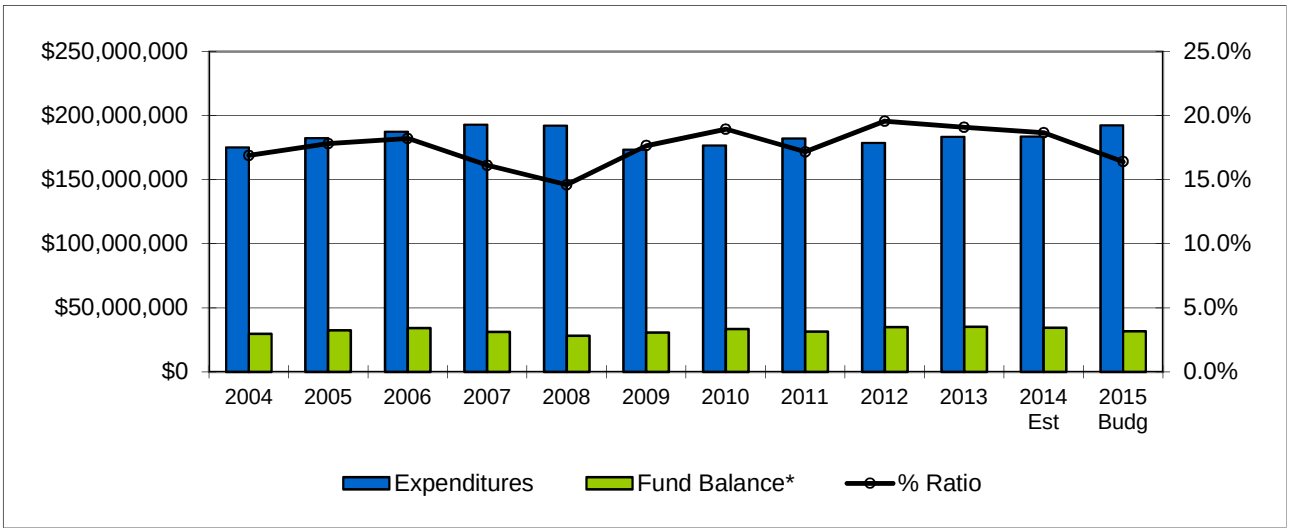
- Budgeted Full Time Equivalents (FTEs) decreases by a net of 10.29 FTE, including temporary extra help and overtime.
- There is a net decrease of 0.92 FTE budgeted regular positions, mostly due to the abolishment of 16.83 FTE including 6.5 FTE related to the transition of Juvenile Center services to Lad Lake. In addition, 10 Economic Support Positions (5.0 FTE) related to the Patient Protection Affordable Care Act (PPACA) are being reduced or sunset as the funding ends June 30, 2015. Also, 4.0 FTE are unfunded in 2015. This is offset by the creation of 15.16 FTE positions including 4.0 FTE new positions in the Medical Examiner's office as 2.0 FTE are part of the new regional initiative. Also, 4.00 FTE that were unfunded in prior years in Public Works are being refunded. This also includes position changes by ordinance in 2014 including the creation of 4.25 FTE offset by the reduction of 0.50 FTE.
- Temporary extra help decreases a net of 9.25 FTE or about 19,240 hours.
- Budgeted overtime decreases a net of 0.11 hours or about 229 hours.

For more detail, see the Stats/Trends Section for the Regular Full-Time/Part-Time Budget Position Summary, the Summary of Net Change in Funded Regular Full-Time/Part-Time Positions and Budget Position Detail Summary for individual departments.

Current-Year Changes in 2014

Action	Department	Position	Ordinance	FTE Change
Abolish:	Human Services	Human Services Supervisor	Enrolled Ord. 168-O-083	-0.50
Create:	Human Services	Senior Mental Health Counselor	Enrolled Ord. 168-O-083	0.25
Create:	Human Services	Program and Project Analyst	Enrolled Ord. 168-O-120	2.00
Create:	Human Services	Social Worker	Enrolled Ord. 169-O-021	2.00
			2014 CURRENT YEAR FTE CHANGE TOTAL	3.75

GENERAL & SPECIAL REVENUE FUNDS
Expenditures, Unassigned Fund Balance



Expenditures and Unassigned Fund Balance
General and Special Revenue Funds

Year	Expenditures	Unassigned Fund Balance*	% Ratio
2004	$175,235,496	$29,596,034	16.9%
2005	$182,433,309	$32,507,004	17.8%
2006	$187,410,318	$34,138,957	18.2%
2007	$192,949,494	$31,116,045	16.1%
2008	$192,284,111	$28,084,566	14.6%
2009	$173,554,267	$30,647,610	17.7%
2010	$176,668,309	$33,470,181	18.9%
2011	$182,118,157	$31,279,803	17.2%
2012	$178,864,749	$35,018,044	19.6%
2013	$183,572,744	$35,044,540	19.1%
2014 Est	$183,776,176	$34,299,620	18.7%
2015 Budg	$192,444,755	$31,586,370	16.4%

Policy and Practice

The County will maintain unrestricted fund balances to provide necessary working capital to avoid cash flow interruptions and short-term borrowing to fund daily operations and to maintain the County's Aaa/AAA bond ratings.

The unrestricted governmental (general and special revenue) fund balance to governmental expenditures ratios will be maintained at a minimum of 11%. The current target is between 15 and 16%, or about eight weeks of working capital for operations.

Fund balance reserves will not be used to offset continuous operation costs.

To the extent possible, reserves will be used to provide operating efficiencies over the long term.

*Does not include unrealized gains or losses on investments. While the County typically holds these investments to maturity or life of the security, generally accepted accounting principles require that these investments be recorded at their fair value. Prior to the implementation of GASB 54 in 2011, unassigned fund balance was referred to as unreserved, undesignated fund balance.

SUMMARY OF FUND BALANCE PROJECTIONS

Projections of fund balance are an indicator of the estimated financial condition of the County at year-end. Fund balances are projected separately for General, Special Revenue, Enterprise, Internal Service, Debt, and Capital Project Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2015 Adopted Budget. For descriptions of funds see the Summary section.

December 31, 2014 (unaudited)

The current year projection (year-end 2014) is based on year-to-date information together with departmental estimates of revenues, expenditures and net transfers for various fund types. Total combined estimates of fund balances at December 31, 2014 are projected at $165.2 million, a decrease of $8.1 million from December 31, 2014 year-end combined fund balances. Of the combined fund balance amount, $131.7 million is restricted or committed (by the Grantor, State Law, County Board, etc.) or assigned for specific future use exclusively within each particular fund. A summary of projected fund balance by fund type is described below.

General Fund Balance - The estimated fund balance for the General Fund at December 31, 2014 is projected at $51.1 million, a decrease of $10.8 million from 2013. Revenues were $473,000 under expenditures. Net transfers out of the General fund were $10.4 million, including $10.0 million for capital and $0.5 million for debt service. The unassigned portion of the fund balance is estimated at $33.5 million, an $800,000 decrease from 2013 unassigned fund balance of $34.3 million.

Special Revenue Fund Balance - The December 31, 2014 estimated fund balance is $10.5 million, a decrease of $71,000 from 2013. This decrease is due to a net transfer in to the Transportation fund of $110,000 from the General Fund (mainly to offset General Transportation Aid reductions) offset by $300,000 of land purchases in the Tarmann Parkland Acquisition Fund and a reduction of $100,000 in document recording fees in the Land Information Systems Fund.

Working Capital - The unassigned General Fund balance provides working capital for nine weeks of operations based on the 2015 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2014 is estimated at 18.7%. This estimated percentage exceeds the County's goal of at least 11%, which provides sufficient cash flow for the County's operations. It also exceeds the County’s target goal of 15-16%.

SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

Enterprise Fund Balance - Fund balance is projected at $52.8, an increase of $5.1 million from 2013. This reflects transfers in of $7.1 million for capital projects. The enterprise funds include three golf courses, two indoor ice arenas, radio services, a materials recycling facility, and an airport.

Internal Service Fund Balance - Year-end 2014 fund balance is estimated at $30.4 million, a decrease of $1.2 million from 2013.

Debt Service Fund Balance - Year end 2014 fund balance is estimated at $3.1 million, a decrease of $410,000 from 2013.

Capital Projects Fund Balance – Fund balance is projected at $17.4 million, a decrease of $0.8 million from 2013. The entire fund balance is reserved for existing capital projects.

December 31, 2015

The year-end 2015 projection is based on 2015 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2015, total combined fund balances are estimated at $153.3 million, a decrease of $12.0 million from the estimated 2014 level. Of the estimated combined year end 2015 total fund balance, $122.5 million is restricted, committed or assigned specific future use within the particular funds, and $30.8 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about $2.7 million from year-end 2014.

General Fund Balance - The estimated fund balance for the General Fund is projected at $47.9 million, a decrease of $3.2 million from the 2014 estimate. This decrease results from the planned use of $2.3 million in the 2015 budget and transfers out of $780,000. Transfers out include $220,000 for capital projects, $280,000 for debt service, $120,000 for risk management, and $220,000 for transportation.

The unassigned portion of the fund balance is estimated at $30.8 million.

Special Revenue Fund Balance - The December 31, 2015 estimated fund balance is $9.7 million, a decrease of $0.8 million from 2014. This decrease results mainly from the planned use of fund balances in the 2015 budget.

Working Capital - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2015 is estimated at 16.4%, a decrease from the 18.7% estimate for year-end 2014.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2014

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Revenues:							
General Intergovernmental	$37,455,444	$17,021,998	$948,962	$ 6,000	$ -	$1,250,000	$56,682,404
Taxes	79,693,190	5,924,603	192,563	1,590,424	13,210,000	1,950,000	102,560,780
Fines/Licenses	2,687,255	106,000	-	-	-	-	2,793,255
Charges for Services	22,068,129	1,439,800	5,547,260	3,820,800	-	-	32,875,989
Interdepartmental Revenue	3,294,551	639,000	577,362	31,798,622	-	-	36,309,535
Interest Income	2,468,869	40,000	27,200	232,800	-	150,000	2,918,869
Other Revenue	9,589,494	1,043,269	1,140,700	1,236,940	-	10,400,000	23,410,403
Total Revenues	$157,256,932	$26,214,670	$8,434,047	$38,685,586	$13,210,000	$13,750,000	$257,551,235
Expenditures:							
Personnel Costs	$97,495,757	$9,469,193	$2,844,573	$6,338,322	$ -	$ 6,000	$116,153,845
Operating Expenses	46,060,129	11,431,095	6,371,868	32,495,917	-	-	96,359,009
Interdepartmental Charges	12,462,971	5,063,115	1,505,046	825,504	-	-	19,856,636
Fixed Assets/Capital Projects	1,711,246	332,670	-	-	-	$17,158,966	19,202,882
Debt Service	-	-	-	-	14,117,313	-	14,117,313
Total Expenditures	$157,730,103	$26,296,073	$10,721,487 (A)	$39,659,743 (A)	$14,117,313	$17,164,966	$265,689,685
Excess of Revenues over/(under) Expenditures (A)	($473,171)	($81,403)	($2,287,440) (B)	($974,157) (B)	($907,313) (B)	($3,414,966)	($8,138,450)

Footnotes:
(A) Net of capital projects expenditures and revenues.
(B) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2014

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2013	$61,916,528	$10,453,246	$47,698,542	$31,592,918	$3,485,011	$18,196,563	$173,342,808
Restricted/Committed/Assigned Fund Balance	27,633,638	10,453,246	47,698,542	31,592,918	3,485,011	18,196,563	139,059,918
Unassigned Fund Balance January 1, 2014	$34,282,890	$0	$0	$0	$0	$0	$34,282,890
Excess of Revenues over (under) Expenditures (A)	(473,171)	(81,403)	(2,287,440)	(974,157)	(907,313)	(3,414,966)	(8,138,450)
Net Operating Transfers in (out)	(10,374,800)	152,715	7,350,500	(198,115)	500,000	2,569,700	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($10,847,971)	$71,312	$5,063,060	($1,172,272)	($407,313)	($845,266)	($8,138,450)
Total Projected Fund Balance Dec. 31, 2014	51,068,557	10,524,558	52,761,602	30,420,646	3,077,698	17,351,297	165,204,358
Restricted/Committed/Assigned Fund Balance	17,530,587 (B)	10,524,558	52,761,602 (C)	30,420,646 (C)	3,077,698	17,351,297	131,666,388
Total Projected Unassigned Fund Balance	$33,537,970	$0	$0	$0	$0	$0	$33,537,970

Footnotes:
(A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.
(B) Includes $5,760,365 assigned in the 2015 Budget
(C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2015

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2014	$51,068,557	$10,524,558	$52,761,602	$30,420,646	$3,077,698	$17,351,297	$165,204,358
Restricted/Committed/Assigned Fund Balance	17,530,587	10,524,558	52,761,602	30,420,646	3,077,698	17,351,297	131,666,388
Unassigned Fund Balance January 1, 2015	$33,537,970	$0	$0	$0	$0	$0	$33,537,970
Excess of Revenues over (under) Expenditures (A)	(2,367,457)	(1,035,050)	(1,824,621)	(2,523,690)	(1,669,317)	(2,523,900)	(11,944,035)
Net Operating Transfers in (out)	(783,927) (B)	225,000	0	(41,073)	280,000	320,000	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($3,151,384)	($810,050)	($1,824,621)	($2,564,763)	($1,389,317)	($2,203,900)	($11,944,035)
Total Projected Fund Balance Dec. 31, 2015	47,917,173	9,714,508	50,936,981	27,855,883	1,688,381	15,147,397	153,260,323
Restricted/Committed/Assigned Fund Balance	17,092,453	9,714,508	50,936,981 (C)	27,855,883 (C)	1,688,381	15,147,397	122,435,603
Total Projected Unassigned Fund Balance	$30,824,720	$0	$0	$0	$0	$0	$30,824,720

Footnotes:
(A) Budgeted fund balances are responsible for the deficit figures.
(B) Includes planned transfer out of $220,000 for Capital Projects, $280,000 for Debt Service, and $225,000 for Transportation, and $118,927 for Risk Management
(C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2015 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$16,603,678		$1,317,987				$17,921,665
HEALTH & HUMAN SERVICES	$44,857,549	$3,485,185					$48,342,734
PARKS, ENV., EDUC., LAND USE	$7,539,998	$5,713,891	$7,616,900			$427,500	$21,298,289
PUBLIC WORKS	$580,315	$11,695,132	$790,182	$6,884,192		$340,000	$20,289,821
GENERAL ADMINISTRATION	$9,030,152			$10,073,224		$11,000,000	$30,103,376
NON DEPARTMENTAL	$1,498,000			$21,464,600			$22,962,600
FUND BALANCE APPROPRIATION	$2,967,457	$1,075,050	$2,089,239	$2,579,000	$1,669,317	$2,523,900	$12,903,963
RETAINED EARNINGS		($40,000)	($264,618)	($55,310)			($359,928)
TAX LEVY	**$80,988,560**	**$6,449,788**	**$162,563**	**$1,515,701**	**$12,950,000**	**$1,850,000**	**$103,916,612**
TOTAL REVENUES	$164,065,709	$28,379,046	$11,712,253	$42,461,407	$14,619,317	$16,141,400	$277,379,132
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$58,503,221		$1,798,921			$265,000	$60,567,142
HEALTH & HUMAN SERVICES	$70,805,136	$3,485,185					$74,290,321
PARKS, ENV., EDUC., LAND USE	$13,597,770	$9,948,301	$8,749,758			$1,589,900	$33,885,729
PUBLIC WORKS	$8,799,752	$14,945,560	$1,163,574	$6,969,858		$12,811,500	$44,690,244
GENERAL ADMINISTRATION	$9,300,330			$12,512,049	$14,619,317	$1,360,000	$37,791,696
NON DEPARTMENTAL (a)	$3,059,500			$22,979,500		$115,000	$26,154,000
TOTAL EXPENDITURES	$164,065,709	$28,379,046	$11,712,253	$42,461,407	$14,619,317	$16,141,400	$277,379,132

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2015 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$37,758,189	$17,009,707	$950,000	$44,600		$1,457,500	$57,219,996
FINES & LICENSES	$2,632,795	$72,000	$0	$0			$2,704,795
CHARGES FOR SERVICES	$23,694,105	$1,993,848	$5,704,218	$3,984,700			$35,376,871
INTERDEPART. REVENUES	$3,611,261	$615,402	$553,251	$32,847,336			$37,627,250
OTHER REVENUES	$12,413,342	$1,203,251	$2,517,600	$1,545,380		$10,310,000	$27,989,573
FUND BALANCE APPROPRIATION	$2,967,457	$1,075,050	$2,089,239	$2,579,000	$1,669,317	$2,523,900	$12,903,963
RETAINED EARNINGS		($40,000)	($264,618)	($55,310)			($359,928)
TAX LEVY	**$80,988,560**	**$6,449,788**	**$162,563**	**$1,515,701**	**$12,950,000**	**$1,850,000**	**$103,916,612**
TOTAL REVENUES	$164,065,709	$28,379,046	$11,712,253	$42,461,407	$14,619,317	$16,141,400	$277,379,132
EXPENDITURES							
PERSONNEL COSTS	$99,465,266	$9,818,660	$3,021,613	$6,605,804			$118,911,343
OPERATING EXPENSES	$50,964,033	$12,603,122	$7,228,895	$34,993,657			$105,789,707
INTERDEPARTMENTAL CHARGES	$12,946,660	$5,082,264	$1,461,745	$861,946			$20,352,615
FIXED ASSETS & IMPROVEMENTS	$689,750	$875,000	$0	$0		$16,141,400	$17,706,150
DEBT SERVICE	$0	$0	$0	$0	$14,619,317		$14,619,317
TOTAL EXPENDITURES	$164,065,709	$28,379,046	$11,712,253	$42,461,407	$14,619,317	$16,141,400	$277,379,132

(a) Includes Contingency Fund.

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Strategic Planning
&
Budget Policies

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STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade. This year, the County is working with Department Heads and departmental strategic planning coordinators to update their plans to include robust environmental scans identifying department wide and Countywide critical issues and ensure that all strategic objectives include year-over-year measurable data.

Through the strategic planning process, the County established links between core values, business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry. In 2012, the County created a cross-departmental Strategic Planning Steering Committee to guide the process and help identify priorities. In 2012-2013 the committee led a process to update and reenergize the strategic planning process. The process included constituent focus groups, environmental scanning and an employee survey. In 2013, the committee worked with department heads and strategic plan preparers to update each department's plans to reflect the findings from the updating process.

As the first step of this multi-year process, focus groups that were held in 2012 and 2013 indicated that, overall, County residents are pleased with the quality, level and value of services. In addition, it is clear that most important outcomes for county stakeholders continue to be a "safe" and an "economically vibrant" county. Results of the focus group efforts clearly stated that residents want high quality services at a low cost.

The second step in the process was developing an employee survey focused on the County's core values. Over two-thirds of all employees participated in the employee survey which showed that employees largely believe there is a focus on fiscal responsibility at the County and that services are provided in a businesslike manner. Also, it is clear that Waukesha County employees are willing to give extra effort to help the County succeed. In the spring of 2013, senior managers met to form employee work groups to address employee concerns to enhance our current workforce. Throughout 2014 the Strategic Planning Steering Committee has implemented recommendations developed over the past 18 months. By the end of this year, employees will once again be surveyed to assess the progress toward our new goals.

The third step of the process examined and analyzed peer counties in the State of Wisconsin and nationwide to identify benchmarks in which to evaluate Waukesha County. From this process, the County determined that a process to review strategic plans and objectives must be implemented annually to ensure that each department proactively and consistently updates their progress toward strategic goals.

The County continues to be a leader by strategically providing high quality services at the lowest possible cost via shared services, public/private partnerships, collaborative efforts, and technology investments to redesign how the County does its business and streamline business processes.

Mission Statement:

"The mission of Waukesha County government is to promote the health, safety and quality of life of citizens while fostering an economically vibrant community. We are committed to delivering effective, high quality programs and services in a courteous and fiscally prudent manner."

Vision Statement:

"Waukesha County…leading the way with quality and value."

Core Values:

Collaboration, Ethics and Integrity, Innovation, Teamwork, Efficiency, Communication, Diversity, Seeking Cost Savings and High-Quality Customer Service

County-Wide Key Strategic Outcomes:

Strategic Outcomes provide departments with a framework for identifying core priorities and establishing program goals:

1. A safe county.
2. An economically vibrant county.
3. An environmentally responsible county.
4. A well-planned county.
5. A county that assists at-risk citizens.
6. A county that provides customers with quality programs and services.
7. Cost effective services delivered with competence and skill.

In addition to statutory requirements and conformance with recognized financial standards, Waukesha County's commitment to strategic budgeting requires decisions to be made in conformance with the County's budget philosophy:

- Balance spending with people's ability to pay
- Incorporate citizen and stakeholder involvement
- Establish links to strategic planning
- Base Decisions on measurable objectives
- Maintain best budgeting practices (for stable future budgets)
- Protect the County's Aaa/AAA bond ratings

Departmental budgets are tied to the Strategic Plan in the following manner:

- Budget initiatives are organized under County-Wide Key strategic Outcomes.
- Objectives focus on areas that utilize significant budget resources.
- Key Outcome Indicators identify how the measure is an indication of success.
- Performance Measure data demonstrates level of achievement over multiple years and targets for the upcoming budget year.

For reference, please see the example illustrated below:

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2013 Actual	2014 Actual	2015 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2011 Actual	2012 Actual	2013 Actual
$ Amount of New Construction **	$397.6 million	$320.1 million	$406.4 million
% of Change	0.8%	0.64%	0.82%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

To plan for the future, Waukesha County continues to engage in a strategic planning process, which focuses on long-term planning and the desire to be a mission driven organization continuously improving its services and operations.

The County develops five-year capital projects and debt financing plans. In addition, a five-year operating budget plan is developed, which incorporates key assumptions, significant strategic budget initiatives, and budget drivers.

The County has processes to identify and plan for recurring operational needs for the following: Building and Grounds Maintenance, Vehicle and Equipment Replacements, and Technology and Transportation infrastructures.

BUDGET BOOK REFERENCE

The County's Strategic Plan is referenced throughout the budget document as part of each department's strategic outcomes and objectives. These outcomes and objectives are directly linked to Waukesha County's Mission Statement.

The County's capital operational equipment replacement facilities, grounds and parks maintenance plans are part of the operating budget document. The specific page references for these plans are included in the table of contents and in the budget index.

The specific plans and processes used in the development and management of the county budget are listed in the summary chart below.

Further detail on the county budget and operations can be obtained from the Waukesha County website at **www.waukeshacounty.gov**

PLAN	TYPE OF PLANNING PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
Strategic Planning	Long range (3 to 10 years) with objectives established for the budget year.	The County Executive's Office coordinates department plans with review by Strategic Planning Steering workgroup.	Allows for the reallocation of resources to pre-determined strategic goals and objectives.
Capital Projects Plan	Five-year plan that includes project listing by plan year.	County Executive submits plan for County Board approval by resolution with possible County Board amendments.	Provides a predictable funding level from year to year to allow for the planning of debt service requirements, operating costs of new facilities, and infrastructure improvements. (Capital Projects and Operational Impacts)
Operating Budget Financial Forecast	Operating five year forecast to facilitate long term financial planning.	DOA Budget Division staff work together with department staff to determine key forecast assumptions to project major revenue sources and expenditures.	Provides for budget fiscal sustainability, planning and direction for future action plans of resource allocation, linked to the County's strategic planning goals.
Technology Projects Review Process	Multi-year (3 years) technology review process.	Department submits projects for review by Technology Review & Steering Committees. Criteria are established to set priorities and make recommendations for funding.	Provides a thorough technology review, considers best practices, and cost/benefit criteria. Ranks projects to meet budget priorities over the three-year planning cycle.

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

PLAN	TYPE OF PLANNING PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
End User Technology Fund (Internal service fund)	Multi-year plan to replace computers and network infrastructure. Provides for IT support, maintenance, help desk support, web administration, and Records Management.	The DOA Information Systems (Computers) and Records Management (Copiers) maintains computer support, inventories and approves IT equipment replacements and computer support based on criteria reflective of the cost drivers and return on investment.	Allows for the funding of IT equipment replacements, maintenance, service utilization, help desk support, network infrastructure, and web administration annually. Replacement decisions consider changing software technology, economic issues, maintenance costs, and downtime. This is based on IT utilization of IT resources.
Building Maintenance	Five-year plan by facility and maintenance activity or project.	The Public Works Department prioritizes department requests for projects along with known required maintenance.	Provides a stable annual level of expenditures to insure continued maintenance of county facilities. (Public Works Section, Five-Year Building Improvement Plan)
Parks Maintenance	Three-year plan to address County grounds, park facilities, parking lots, roadways, and paths.	The Parks and Land Use Department schedule identifies ground maintenance for park facilities projects according to priorities and funding level.	Provides for a stable annual level of expenditures to insure the continued maintenance of county grounds. (Parks, Environment, Education and Land Use Section, Three-Year Maintenance Plan)
Vehicle/Equip. Replacement (Internal service fund)	Multi-year plan to replace most vehicles and contractor type equipment.	A Vehicle Replacement Advisory Committee reviews and approves replacement criteria.	Allows funding of the replacement of vehicles or major equipment items annually at an established base level. This ensures that the condition of the fleet is at an optimal level, which reduces fleet maintenance and costs of service. (Public Works Section, Vehicle & Equipment Replacement Plan)
Sheriff's Jail Equipment Replacement	Five-year plan to replace most jail equipment costing less than $100,000	The Sheriff's Department submits and updates the replacement plan annually as part of the operating budget.	Allows for funding necessary jail equipment replacements efficiently.
Highway Improvements Program - Culvert Replacement - Repaving Plan - Bridge Replacement -Signal/Safety Improvements	Internal ten-year plan to maintain and improve the County trunk highway system that integrates with the five-year Capital Plan.	Public Works staff develops an internal highway improvement program based on Southeastern Wisconsin Regional Planning Commission (SEWRPC)'s Highway Jurisdictional Plan with priorities and criteria. - Replace 1-2 culverts annually. - Resurface approx. 15 to 20 mi. of CTH using pavement mgmt. system with pavement index goal of >70%. - Install new traffic signals.	Long term planning for highway infrastructure needs, which mitigates future on-going maintenance costs, addresses highway safety issues, and extends the life of highways and bridges. Therefore, delays the need for their reconstruction.

WAUKESHA COUNTY FIVE YEAR FINANCIAL FORECAST

The County uses long range financial planning to project the cost to continue existing programs, by projecting revenues and expenditures over a five year period, using assumptions about economic conditions and potential strategic objectives and financial challenges. The five year forecast also provides dynamic information for the planning process and assists in providing direction for future actions and planning of resource allocations that links to the County's strategic planning goals.

The Five Year Financial Forecast is developed as part of but prior to budget development. It includes a review of the prior fiscal year end financial results and considers the impacts of various County planning processes including the capital plan and related debt financing. The Department of Administration Budget Division works with department staff to determine key financial assumptions to project the future major revenue sources and expenditures potential impacts.

The purpose of utilizing a financial forecast is to identify and determine the extent of actions necessary to close the gap between revenues and expenditures to ensure long term fiscal sustainability.

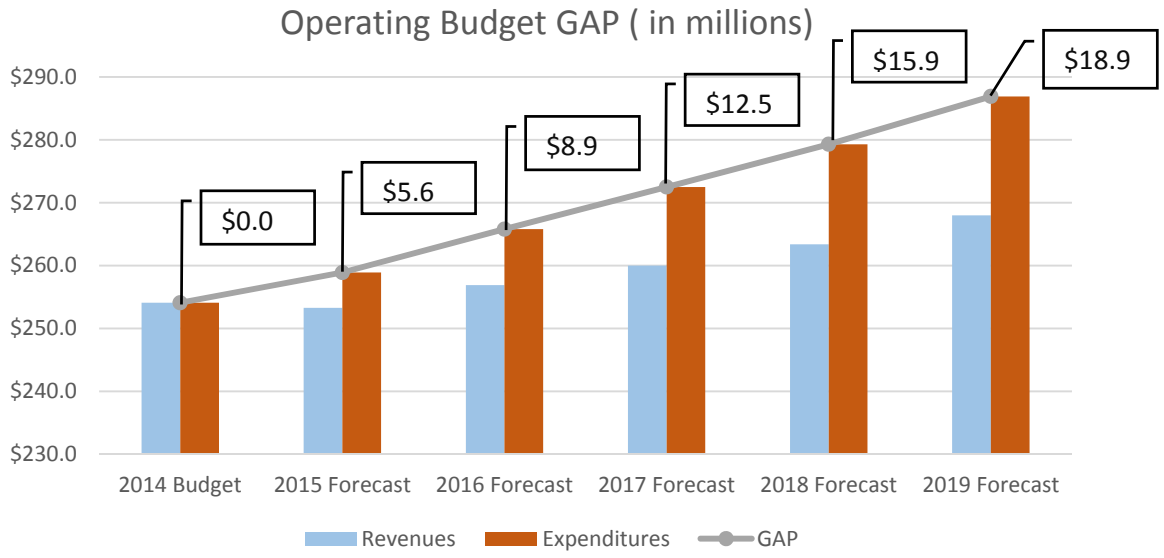
Provided below is a summary of Waukesha County's financial outlook as it appeared in the current year's Five Year Forecast prior to budget development. The Five Year Financial Forecast plan is updated annually.

Prior to Closing 2015 Budget Gap:

Operating Budget Five Year Financial Forecast Summary 2015-2019

Operating Budget (in millions)			
Year	**Revenues**	**Expenditures**	**GAP**
2014 Budget	$254.1	$254.1	$0.0
2015 Forecast	$253.3	$258.9	($5.6)
2016 Forecast	$256.9	$265.8	($8.9)
2017 Forecast	$260.0	$272.5	($12.5)
2018 Forecast	$263.4	$279.3	($15.9)
2019 Forecast	$268.0	$286.9	($18.9)

Closing the 2014 budget gap resulted in a $1.8 million reduction from $7.6 million to the current 2015 projection of $5.6. The 2015 Budget as adopted is balanced and this will again favorably impact future years.



FINANCIAL MANAGEMENT POLICIES

Waukesha County's long- and short-term financial policies are derived from various sources. The State of Wisconsin Statutes prescribes the basic budgeting standards for county governments. The Waukesha County Code establishes the basis of accounting in conformance with Generally Accepted Accounting Principles (GAAP). Below is a description of the County's fiscal management policies for revenues, operating expenditures, capital improvements, debt, investments, reserves, and the basis of budgeting and accounting methods. **The County budget is balanced as County budgeted expenditures and revenues are equal (including the use of fund balances).**

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 37% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 43% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.

2. The County attempts to maintain a diversified and stable revenue stream. The County continues its efforts for greater reliance on true user fee service charges to help offset reductions of federal/state funding and to reduce reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. The County's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to cover increasing costs of providing those services.

3. The County maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. There is minimal risk of market losses because of the strict adherence to investment and liquidity guidelines.

4. One-time revenues shall not be used to fund continuous operating costs, except to manage a short-term spike in program costs, the phasing of a new or expanded program, making investments that have future payoffs, and to smooth out the impacts of significant state and/or federal funding reductions.

5. Revenue forecasts (estimates) need to document the methods employed and the underlying assumptions that the revenue projections are based on.

Balanced Budget

A balanced budget is a budget in which revenues and expenditures are equal. Waukesha County's budget is balanced, as County budgeted total expenditures are funded by a combination of various external revenue sources (e.g., intergovernmental grants, licenses, fees, or fines), property taxes, and funds available for appropriation in fund balances as identified in the prior year Comprehensive Annual Financial Report.

Property Tax Levy Increase Limits

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) modified local tax levy increase limits for the 2013-2015 Budgets. The law allows a County to increase its total property tax levy for the 2013-2015 Budgets by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year. It continues major current law exemptions including the Federated Library system tax levy, debt service tax levy (including related refinancings and refundings) and bridge and culvert repair aids to towns paid with County tax levy and an exemption provision to allow for payments of consolidated (shared) services. In addition, unused tax levy authority up to a maximum of 0.5% of the prior year levy could be carried forward by a majority vote of the County Board.

The 2015 Waukesha County Budget tax levy increase is 0.99% as compared to the net new construction between 2013 and 2014 of 1.04%.

Property Tax Levy Rate Limit

Enrolled 2013 Wisconsin Act 20 (2013-2015 State Budget) eliminated property tax levy rate limits for Wisconsin counties.

FINANCIAL MANAGEMENT POLICIES, CONT.

Operating Expenditure Budget

1. State statutes require budgetary control at the total expenditure level by agency or department. However, the County's policy requires more stringent controls. The operating budget control is established for a department's fund budget by appropriation unit category or class of accounts (i.e. Personnel costs, Operating expenses, Interdepartmental charges, and fixed assets) for governmental funds, with the exception of the Tarmann Park Land Acquisition Fund which has bottom line expenditure control. For proprietary funds, capital projects and debt service funds total expenditure levels are the control limit.

2. The fixed asset capitalization level is at $5,000 to be consistent with Federal and State fixed asset capitalization levels and to efficiently administer the asset inventory tracking requirements imposed by Governmental Accounting Standards Board (GASB) pronouncement #34.

3. The County Executive establishes specific departmental operating budget tax levy target guidelines to limit county spending and taxes in budgets presented to the County Board by October 1st of each year. This year the County Executive set tax levy targets to limit the proposed tax levy increase to be within the State Tax Limit provisions. Tax levy targets issued for all departments continue to be tighter than normal and, in many cases, do not provide fully for the cost to continue operations because of these limited tax levy targets.

   - Departments having Enterprise, Internal Service, and certain non-tax levy supported Special Revenue funds are expected to generate operating revenues sufficient to offset costs. At this time, tax levy is provided to the Airport enterprise fund budget to fund an estimated net operating loss, or to provide cash flow for fixed assets purchases. Internal Service fund operations (except the End User Technology Fund (EUTF) see 6 below) receive no direct tax levy (although department revenues may be levy funded) and are limited to billing rate service charge increases at or near inflationary costs (with any proposed rate increases based on cost justification).

   - Special initiative requests or decision service package requests that are sound investments may receive funding over levy target amounts or cost to continue funding. If these requests are granted, they are based on need or specific cost/benefit, or return on investment justifications.

4. The Public Works Department includes a highway pavement replacement program in the Capital Projects budget. The estimated 15 to 20 year replacement cycle is implemented based on pavement ratings system to address safety concerns and highways with the greatest need of upgrade.

5. A five-year Vehicle/Equipment Replacement Plan is updated annually to specify the replacement cycle for county vehicles and equipment that meet the required criteria. Adopted by the County Board, the plan reduces year-to-year fluctuations in departments' fixed asset budgets, and helps to ensure that the County's vehicles and equipment are replaced before age or usage cause excessive maintenance costs and expensive equipment downtime. A Vehicle/Equipment Replacement Fund was created to implement this plan. Replacement vehicles and equipment are purchased from this fund, and user departments pay for the asset (and associated insurance coverage) through an annual charge similar to a lease (see the Public Works section, Vehicle/Equipment Replacement Fund).

6. The End User Technology Fund (EUTF) has evolved from a similar fund established in the 1996 Budget to provide funding for computer technology maintenance and equipment replacements on a regular schedule. A long-term plan is intended to manage overall costs and the year-to-year variation in budgeting requirements by basing computer and infrastructure replacement and repair decisions on changing technology and just-in-time replacement, maintenance and other economic issues. The fund is used to approximate "total cost of ownership concept" in the appropriate departmental program budget. This program has phased out tax levy subsidy by shifting it into appropriate department program budgets, but uses EUTF Fund Balance appropriations to fund depreciation expense and provides a small subsidy funding amount until all related costs can be absorbed by annual charges to departments.

7. Health & Dental Insurance Fund is budgeted in Non-Departmental functional areas as an Internal Service Fund beginning with the 2009 budget to make the self insured insurance costs more transparent in the budget.

8. The Parks and Land Use department is responsible for the County's Grounds Maintenance and Parks Pavement Management Program. The department has established a three-year Parks maintenance program,

which includes a parks roadway and parking lot maintenance program as well as continued maintenance of county grounds and park facilities as a priority area within the Department's operating budget.

9. The Public Works Department maintains a five-year Building Improvement Plan. The five-year Building Improvement Plan identifies and prioritizes future building improvement projects, including mechanical infrastructure replacements required for proper maintenance of County facilities. The first year of these plans is included in the operating budget, and individual projects are usually less than $100,000. Therefore, the capital budget and related financing is not used to fund these projects.

Operating Expenditure Budget (cont.)

10. The 2011 budget included the first long term plan for the Sheriff's jail equipment replacements, funded with prior year jail assessment fee revenues and some base budget equipment funding. Beginning in 2016, the plan will begin to reduce its reliance on jail assessment fee revenues so that the revenue source can be used, as planned, for other projects. In addition, Circuit Court services have started an equipment and chair replacement program.

Capital Improvement Plan

1. The County prepares and adopts a five-year capital improvement plan, which provides comprehensive planning, budget stability, and analysis of the long-range capital needs of the County. The plan describes details of each capital project, estimates the project cost and priorities, identifies funding, provides a cost/benefit or return on investment analysis justification, considers alternatives, and estimates the impacts to the operating budget.

2. A Capital Project is defined as an active or proposed non-recurring expenditure in one or more specified plan years, of an amount in excess of $100,000 (including non County funding sources) for a permanent fixed asset (building, land, or technology improvements or equipment installation), which has or extends the useful life of an existing fixed asset, usually in excess of seven years.

3. The Capital Plan maintains emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Sec 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Information Systems Technology projects are required to follow an established Technology review process that includes a business case analysis.

4. Operational impacts of capital projects indicate the annual on-going and one-time costs or savings associated with implementing the capital improvement program. The additional on-going impacts are included in the departments' operating budget requests. This includes providing for additional personnel, operating costs, needed fixed assets or any new/additional revenues to be achieved. Cost savings are also identified in the department's budget if base budget costs can be reduced or cost increases are offset or avoided. Major operating impacts (excluding Debt Service) in the budget are identified in each department's operating budget, and explained in further detail in the Capital Projects section. Debt Service impacts are also identified in further detail in the Debt Service section.

FINANCIAL MANAGEMENT POLICIES, CONT.

Debt Policy

1. Capital projects are in part financed through the issuance of general obligation promissory notes with a goal to borrow less than 80% of the net capital project expenditures. A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment", reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget. This also allows the County to manage the debt service to operating budget expenditures ratio at less than 10%.

   The five-year Debt Service Plan is based on net capital expenditures planned in the County's five-year Capital Plan. See Debt Service Activity data for current trends.

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
   - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2014 debt issue.

Reserve Policy

1. The County will maintain unassigned fund balances to provide necessary working capital (for at least eight weeks) to avoid cash flow interruptions and short-term borrowing to fund daily operations. These fund balance working capitals amounts are used to generate interest income and to assist in maintaining the County's Aaa/AAA bond ratings.
   - The unassigned Fund Balance to general and special revenue fund expenditures ratio is maintained at a minimum of 11%. The current target is 15%.
   - An explanation of the County's Fund Balance projections for each year-end December 31 is provided in the summary section of the adopted budget document and is published as part of the state mandated budget public notice issued in October of the preceding year.
2. There will be no shifting from Fund Balance reserves to offset continuous on-going operations, except to phase in new major service costs unlikely to be repeated and building project (one-time) improvements and equipment replacement plans, or to address the phase out of a significant loss of revenue. To the extent possible, reserves will be used to make investments to provide operating efficiencies over the long term.
3. The County's contingency fund provides for emergencies or other expenditures which could not have been planned for or anticipated during the budget review process. Contingency fund transfers are authorized by the Finance Committee (fund transfer) and/or the County Board (by ordinance) as allowed by state law, if the need is of sufficient urgency, and it is not a circumvention of the budget process.
4. When committed, assigned and unassigned fund balances are available for use, it is the county's policy to use committed fund balances first, followed by assigned amounts and then unassigned amounts. Additionally, all spendable, unrestricted revenue amounts in the Special Revenue funds (except for the Transportation Special Revenue Fund), Debt Service, and Capital Project Funds are assigned to be used for the purpose for which the fund was established (See "Fund Balance" entry in glossary near end of the book for definitions of the five Fund Balance classifications).

Investments

The County has adopted an investment policy with the primary objectives of preservation of capital in the overall portfolio, in order to protect investment principal, to maintain liquidity, and to maximize returns on investment. Investments are primarily limited to U.S. Treasury obligations, Government Agency Securities, taxable municipal (G.O.) bonds, Aaa rated Money Market Funds, and the State of Wisconsin Investment Pool. Significant management effort is directed toward managing the average and maximum life and duration of securities in the portfolio to ensure that liquidity needs are met. The County's CAFR complies with Governmental Accounting Standard Board (GASB) Statement 40 regarding disclosure of various investment risks, such as interest rate and custodial credit risk.

FINANCIAL MANAGEMENT POLICIES, CONT.

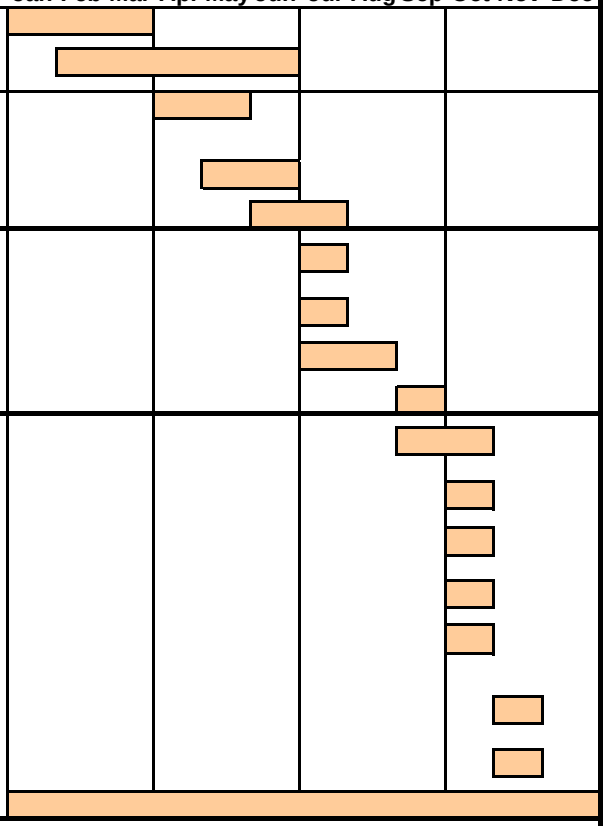
Accounting Policy and Basis of Budgeting

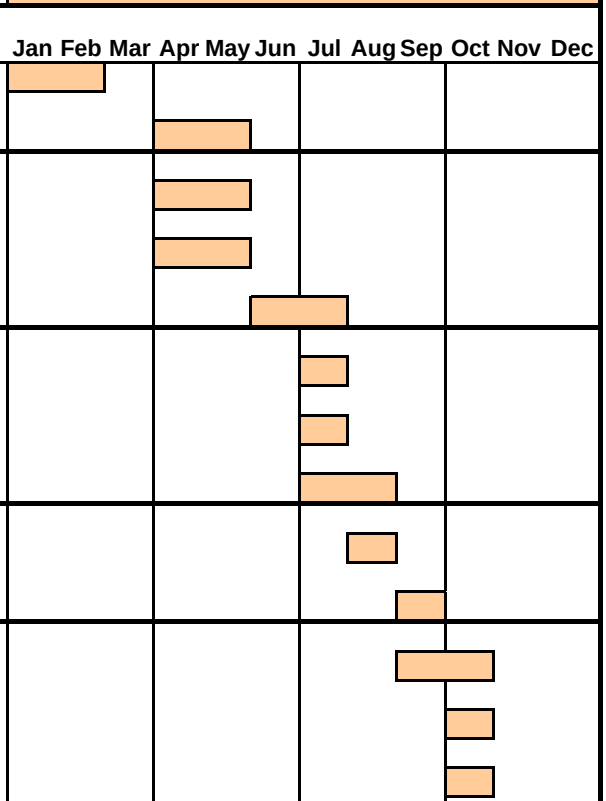
1. The official books and records of the County will be maintained in conformance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board (GASB).
2. The accounting records of the County are maintained on the modified accrual basis of accounting for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds. Enterprise Funds, Internal Service Funds, and Fiduciary Funds are maintained with the full accrual basis of accounting. In general, under the modified accrual basis of accounting, revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. In addition, the County publishes entity-wide statements prepared on the full accrual basis. Under the full accrual basis of accounting, revenues are recognized when earned, and expenses are recognized when liabilities are incurred or economic asset used without regard to receipt or disbursement of cash. The County's fiscal year is on a calendar year basis from January 1 to December 31. An expanded explanation of the County's accounting policies is contained in the Notes to Combined Financial Statements in the Comprehensive Annual Financial Report (CAFR).
3. Budgetary control is maintained by a formal appropriation and encumbrance system. The annual budget approved by the County Board, is by department appropriation unit in each fund (with the exception of proprietary funds, and the Tarmann Land Acquisition special revenue fund which are controlled by total expenditure budgets and capital projects, which are controlled by project). An appropriation unit is a group of accounts within a department. Types of appropriation units include Personnel costs, Operating expenses, Interdepartmental charges, fixed assets and Improvements (capital outlay), and Debt Service. The appropriation unit within each department and within fund maintains budgetary control. Purchase orders or payment vouchers, which result in an overrun of the appropriation unit, are not released or paid until additional appropriations are made available in accordance with county policy.
4. An appropriation system of internal control will be maintained to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that: (1) the cost of control should not exceed the benefits likely to be derived, and (2) the evaluation of costs and benefits requires estimates and judgments by management.
5. The County budget is adopted as required by state statutes and prepared on substantially the same basis as the financial statements. The basis of budgeting is in accordance with Generally Accepted Accounting Principals (GAAP). Budgetary expenditures include encumbrances, and budgetary revenues include all property taxes levied for the fiscal year and unrestricted Fund Balance appropriations. In addition, Proprietary Fund budgets do not budget for compensated absences and non-operating gains or losses on disposal of fixed assets. Fixed asset purchases and debt principal repayments in Proprietary Funds are shown as memo items for budget disclosure purposes to comply with state law. For certain funds with significant outside (i.e. non-county) capital investment, the county budgets only for the portion of depreciation expense proportionate to the County's contribution. The County does not budget for Jail Assessment fee revenues in the year they are received, but applies these fee payments on a one year delayed basis to fund jail capital projects, and related debt service and jail equipment replacements. Fiduciary Funds - are not included in the budget. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.
6. County policy, which is in accordance with state and federal requirements, provides for an annual audit of the financial records of the government by a competent certified public accountant. In addition to meeting the requirements set forth above, the audit is designed to meet the requirements of the federal Single Audit Act of 1984 and related U.S. Office of Management and Budget Circular A-133. The independent auditors' report on the general purpose financial statements, individual fund statements, and schedules are included in the financial section of the CAFR. The auditors' report that is related specifically to the single audit, is included in a separately issued single audit report.
7. Full disclosure for bond representation is provided in the County's official statement. In order to comply with SEC Rule 15c2-12, the County uses the Electronic Municipal Market Access (EMMA) continuing disclosure service, which has been designated by the Securities and Exchange Commission as the single repository for municipal bond continuing disclosure. The information is available at www.emma.msrb.org.

Capital and Operating Budget Process

Operating Budget Process	2014 KEY DATES
Review prior year results/identify potential budget issues.	
Analyze impact of State budget on County funding/programs.	
Develop budget assumptions and Internal Service rates for the ensuing year.	
Department budget targets developed and issued.	June 5
Department budget development.	
Co. Executive holds Town Hall public hearing on budget.	July 15, 24, & 28
Departments submit budget and new position requests.	
Department Heads present budget requests to Co. Executive.	
Executive budget prepared.	Sept. 17
Co. Executive message and budget presented to Co. Board.	Sep. 23
Publication of County Board Public Notice.	Sept. 30
Finance Committee holds public hearing on Proposed Budget.	Oct. 15
Committees review of Co. Executive Proposed Budget.	
Finance Committee reviews amendments and makes recommendation to Board.	
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.
Co. Executive vetoes (if necessary)- Co. Board action.	
Budget Monitoring.	

Capital Budget Process	2014 KEY DATES
All open projects reviewed; completed projects closed.	
Project list developed and submitted to departments.	
Review of open and planned projects.	
Preliminary consideration of new project requests.	
Technical reviews of projects.	
Departments present project plans to Co. Executive.	
Co. Executive holds Town Hall public hearing on budget.	July 15, 24, & 28
Executive review and decision making.	
Executive's capital budget and five-year plan developed.	
Executive presents five-year plan to Co. Board.	By Sep. 1
Committees review of five-year capital plan.	
Finance Committee holds public hearing on proposed budget.	Oct. 15
Board adopts/amends capital plan.	
Capital budget is adopted with operating budget.	2nd Tues. in Nov.





CAPITAL AND OPERATING BUDGET PROCESS

The annual budget process, under a County Executive form of government, is comprised of the development of both an operating budget and a capital budget with a five-year capital plan. Both processes involve department budget submittals to the County Executive for review and approval. The resulting Executive's Budget is then presented to the County Board and reviewed by County Board Committees as assigned by the County Board Chairman and as designated in County Code. Standing Committees review the budget and recommend amendments to the County Board. The Executive Committee reviews, prioritizes, and makes recommendations relative to the five-year capital plan for County Board consideration. The County Board considers Committee and individual supervisor amendments and adopts a budget. The County Executive may exercise a line item veto of provisions contained within the County Board adopted budget. The County Board reviews all vetoes and takes action to override or sustain vetoes.

The chronological sequence of events followed by the Capital and Operating Budget Processes is as follows:

	Capital Budget and Five Year Plan	Operating Budget
JAN-MAR (1st Qtr)	All open projects reviewed; completed projects closed List of current projects developed and submitted to departments	Review prior year results/identify potential budget concerns and issues to develop solutions Formulate budget strategies, planning and update forecast Analyze impact of State Budget on County funding and programs
APR-JUNE	Review of open and planned projects Preliminary consideration of new project requests Technical reviews of project requests by Facilities Management, DOA-Information Systems Division, DOA-Budget Division and Executive's Office	Develop budget assumptions for ensuing year Budget procedures instructions, Internal Service Rates updated and distributed to departments Budget training provided to County Board of Supervisors, department Heads and fiscal staff Departmental budget targets issued Departments submit new position requests
JULY-AUG	County Executive holds Town Hall meetings Departments present project plans to County Executive Executive review and decision making Executive's capital budget and five year capital plan developed and finalized	County Executive holds Town Hall meetings Departments submit budget requests DOA-Budget Division staff review and analyze budget requests Department administrators present budget requests to County Executive DOA-Employment Services Division, Budget Office, and Executive's Office review and recommend new/abolish positions DOA Budget staff make recommendations to Exec. Executive makes budget decisions
SEP-OCT	Executive presents five year capital plan to County Board County Board Chairman designates distribution Appropriate Board Committees review and recommend amendments Executive Committee reviews and considers committee recommendations Executive Committee presents resolution to adopt capital plan County Board acts on proposed amendments and adopts capital plan	Executive budget prepared County Executive message and budget document presented to County Board Publication of Public Notice Finance Committee holds Public Hearing on Executive's proposed budget Standing Committee budget reviews Finance Committee budget reviews and consideration of Committee amendments Human Resources Committee reviews and presents ordinance recommending new positions to County Board

CAPITAL AND OPERATING BUDGET PROCESS, CONT.

	Capital Budget and Five Year Plan	Operating Budget
NOV	Capital budget appropriations are made in conjunction with the adoption of the operating budget	County Board agendizes ordinance to adopt budget for second week of November Finance Committee presents ordinances to adopt budget, distributes and recommends budget amendments Standing Committees/Supervisor propose additional budget amendments County Board acts on amendments and adopts budget County Executive reviews budget and may line item veto County Board review/takes action on vetoes

Budget Amendment Process

The Waukesha County budget process operates pursuant to Section 65.90(5)(a) and (b), Wisconsin Statutes. Any expenditure change which deviates from the original purpose or amount approved in the adopted budget constitutes a “budget change” and must be approved by a two-thirds vote of the entire County Board. Budget changes made under this statutory provision, except for Finance Committee transfers described in #1 and #2 below, require the County to publish a class 1 notice within 10 days after a change is made. Failure to give notice precludes changes in the proposed budget.

To amend the budget an ordinance is prepared by the requesting department, reviewed by the Department of Administration and the County Executive. If the County Executive approves the ordinance, it is forwarded to the County Board for action. All such ordinances amending the County Adopted Budget require a two-thirds majority vote of the entire membership (17 votes of County Board).

State law also permits county boards to delegate specific budgetary fund transfer authority powers to its finance committee. In Waukesha County, the County Board, in accordance with State Statutes, has empowered the Finance Committee to authorize the following fund transfers:

1. To transfer funds between budgeted items of an individual office, agency or department, if such budgeted items have been separately appropriated.

2. To supplement the appropriation for a particular office, department or activity by transfers from the contingency fund. Committee transfers shall not exceed the amount set up in the contingency fund and may not exceed 10% of the funds originally appropriated for an individual office, department or activity. Transfers in excess of 10% must follow the budget amendment process.

If a transfer of funds is determined to be necessary and the above two criteria are met, then the requesting department prepares the transfer request and submits it to the DOA-Budget Division for review and a recommendation to the County Executive. If the County Executive approves the request, it is forwarded to the Finance Committee for action.

FINANCIAL STRUCTURE

Summary

Waukesha County (the County) was incorporated in January 1846, and operates in accordance with provisions set forth in Chapter 59 of the Wisconsin State Statutes. The County is governed by a County Board. In April 1991, the County elected its first County Executive to coordinate and direct all administrative and management functions of County government which are not vested in other elected officials. The Executive has the authority to propose and veto legislation, and formulate the County budget and veto in whole or in part the budget adopted by the County Board. A two-thirds vote (17 members) of the Board is required to override each County Executive veto.

The County provides many functions and services to citizens, including but not limited to law enforcement, justice administration, health and human services, parks, education and cultural activities, planning, zoning, land use, environmental including water quality, recycling and general administrative services. Other activities the County provides are public works services including highway operations, mass transit, airport and fleet and facilities maintenance. In addition, golf courses, and ice arenas, a convention and meeting facility and grounds are available for citizen use.

Fund Accounting

Similar to most government entities, the County organizes its finances on the basis of funds and account groups. Each fund is considered a separate accounting entity. Operations of individual funds are accounted for with a separate set of accounts that consists of its assets, liabilities, fund equity, revenue and expenditure or expenses, as appropriate. County resources are accounted for in each fund based on the purpose for which they are spent and by which spending activities are controlled. In 2002, the County implemented the new financial reporting mode required by Governmental Accounting Standards Board (GASB) Statement 34. In addition to traditional fund reporting, a statement of activities and statement of net assets are prepared on an entity-wide basis.

Fund Types

Funds are normally classified according to the accounting conventions which apply to them. The County presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped into three broad fund categories comprised of seven fund types as indicated below. Note however, the County does not budget for fiduciary fund types **(For more detailed information, see Fund Balance Projections and Fund Descriptions within the Summary.)**

"GOVERNMENTAL FUNDS" are governed by standards developed specifically for government activities.
General Fund -The General Fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term principal, interest and related costs, but excludes debt serviced by proprietary funds.

Capital Projects Funds - Capital Projects Funds are used to account for financial resources which are used for all acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust fund).

FINANCIAL STRUCTURE, CONT.

"PROPRIETARY FUNDS" are governed by the same accounting standards which apply to private business.

Enterprise Funds - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Internal Service Funds - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost reimbursement basis.

"FIDUCIARY FUNDS" are agency funds. **Note the County does not budget for these funds**.

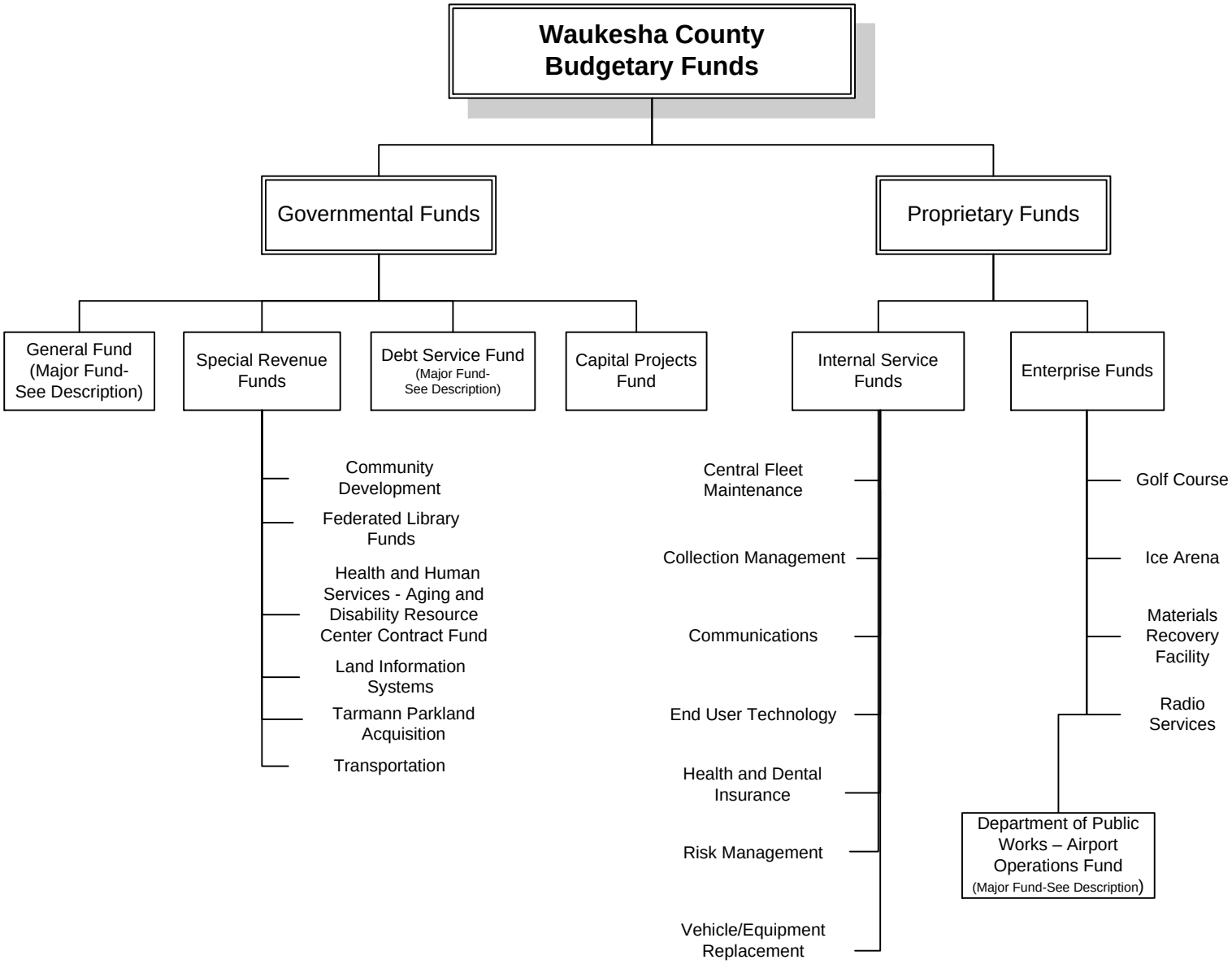
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

"**MAJOR FUNDS"** -The County also presents financial statements in its Comprehensive Annual Financial Report (CAFR), grouped by Major and Non-Major fund. A fund is considered major if it is the primary operating fund of the County or meets the following criteria:

a) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type, and
b) The same element of the individual governmental fund or enterprise fund that met the 10 percent test is at least 5 percent of the corresponding total for all governmental and enterprise funds combined.
c) In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund.

The County has four major funds; General, Capital Projects, Debt Service and Airport. The County's financial structure and definition of major funds are included in the Budgetary Fund Structure organizational chart on the following page.

For more details regarding Basis of Accounting, refer to the County's Year End Comprehensive Annual Report (CAFR) Notes to Combined Financial Statements.



GENERAL FUND - The General Fund is the primary operating fund of the County. It is used to account for resources traditionally associated with governments, except those required to be accounted for in another fund.

DEBT SERVICE FUND - The debt service fund is used to account for the accumulation of resources for the payment of general long-term debt principal, interest and service costs.

AIRPORT OPERATIONS FUND – A proprietary fund that accounts for the operation and maintenance of the County airport facilities and runways, located in Waukesha, Wisconsin.

FUND DESCRIPTIONS

The following are capsule descriptions of each County fund. To the right of each description are the total 2015 expenditures and property tax levy for that fund.

	2015 Expenditure Budget	2015 Tax Levy
GENERAL FUND		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	**$164,065,709**	**$80,988,560**
SPECIAL REVENUE FUNDS		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.	$3,485,185	$0
Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.	$14,945,560	$3,025,428
Federated Library Funds		
To account for funds provided to maintain a member library system.	$5,097,624	$3,424,360
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.	$3,066,944	$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.	$1,000,000	$0
Land Information Systems Fund		
To establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information.	$783,733	$0
SPECIAL REVENUE FUND TOTALS	**$28,379,046**	**$6,449,788**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2015 Expenditure Budget	2015 Tax Levy
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.	$8,133,358	$1,575,701
Vehicle/Equipment Replacement Fund To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds $7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	$3,076,661	$0
Central Fleet Maintenance Fund To account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.	$3,893,197	$0
Communications Fund To account for the costs associated with the operation and maintenance of the County's telecommunication system. Costs are billed to user departments based on actual usage and equipment inventories.	$706,893	$0
Risk Management Fund To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	$2,696,027	$0
Collection Management Fund To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.	$975,771	-$60,000
Health and Dental Insurance Fund The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.	$22,979,500	$0
INTERNAL SERVICE FUND TOTALS	**$42,461,407**	**$1,515,701**

FUND DESCRIPTIONS

	2015 Expenditure Budget	2015 Tax Levy
ENTERPRISE FUNDS		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	$1,798,921	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,225,242	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,188,008	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,163,574	$162,563
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	$4,336,508	$0
ENTERPRISE FUND TOTALS	**$11,712,253**	**$162,563**
DEBT SERVICE FUNDS		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	**$14,619,317**	**$12,950,000**
CAPITAL PROJECTS FUNDS		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	**$16,141,400**	**$1,850,000**
TOTAL ALL FUNDS	**$277,379,132**	**$103,916,612**

Justice
&
Public Safety

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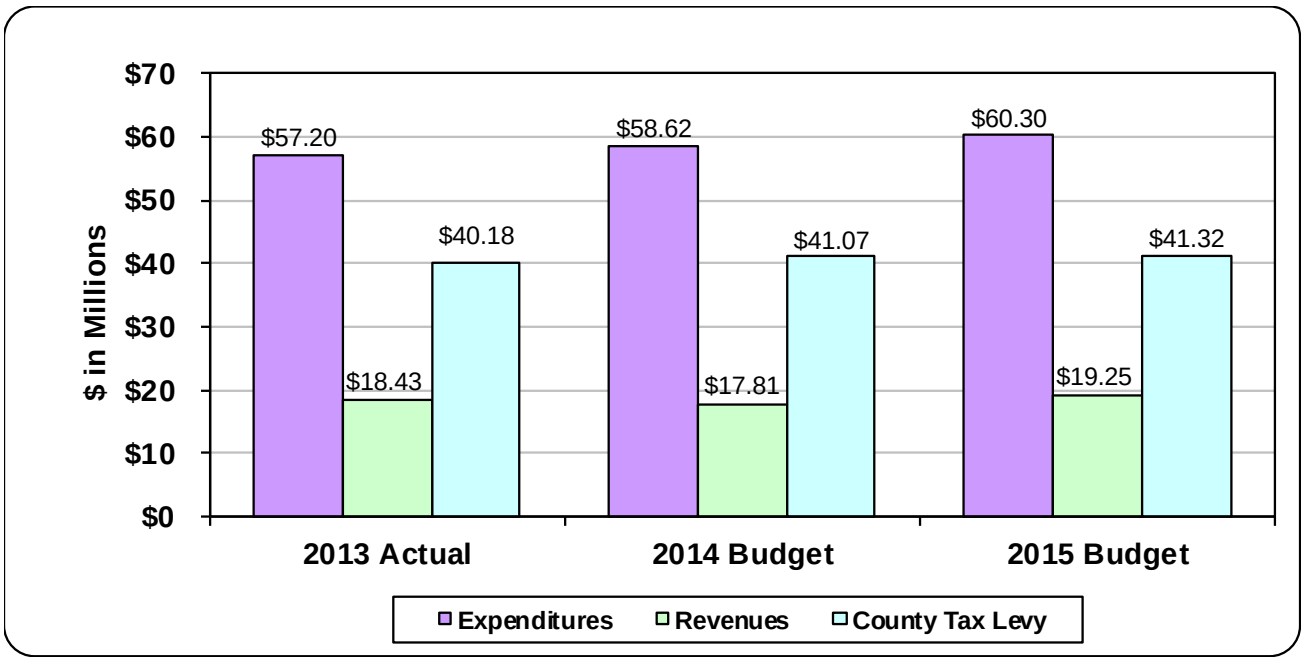
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as emergency response and emergency communications. The **Department of Emergency Preparedness** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 30 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure. The **District Attorney** staff prosecutes State and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Courts Office provides administrative support for the state and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Probate Court, Juvenile Court, and Court Commissioner functions assist court operations in their specific areas as well as operate Family Court Services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community and provides contract medical examiner services to Walworth and Washington Counties. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2015 expenditure budget for this functional area totals $60,302,200, after excluding proprietary fund capitalized fixed asset items. This represents an increase of $1,684,600 or 2.9% from the 2014 Adopted Budget. Revenues, including fund balance appropriations in the 2015 Budget total $19,253,800, an increase of $1,439,600 or 8.1% from the 2014 Adopted Budget. The County tax levy necessary to fund this functional area totals $41,320,800, an increase of $251,700 or 0.6% from the 2014 Adopted Budget. Tax Levy in this functional area represents 40% of the total County Tax Levy.



** JUSTICE AND PUBLIC SAFETY **

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL JUSTICE & PUBLIC SAFETY ***						
Revenues (a)	$18,427,721	$17,814,204	$20,509,765	$19,253,785	$1,439,581	8.1%
County Tax Levy	$40,183,028	$41,069,128	$41,069,128	$41,320,833	$251,705	0.6%
Expenditure (b)	$57,199,216	$58,617,579	$60,267,283	$60,302,142	$1,684,563	2.9%
Rev. Over (Under) Exp.	$869,341	$0	$41,444	$0	$0	N/A
Oper Income/(Loss) (c)	$542,192	$265,753	$1,270,166	$272,476	$6,723	2.5%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS						
Revenues (a)	$2,063,183	$1,817,642	$4,501,457	$2,776,860	$959,218	52.8%
County Tax Levy	$5,049,883	$5,340,883	$5,340,883	$5,381,883	$41,000	0.8%
Expenditure (b)	$6,508,304	$6,892,772	$8,566,608	$7,886,267	$993,495	14.4%
Rev. Over (Under) Exp.	$62,570	$0	$5,566	$0	$0	N/A
Oper Income/(Loss) (c)	$542,192	$265,753	$1,270,166	$272,476	$6,723	2.5%
DISTRICT ATTORNEY						
Revenues	$594,423	$587,037	$581,016	$590,193	$3,156	0.5%
County Tax Levy	$1,781,187	$1,769,187	$1,769,187	$1,807,337	$38,150	2.2%
Expenditure	$2,169,468	$2,356,224	$2,359,556	$2,397,530	$41,306	1.8%
Rev. Over (Under) Exp.	$206,142	$0	($9,353)	$0	$0	N/A
CIRCUIT COURT SERVICES						
Revenues (a)	$3,604,328	$3,789,700	$3,650,840	$3,670,784	($118,916)	-3.1%
County Tax Levy	$5,342,381	$5,574,481	$5,574,481	$5,574,481	$0	0.0%
Expenditure	$8,813,950	$9,364,181	$9,022,684	$9,245,265	($118,916)	-1.3%
Rev. Over (Under) Exp.	$132,759	$0	$202,637	$0	$0	N/A
MEDICAL EXAMINER						
Revenues	$658,511	$649,535	$727,002	$1,226,751	$577,216	88.9%
County Tax Levy	$976,310	$976,310	$976,310	$980,310	$4,000	0.4%
Expenditure	$1,506,830	$1,625,845	$1,685,904	$2,207,061	$581,216	35.7%
Rev. Over (Under) Exp.	$127,991	$0	$17,408	$0	$0	N/A
SHERIFF						
Revenues (a)	$11,507,276	$10,970,290	$11,049,450	$10,989,197	$18,907	0.2%
County Tax Levy	$27,033,267	$27,408,267	$27,408,267	$27,576,822	$168,555	0.6%
Expenditure	$38,200,664	$38,378,557	$38,632,531	$38,566,019	$187,462	0.5%
Rev. Over (Under) Exp.	$339,879	$0	($174,814)	$0	$0	N/A

(a) The 2015 Budget includes a total of $1,332,120 of General Fund Balance appropriations, of which $348,841 is in Emergency Preparedness, $209,869 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2015 Budget also includes $753,410 of Radio Services Fund Balance. The 2014 Budget includes a total of $382,672 of General Fund Balance appropriations, of which $133,000 is in Emergency Preparedness, $229,672 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2014 Budget also includes $173,746 of Radio Services Fund Balance and $50,000 of Health Insurance Fund Balance to offset health insurance cost increases in the Sheriff's Department.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service principal payments and proprietary fund retained earnings.

(c) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of Tax Levy funding for other operations.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** General Fund 2015 Budget total expenditures are increased by $258,800, including personnel cost increases of $115,000 to reflect the addition of 2.0 FTE Telecommunicator positions at the Communications Center to allow the department to meet industry benchmarks and recommendations and to avoid overtime costs incurred when new employees are being trained. Increased operating costs of $76,300 are primarily due to the addition of system maintenance costs for the new dispatching consoles software/equipment associated with the new digital trunked radio system. The budget also includes fixed asset costs of $157,000, mostly for one-time costs associated with the purchase of fire emergency dispatch software. Fund balance of $109,000 will be used to fund the purchase of the fire emergency dispatch software as well as $106,841 to assist the department in phasing in the costs of the 2.0 FTE Telecommunicators. This fund balance use will be phased out in future budgets. The 2015 tax levy for Emergency Preparedness increases $41,000 or 0.8%.

- **Radio Services** expenditures increase $734,700, primarily due to a $531,100 increase in depreciation charges and a $189,400 increase in system maintenance charges – both related to the new digital trunked radio system. Depreciation charges are offset with Radio Services fund balance. Increased system maintenance costs will be charged to users, based on the formula in the 2014 Trunked Radio System Contract Addendum.

- **Sheriff** expenditures increase $187,500 or 0.5% on a base of over $38 million. Overall net personnel costs of $30.5 million are budgeted to increase by $129,700 or 0.4%, with no budgeted regular position changes and minimal increases for extra help and overtime. Cost increases are mostly due to cost to continue 354.0 FTE staff and is partially offset by reductions in health insurance costs and $267,100 in Wisconsin Retirement Contributions for deputies, detectives, and command staff.

- The **Sheriff's** budget includes interdepartmental vehicle costs of $1.65 million for vehicle replacement, maintenance and fuel. These costs are increasing by approximately $105,500, mostly due to an overall increase in replacement costs for the new patrol vehicle (Tahoe). The budget also includes one-time fixed asset costs of $32,200 for the purchase of an additional vehicle for the Pewaukee patrol contract. The costs for the additional vehicle (and associated equipment) are addressed with fund balance and will be paid back by the City over the life of the contract.

- Variable costs associated with the **inmate population** in the Jail and Huber facilities are contained in this budget. Inmate medical costs are budgeted to increase by $35,800 or 2.2% to a total cost of $1.67 million, and include a 3% increase for the medical care contract, partially offset by a reduction in anticipated medical care for inmates provided outside the contract. Inmate food services costs decrease $23,200 to $635,500 and reflect a reduction to the assumed number of meals (due to a reduced inmate population), partially offset by a slight increase in the cost per meal.

- **Patrol Contract,** school resource officer, and DARE revenues increase by about $28,000 or less than 1% to $4,822,800, reflecting savings realized by the Department from deputy, detective, and command staff contributing to the WRS. Because the contracts are based on actual costs and are mostly driven by personnel, favorable personnel costs to continue are passed on to municipalities.

- **Jail prisoner board revenues** decrease $101,300 overall and include a reduction of $196,800 in federal prisoner revenue, which represents a reduction of 7 inmates per day (to 32.22) from the 2014 budget. This is partially offset by a $60,500 increase in revenue from the Wisconsin DOC for holding an additional 3.22 inmates per day from the 2014 Budget of 8.48 inmates.

- **Prisoner transport and conveyance interdepartmental revenues** are budgeted to decrease $33,500 and $19,300 respectively to reflect reduced actual experience in services provided due to increased use of video conferencing by Circuit Court Services and reduced transport needs by HHS. These reductions are offset with an increase of $69,500 to $937,000 for **court security** revenues.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Circuit Court Services** declining revenue trends continue with a reduction in non-levy revenue of $118,900 overall from the 2014 budget. This is mostly due to reductions in fine and forfeiture revenues of $87,800 (13.6%) as well as court fee and bail forfeiture revenues of $87,000 (5.9%). These reductions are partially offset by an anticipated increase of $72,100 to the Circuit Court Support Grant from the state, which represents a return to 2011 funding levels.

- **Circuit Court Services** expenditures decrease $118,900 to $9.2 million. Personnel costs reductions are mostly due to the unfunding of a 2.0 FTE Administrative Specialist positions (resulting in savings of $114,000) and reductions of $10,000 and $5,600 in extra help and overtime respectively. These reductions are partially offset by costs to continue existing employees and result in a net reduction of $10,300 overall. The department also reduced expenditures for court appointed counsel and legal services by $72,500 and reduced various supply accounts by $22,460, which reflect an effort to use technology and standardize supply orders to reduce costs. These expenditure reductions and the increase to the Court Support Grant allowed the department to reduce other revenue categories appropriately and not increase its reliance on tax levy (no levy increase in 2015).

- The **District Attorney's** 2015 budget anticipates a reimbursement percentage of 56% for the State Victim Witness reimbursement grant, based on information from the state, which results in a revenue increase of $27,596. The federal Victims of Crime Act (VOCA) grant funding continues to be budgeted for 100% reimbursement of expenditure levels. Other revenues decrease $31,765 due to reduced reimbursement revenue for a state-funded position and a reduction in revenue from bail forfeiture interest collections. Personnel expenditure increases include the reclassification of 1.0 FTE Victim/Witness Specialist to Victim/Witness Counselor.

- The **Medical Examiner's Office** budget increases expenditures and non-levy revenues by about $442,000 to reflect a new regional initiative in which the Waukesha County Medical Examiner will be taking on the medical examiner responsibilities for Walworth and Washington Counties. Prior to this agreement, Waukesha provided autopsy services only to both counties. The new agreement provides stability to all three counties, while providing enhanced services, oversight by forensic medical professionals, and enhanced policies and procedures to the medical examiner offices of the contract counties. Related to this regional initiative is a personnel cost increase of $360,700 for the addition of 1.0 FTE Pathologist, 1.0 FTE Deputy Medical Examiner Supervisor, and an increase in extra help funding for pathology assistance. Other expenditure increases for the contracts are mostly due to medical services and supply costs related to the anticipated increase in case volume. Contract-related revenues increase to offset these costs and the initiative will have no direct impact on tax-levy.

- To address **increased case volume** (specifically related to Waukesha County), the department is also increasing personnel costs by $131,800 for the creation of 1.0 FTE Deputy Medical Examiner and 1.0 FTE Administrative Assistant. Overall, the 2015 tax levy for the department increases by $4,000 or 0.4%. Cremation permit revenues also increase $99,100 based on a $25 increase (to $240) to the cremation permit fee and 200 additional projected permits, bringing the 2015 Budgeted amount to 1,900 cremation permits. Revenues related to tissue harvest increase by $25,400 due to increased tissue harvest activity by outside agencies.

- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)** with participation from the Sheriff, District Attorney and Courts management personnel continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism and controlling jail inmate population growth and reducing the number of jail days inmates serve to help control variable jail costs.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
EMERGENCY PREPAREDNESS	General	55.05	55.05	55.05	57.05	2.00
	Radio Services	5.35	5.35	5.35	5.35	0.00
	Subtotal	60.40	60.40	60.40	62.40	2.00
DISTRICT ATTORNEY	General	29.50	29.50	29.50	29.50	0.00
CIRCUIT COURT SERVICES	General	91.00	90.00	90.00	88.00	(2.00)
MEDICAL EXAMINER	General	11.00	11.00	11.00	15.00	4.00
SHERIFF	General	353.00	354.00	354.00	354.00	0.00
	TOTAL REGULAR POSITIONS	544.90	544.90	544.90	548.90	4.00
	TOTAL EXTRA HELP	8.71	8.34	8.34	8.88	0.54
	TOTAL OVERTIME	13.17	13.54	13.54	13.19	(0.35)
	TOTAL BUDGETED POSITIONS	566.78	566.78	566.78	570.96	4.19

2015 BUDGET ACTIONS

Circuit Court Services
Unfund: 1.00 FTE Administrative Specialist in Juvenile Court
Unfund: 1.00 FTE Administrative Specialist in Family Division
Increase: 0.05 FTE Temporary Extra Help
Decrease: 0.09 FTE Net Overtime

District Attorney
Reclassify: 1.00 FTE Victim/Witness Specialist to Victim/Witness Counselor
Increase: 0.01 FTE Temporary Extra Help

Emergency Preparedness - General
Create: 2.00 FTE Telecommunicator
Decrease: 0.32 FTE of Overtime

Emergency Preparedness - Radio Services
Decrease: 0.06 FTE Overtime

Medical Examiner
Create: 1.00 FTE Pathologist
Create: 1.00 FTE Deputy Medical Examiner Supervisor
Create: 1.00 FTE Administrative Assistant
Create: 1.00 FTE Deputy Medical Examiner
Increase: 0.36 FTE Temporary Extra Help

Sheriff
Increase: 0.12 FTE Temporary Extra Help
Increase: 0.12 FTE Overtime

2014 CURRENT YEAR ACTIONS

Circuit Court Services
Transfer: 1.00 FTE Circuit Court Division Coordinator

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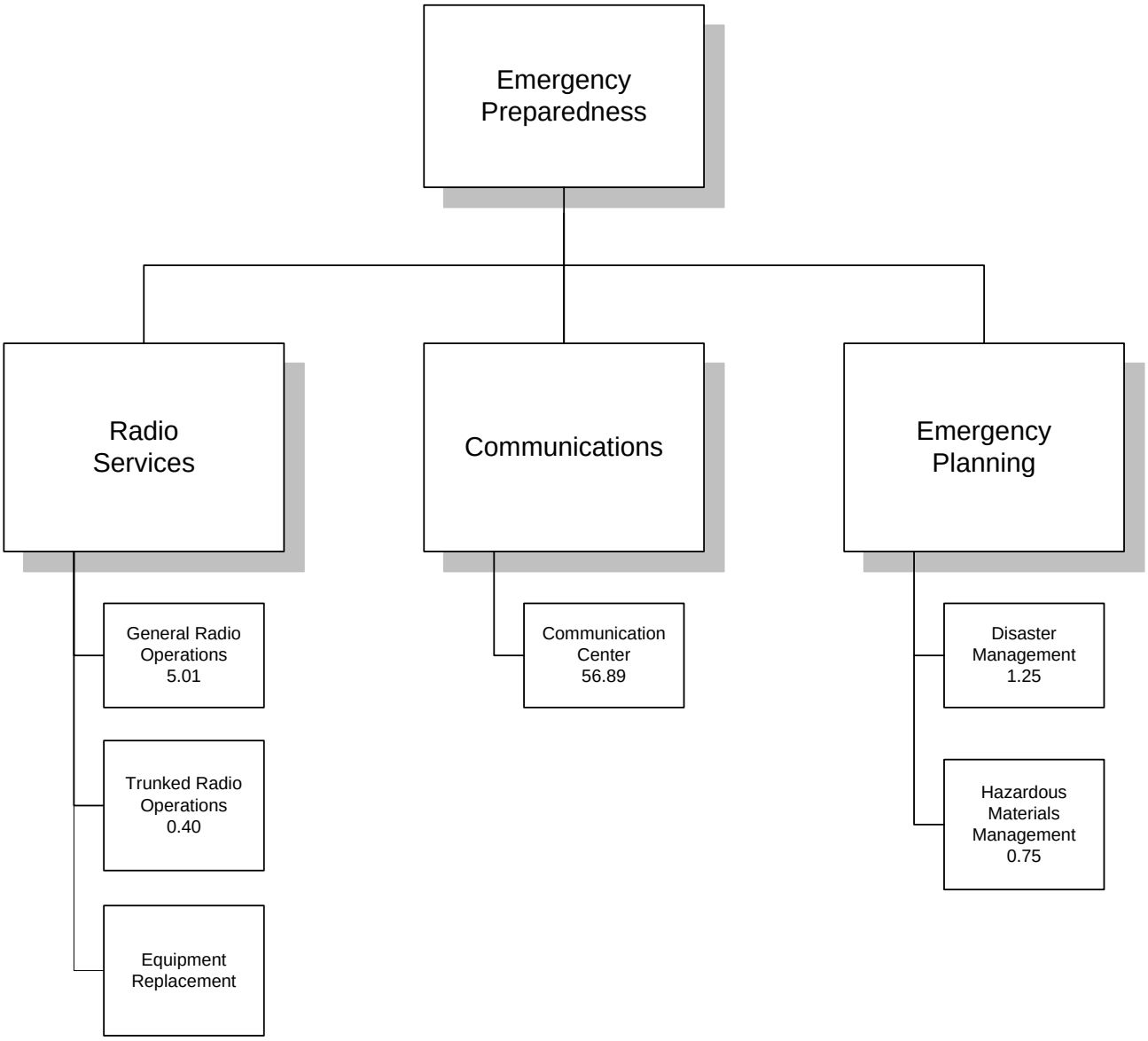
Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



64.30 TOTAL FTE'S

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

Statement of Purpose

It is the mission of the Department of Emergency Preparedness to ensure that county and local governments have emergency response plans in place with information sharing capabilities to quickly respond to all types of disasters, personal safety and security situations. The essence of the mission is to provide a comprehensive emergency management system with public safety telecommunications and information technologies to ensure that emergency service personnel can provide the highest level of response in a timely and efficient manner.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$622,489	$487,638	$487,653	$705,463	$217,825	44.7%
County Tax Levy	$5,049,883	$5,340,883	$5,340,883	$5,381,883	$41,000	0.8%
Expenditures	$5,609,802	$5,828,521	$5,822,970	$6,087,346	$258,825	4.4%
Rev. Over (Under) Exp.	62,570	-	$5,566	-	$0	N/A
Radio Services Fund						
Revenues (b)(c)	$1,440,694	$1,330,004	$4,013,804	$2,071,397	$741,393	55.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$898,502	$1,064,251	$2,743,638	$1,798,921	$734,670	69.0%
Operating Income	$542,192	$265,753	$1,270,166	$272,476	$6,723	2.5%
Total All Funds						
Revenues (c)	$2,063,183	$1,817,642	$4,501,457	$2,776,860	$959,218	52.8%
County Tax Levy	$5,049,883	$5,340,883	$5,340,883	$5,381,883	$41,000	0.8%
Expenditures	$6,508,304	$6,892,772	$8,566,608	$7,886,267	$993,495	14.4%
Rev. Over (Under) Exp.	$62,570	-	$5,566	-	-	N/A
Operating Income	$542,192	$265,753	$1,270,166	$272,476	$6,723	2.5%

Position Summary (FTE)

Regular Positions	60.40	60.40	60.40	62.40	2.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.14	2.28	2.28	1.90	(0.38)
Total	**62.54**	**62.68**	**62.68**	**64.30**	**1.62**

(a) General Fund Balance is budgeted as follows: 2015: $348,841; 2014: $83,000; 2013: $122,500.
(b) Radio Services Fund Balance is appropriated as follows: 2015: $753,410; 2014: $173,746; 2013: $79,461; to partially cover depreciation expenses of federally funded capitalized assets.
(c) Revenues exclude County Tax Levy Funds.

General Fund Emergency Preparedness

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 30 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). The Department is also responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$341,768	$267,090	$267,155	$277,113	$10,023	3.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$148,076	$87,498	$87,498	$79,509	($7,989)	-9.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$10	$50	$0	$0	($50)	-100.0%
Appr. Fund Balance (a)	$132,635	$133,000	$133,000	$348,841	$215,841	162.3%
County Tax Levy	**$5,049,883**	**$5,340,883**	**$5,340,883**	**$5,381,883**	**$41,000**	**0.8%**
Total Revenue Sources	**$5,672,372**	**$5,828,521**	**$5,828,536**	**$6,087,346**	**$258,825**	**4.4%**
Expenditures						
Personnel Costs	$4,505,739	$4,519,423	$4,518,767	$4,634,391	$114,968	2.5%
Operating Expenses (a)	$637,542	$655,585	$651,470	$731,867	$76,282	11.6%
Interdept. Charges	$463,081	$570,513	$569,733	$564,088	($6,425)	-1.1%
Fixed Assets	$3,440	$83,000	$83,000	$157,000	$74,000	89.2%
Total Expenditures	**$5,609,802**	**$5,828,521**	**$5,822,970**	**$6,087,346**	**$258,825**	**4.4%**
Rev. Over (Under) Exp.	$62,570	$0	$5,566	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	55.05	55.05	55.05	57.05	2.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.04	2.16	2.16	1.84	(0.32)	
Total FTEs	57.09	57.21	57.21	58.89	1.68	

(a) 2015 Appropriated Fund Balance includes: $48,000 for planned equipment replacement items, and $35,000 for unanticipated emergency equipment replacement needs, $50,000 to continue to assist with phasing in the costs of the New Berlin call center activity, $109,000 to fund the Pro QA Fire Dispatch software (one-time fund balance), and $106,841 to phase-in the funding of the 2.0 FTE telecommunicator positions (fund balance to be phased out).

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

Objective 1: Meet and exceed the National Fire Protection Association (NFPA) Standard 1221 which states that 95% of emergency calls be answered within 15 seconds and 99% within 40 seconds in an effort to improve response time and dispatch calls in a timely manner. (Communication Center Operation)

Key Outcome Indicator: The percentage of emergency calls that will be answered within 15 seconds and 40 seconds to meet the NFPA standards.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Answer call within 15 seconds	98.25%	95.0%	98.0%	95%
Answer call within 40 seconds	100.0%	99%	100.0%	99%

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

Objective 2: Meet or exceed NFPA standards for call processing for fire and medical calls for service and meet or exceed a 60 second call processing time for Police Priority 1 Calls.

These numbers are based on 100% of 50 randomly selected respective call types on a monthly basis to be prepared by WCC Supervisors and shared with appropriate protocols committees.

A. **Fire Calls:** NFPA standards say 80% of calls shall be completed within 60 seconds, and 95% of calls shall be completed in 106 seconds.

Performance Measures:	Standards	2013 Actual	2014 Target	2014 Estimate	2015 Target
Fire Calls (60 seconds)	80%	Average 89.3 seconds for 80%	75 seconds	95 seconds	85 Seconds
Fire Calls (106 seconds)	95%	Average 91.4 seconds for 100%	100 seconds	106 Seconds	106 Seconds

B. **EMS Calls:** NFPA standards say 90% of calls shall be completed within 90 seconds, and 99% of calls shall be completed within 120 seconds.

Performance Measures:	Standards	2013 Actual	2014 Target	2014 Estimate	2015 Target
EMS Calls (90 seconds)	90%	90 Seconds	85 seconds	90 Seconds	90 Seconds
EMS Calls (120 seconds)	99%	90 Seconds	90 seconds	120 Seconds	120 Seconds

C. **Priority 1 Police Calls:** Department internal standards say 90% of calls shall be completed within 60 seconds.

Performance Measures:	Standards	2013 Actual	2014 Target	2014 Estimate	2015 Target
Priority 1 Police Calls (60 seconds)	90%	44 Seconds	60 Seconds	60 Seconds	60 Seconds

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation.

Key Outcome Indicator: Measuring the County's Dispatch Center against established standards is an objective way for the Department to determine progress and overall effectiveness of the program. The standards that have been established by the National Academy state that a certain portion of calls must be monitored for quality assurance and meet the standards listed below.

Performance Measures:	Standard	2013 Target	2013 Actual	2014 Target	2014 Estimate	2015 Target
Case Entry	95%	98.0%	98.03%	95%	95%	95%
Chief Complaint	95%	98.0%	98.52%	95%	95%	95%
Key Questions	90%	97.0%	98.95%	90%	90%	90%
Pre Arrival Instruct	95%	90.0%	86.20%	95%	95%	95%
Post Dispatch Inst	90%	98.5%	98.49%	90%	90%	90%
Final Coding	90%	98.5%	98.35%	90%	90%	90%
Total Score	90%	96.0%	98.13%	90%	90%	90%

Note: Targets have been adjusted with focused attention to attain accreditation standard scoring in all areas of measurement. Once accreditation standards have been met in all categories, broader focus on continual improvement and exceeding standards will be pursued.

Key Strategic Outcomes: A county that provides customers with quality programs and services.

Objective 4: To plan, develop, implement and maintain an effective and informative Community Education Plan highlighting the operations of the Communication Center and staff (shared objective with IT).

Key Outcome Indicator: Begin to assess 'hits' on the website, indicating the number of individuals monitoring our information stream.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target	2016 Target
Hits on website	N/A	N/A	N/A	100	200

County-Wide Key Strategic Outcome: A safe county

Objective 5: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

Key Outcome Indicators: The chart indicates participation in activities related to disaster response exercises, emergency response training, public education, and review of County-wide emergency operations plans.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Exercise Activities	133	150	150	150
Number of Training Activities	262	175	225	225
Number of Planning/Coordination of EM Activities	2,061	2,000	2,500	2,500
Number of Incident Support Activities	221	100	400	300
Public Education Activities	70	35	90	100
Percentage of Comprehensive Emergency Management Plan reviewed	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 6: Carry out the functions and duties of the Federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 323.60 through 323.72 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

Key Outcome Indicator: The chart identifies the number of facilities that submitted Tier 2 Hazardous Materials Inventory Reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities. The final row of the chart indicates the number of hazardous material incidents reported to County Emergency Management. The Target columns represent projected number of events per year.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Tier 2 Reports Received*	349	328	350	350
Number of Planning Facilities	148	148	148	150
Number of Plans Updated	33	37	33	37
Number of New Plans Created	14	4	17	10
Number of HazMat Incidents Reported	41	30	50	50

* Tier 2 Reports are hazardous chemical inventory reports filed annually by any facility, private or public, that has 10,000 pounds or more of any Federal Environmental Protection Agency (EPA) identified hazardous substance or an amount greater than 500 pounds or the designated threshold planning quantity (whichever is lower) of an EPA identified extremely hazardous substance. Reports are sent to Waukesha County Emergency Management, Wisconsin Emergency Management, and to the local fire department.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '14	Estimated Net Operating Impact
200808	Communications Center Expansion	2017	$3,077,183	10%	TBD
201101	9-1-1-Phone System	2014	$1,100,000	75%	$40,000 annually
201102	WCC Console Radio Equipment	2014	$1,000,000	95%	$6,600 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Responsible for dispatching police, fire and emergency medical services (EMS) resources operated by partner municipalities and the County Sheriff in emergency situations throughout the County. This includes a partnership initiated in 2010 with Flight for Life to migrate them to the County's 800 trunked radio system and act as their dispatch center for rescue operations. Act as Public Safety Answering Point (PSAP) for the E-911 system. Act as initial department contact for calls for service while providing information and routing of non-dispatch center calls.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**55.09**	**55.21**	**55.21**	**56.89**	**1.68**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$147,968	$87,498	$87,498	$79,509	($7,989)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2	$50	$0	$0	($50)
Appr. Fund Balance	$132,635	$133,000	$133,000	$348,841	$215,841
County Tax Levy	**$4,834,736**	**$5,122,457**	**$5,122,457**	**$5,150,171**	**$27,714**
Total Revenues	**$5,115,341**	**$5,343,005**	**$5,342,955**	**$5,578,521**	**$235,516**
Personnel Costs	$4,314,131	$4,322,091	$4,320,527	$4,432,369	$110,278
Operating Expenses	$375,747	$441,835	$437,974	$506,153	$64,318
Interdept. Charges	$394,864	$496,079	$496,766	$482,999	($13,080)
Fixed Assets	$3,440	$83,000	$83,000	$157,000	$74,000
Total Expenditures	**$5,088,182**	**$5,343,005**	**$5,338,267**	**$5,578,521**	**$235,516**
Rev. Over (Under) Exp.	$27,159	$0	$4,688	$0	$0

Program Highlights

Charges for service decrease by $7,989, due primarily to removal of remaining one time revenue associated with addition of New Berlin dispatch duties. One time General Fund balance of $348,841 is provided for; continued phase-in of costs associated with New Berlin call center activity ($50,000); purchase of Pro QA fire dispatch software ($109,000); funding to assist phase-in of 2.0 FTE telecommunicator positions ($106,841), $48,000 from Reserved General Fund balance for planned addition of 2 workstations to the dispatch floor; and the continued use of $35,000 for unplanned emergency equipment replacement items.

Personnel costs are estimated to increase by $110,278 to $4,432,369 reflecting the addition of 2 Telecommunicator positions. This is partially offset by a reduction in overtime expenses of $22,422 and budgeted savings related to benefit elections.

The Operating expense budget increases by $64,318, reflecting increases of $35,000 in building repair and maintenance (unplanned). This represents a reallocation of emergency funds from the fixed assets appropriation to the operating appropriation. Other increases include $50,500 in maintenance for new dispatching consoles purchased in 2014 in conjunction with the digital radio upgrade capital project, and $2,100 in security equipment repair and maintenance, based on 5 year actuals. These increases are offset by decreases in clothing ($3,000), office supplies ($2,139), data processing equipment repair ($5,388), third party computer charges ($2,500) and telephone line charges ($6,000) of $16,527 collectively, based on 5 year actuals.

Net Interdepartmental charges decrease by $13,080. This consists primarily of a decrease in computer maintenance charges of $13,566. Fixed assets increase by $74,000 to $157,000 and include an increase of $109,000 for Pro QA Fire Dispatch software, and a reduction of $35,000 in emergency equipment repair and maintenance funds to reflect a budgeted shift from Fixed assets to the operating appropriation unit.

Communication Center Operations (cont.)

Waukesha County Department of Administration will reserve an additional $100,000 of General Fund Balance at the end of 2015 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan).

General Fund Balance of $3,600,000 overall has been reserved through the 2004-2015 Budgets for this purpose based on prior County Board action.

- Approximately $150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
- Another $500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
- In 2010, $50,000 was budgeted to pay for overtime associated with training on the new CAD system and $56,000 was budgeted to replace a digital recording device.
- In 2011, $45,600 was budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of $25,000 was also used to begin design of a 9-1-1 phone system replacement.
- In 2012, the capital budget appropriated $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
- In 2013, $15,000 is budgeted for the replacement of a portion of office chairs, backup computer equipment and the replacement of a portion of the television monitors. This will result in $1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.
- In 2014, $900,000 is budgeted for radio console equipment as part of the capital project and $48,000 is budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.
- In 2015, $48,000 is budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions (4 total, including the 2 added in 2014) – should the need arise.

Participating Members

Cities: Brookfield, Delafield, Pewaukee, and New Berlin

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

Villages:** Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Lannon, Merton, Nashotah, North Prairie, Oconomowoc Lake, Pewaukee, Summit, Sussex, and Wales.

County: Sheriff's Department

* The Town of Mukwonago paid to join the Waukesha County Communications Center in 2002. The transition date is yet to be determined.

** The Village of Mukwonago paid to join the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

Disaster Management

County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and Waukesha County business continuity planning. The office continues to pursue Federal and State funding to better equip and train first responders; increase critical infrastructure security; and enhance citizen preparedness. The office is the single point of contact for National Incident Management System (NIMS) compliance. The office continues to coordinate and participate in disaster exercises throughout the County. The division maintains the Comprehensive Emergency Management Plan (CEMP) as adopted by the County Board in 2013 ensuring the contents, protocols, and responsibility assignments remain consistent and current with County policy and capabilities. The County maintains a County-wide Pre-Disaster Hazard Mitigation Plan in conjunction with the municipalities within the County. The office is actively participating in Federal Emergency Management Agency (FEMA) Region V's effort to aggressively develop revisions to federal, state, and local damage assessment process and data collection methodologies. The division is very active in implementation of the Wisconsin Credentialing and Asset Management System (WICAMS) program for emergency response personnel accountability. Waukesha County is a designated AmeriCorps host site in 2014 and 2015 and will receive funding for a part time community and citizen preparedness coordinator. The division also funds access to the Alert Sense mass notification system, which provides emergency and non-emergency notification services to County and municipal agencies. System upgrades include access to the federal Integrated Public Alert and Warning System (IPAWS), which improves the capability to warn both residents and visitors of an impending or potential life threatening danger.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$256,882	$184,488	$178,435	$188,393	$3,905
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$108	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$8	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$65,602**	**$66,074**	**$66,074**	**$123,500**	**$57,426**
Total Revenues	**$322,600**	**$250,562**	**$244,509**	**$311,893**	**$61,331**
Personnel Costs	$112,431	$116,071	$116,552	$118,931	$2,860
Operating Expenses	$116,134	$66,820	$66,820	$119,064	$52,244
Interdept. Charges	$62,096	$67,671	$66,204	$73,898	$6,227
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$290,661**	**$250,562**	**$249,576**	**$311,893**	**$61,331**
Rev. Over (Under) Exp.	$31,939	$0	($5,067)	$0	$0

Program Highlights

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at $188,393, an increase of $3,905.

Personnel charges increase by $2,860 reflecting cost to continue for 1.25 FTEs. Operating expenses increase $52,200, composed primarily of an increase in contracted services ($50,000) to cover the costs to hire an outside consultant to do the required five year update to the Waukesha County Pre-disaster Hazard Mitigation Plan. Spending authority for these increases is transferred from the Hazardous Materials program, due to a decrease in HazMat contract costs. Interdepartmental charges increase by $6,227, composed primarily of an increase in vehicle replacement costs ($8,536) partially to cover costs for an existing vehicle that is now being added to the replacement program. This is partially offset by decreases in fleet repair charges ($1,660) and fuel costs ($1,400).

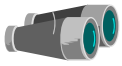
Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department. Facilities that use, store, or manufacture hazardous materials are required to comply with State regulations concerning hazardous materials. This compliance included submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee to Wisconsin Emergency Management.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.75**	**0.75**	**0.75**	**0.75**	**0.00**
General Government	$84,886	$82,602	$88,720	$88,720	$6,118
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	**$149,545**	**$152,352**	**$152,352**	**$108,212**	**($44,140)**
Total Revenues	**$234,431**	**$234,954**	**$241,072**	**$196,932**	**($38,022)**
Personnel Costs	$79,177	$81,261	$81,688	$83,091	$1,830
Operating Expenses	$145,661	$146,930	$146,676	$106,650	($40,280)
Interdept. Charges	$6,121	$6,763	$6,763	$7,191	$428
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$230,959**	**$234,954**	**$235,127**	**$196,932**	**($38,022)**
Rev. Over (Under) Exp.	$3,472	$0	$5,945	$0	$0



Program Highlights

Facilities that use, store, or manufacture hazardous materials are required to comply with State and federal regulations concerning hazardous materials management. Compliance includes submitting annual reports identifying the names, amounts, and characteristics of hazardous materials on-site in excess of federally established thresholds, and to actively participate in response planning for emergency releases of any extremely hazardous substances at a facility. Additional, State law requires submission of planning and inventory administration fees to Wisconsin Emergency Management. These fees form the fund from which the County receives General Government revenues of $88,720 from State EPCRA planning and equipment reimbursement grant funds to support these activities. The $88,720 includes $9,066 (State grant funded) budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

The Division maintains records of emergency hazardous materials releases and assists local agencies in coordinating emergency response to those releases. The Local Emergency Planning Committee (LEPC) may also assist local agencies with cost recovery from responsible parties in accordance with EPCRA and §323.60, Wis. Stats. Recent revisions to the Wisconsin Hazardous Materials Emergency Response System prompted changes to the contract with the City of Waukesha for hazardous materials emergency response throughout the County. The changes resulted in a $40,300 reduction in the Grants to Communities line item in this budget.

Personnel costs increase by $1,830 reflecting costs to continue for .75 FTE. Operating charges decrease by $40,280, reflecting the aforementioned reduction in hazardous materials emergency response contract charges. Interdepartmental charges increase by $428, due an increase in computer maintenance charges.

Emergency Preparedness

Fund Purpose

An enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: General Radio Operations which provides conventional radio services and equipment repair and maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for County agencies' radio equipment replacements. Program descriptions and activities are outlined on the following program pages.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$471,885	$564,404	$581,696	$764,736	$200,332	35.5%
Interdepartmental	$570,434	$591,854	$577,362	$553,251	($38,603)	-6.5%
Other Revenue	$323,297	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$75,078	$173,746	$2,854,746	$753,410	$579,664	333.6%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,440,694**	**$1,330,004**	**$4,013,804**	**$2,071,397**	**$741,393**	**55.7%**
Expenditures						
Personnel Costs	$533,217	$543,618	$522,839	$546,318	$2,700	0.5%
Operating Expenses	$236,620	$374,041	$2,026,985	$1,099,611	$725,570	194.0%
Interdept. Charges	$128,665	$146,592	$193,814	$149,617	$3,025	2.1%
Interdept. Charges - Interest. Exp. (a)	$0	$0	$0	$3,375	$3,375	N/A
Gen. Fund Loan Repay. (Memo) (b)	$0	$0	$0	$112,500	$112,500	N/A
Fixed Assets (Memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$898,502**	**$1,064,251**	**$2,743,638**	**$1,798,921**	**$734,670**	**69.0%**
Rev. Over (Under) Exp. (c)	$542,192	$265,753	$1,270,166	$272,476	$6,723	2.5%
Position Summary (FTE)						
Regular Positions	5.35	5.35	5.35	5.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.10	0.12	0.12	0.06	(0.06)	
Total FTEs	5.45	5.47	5.47	5.41	(0.06)	

(a) Radio Services Fund balance of $753,410 is budgeted in 2015. Of this, $750,035 is budgeted to offset depreciation expenses and $3,375 is budgeted to repay the interest to the General Fund for loans to municipalities for radio equipment. Radio Services Fund Balance of $173,746 in 2014 was budgeted to offset depreciation expenses related to the decommissioning of the Mobile Data Computer System.

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

(c) Amounts charged back to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

Objective 1: Maximize uptime, performance, and reliability of countywide trunked radio communications.

Key Outcome Indicator: Uptime percentage. Both performance and overall reliability are measured in terms of unimpaired coverage and overall uptime in general.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of time the system is available overall (reliability).	99.996%(a)	99.9999%	99.999%	99.998%
Percent of time the system has unimpaired coverage (performance).	98.4%	98.00%	98.1%	98.00%

(a) A system controller failure caused by aging components on Christmas Eve 2013 resulted in a 24 minute downtime, the only trunking failure of the year

Objective 2: Provide rapid, accurate programming of custom user radio talkgroup/channel templates.

- Radio Services is responsible for programming of all radios on the Waukesha County trunked system.
- Users work with Radio Services to develop custom programming template reflecting each agency's needs.
- Since 2009, radios are converted to "Advanced System Key" to enhance security and prevent tampering.

Key Outcome Indicator: Trunked subscriber reprogramming. Agencies using the trunked radio system enjoy tremendous flexibility in their ability to select, deploy and use talkgroups (channels) countywide for daily operations and emergency interoperability.

	2013 Actual	**2014 YTD (7/31)**	**2014 Estimate (a)**	**2015 Target (a)**
County	43	12	244	580
In-County municipal	569	72	1611	2417
Out-of-county	32	9	1060	2340
Totals	**644**	**93**	**2915**	**5337**

(a) In anticipation of the new trunked radio system project in 2014, most radio users are holding off on subscriber-level radio reprogramming. However, all radios (both new and legacy) will require reprogramming in 2014-2015. These counts do not include firmware upgrades for legacy radios.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '14	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2015	$9,515,000	90%	TBD	$475,750(a)
201102	WCC Console Radio Equipment	2015	$1,000,000	95%	$6,600 annually	$100,000

(a) Amount is based on county/municipal partners' 50/50 share for 10 year useful life.
(b) An MOU has been enacted between Waukesha County and Milwaukee County to hire a consultant to examine the feasibility of hosting a shared system for both counties at the Waukesha County site, as the technology may allow for better interoperability amongst neighboring entities.

General Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

General Radio Operations

Provides radio design and engineering consultation services, purchasing, installation, operation, and servicing of traditional radios and base stations including new Communication Center radio consoles and related equipment (Dispatch Operations). Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and RF), user equipment repair and maintenance, and dispatch consoles. This program area services transmitters, microwave, and public safety mobile data communication systems within the County and municipalities in surrounding counties at reasonable fee charges. In addition, this program area works with the private sector and Corporation Counsel to negotiate tower site leases with wireless cellular phone service providers.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.05**	**5.07**	**5.07**	**5.01**	**(0.06)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$325,525	$422,184	$439,104	$434,744	$12,560
Interdepartmental	$286,921	$298,813	$285,536	$246,667	($52,146)
Other Revenue	$323,297	$0	$0	$0	$0
Appr. Fund Balance	$73,388	$173,746	$173,746	$43,035	($130,711)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,009,131**	**$894,743**	**$898,386**	**$724,446**	**($170,297)**
Personnel Costs	$492,261	$501,647	$481,647	$503,436	$1,789
Operating Expenses	$185,328	$304,925	$301,726	$129,494	($175,431)
Interdept. Charges	$83,844	$88,171	$117,184	$91,516	$3,345
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$761,433**	**$894,743**	**$900,557**	**$724,446**	**($170,297)**

Rev. Over (Under) Exp.	$247,698	$0	($2,171)	$0	$0

Program Highlights

In the 2015 budget, costs have been reallocated and restated from the Trunked and Conventional Radio Operations program used in 2014 to a Trunked Radio Operations Program and a General Radio Operations Program. This reallocation more accurately reflects the distinction between trunked radio operations and all other services, allowing fees charged for the operation of the Trunked Radio System to more accurately reflect actual costs.

Total revenue for General Radio Services decreases by $170,300, due to a reduction of appropriated fund balance related to depreciation for the Mobile Data System and reduced interdepartmental service contract charges.

Personnel costs increase by $1,789, reflecting costs to continue for 5.01 FTE, partially offset by a decrease of .06FTE in overtime, based on 5 year actuals. Operating expenses decrease by $175,431, due to the elimination of depreciation expense for the Mobile Data system (which went out of service in the beginning of 2013), partially offset by increases in janitorial services and building electrical repair expenses. Interdepartmental charges increase by $3,345, consisting primarily of an increase in vehicle liability insurance of $3,122 and in administrative overhead of $1,105, offset by decreases in vehicle replacement charges of $1,178 and radio maintenance charges of $1,069.

Trunked Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Trunked Radio Operations

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for the County's 37 municipalities, and 7 separate fire districts to maintain approximately 5,300 mobile and portable radios utilizing county-wide 800 MHz trunked radio system. This includes 7 antenna sites, 13 radio channels, 93 transmitters, and 113 control base stations.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$146,360	$142,220	$142,592	$329,992	$187,772
Interdepartmental	$26,493	$27,288	$27,286	$34,108	$6,820
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$1,690	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$174,543**	**$169,508**	**$169,878**	**$364,100**	**$194,592**
Personnel Costs	$40,956	$41,971	$41,192	$42,882	$911
Operating Expenses	$51,292	$69,116	$75,259	$263,117	$194,001
Interdept. Charges	$44,821	$58,421	$36,630	$58,101	($320)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$137,069**	**$169,508**	**$153,081**	**$364,100**	**$194,592**

Rev. Over (Under) Exp.	$37,474	$0	$16,797	$0	$0

Program Highlights

Total revenue for trunked radio services increases by $194,592, primarily due to an increase in trunked radio operating charges of $145,004 for the new Digital trunked radio system.

Personnel costs increase by $911, reflecting costs to continue for .4 FTEs. Operating expenses increase by $194,001, composed primarily of new support costs for the digital trunked radio system of $189,353. Interdepartmental charges decrease by $320, due to increases in vehicle charges ($2,005), offset by a decrease in worker's compensation of $2,682.

Equipment Replacement

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included for this funding accumulation is Trunked Radio replacements for County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Not included is any Trunk Radio infrastructure replacement (planned to be replaced by a future capital project in the Capital Plan) or municipal agencies radio equipment.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$257,020	$265,753	$264,540	$272,476	$6,723
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (c)	$0	$0	$2,681,000	$710,375	$710,375
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$257,020**	**$265,753**	**$2,945,540**	**$982,851**	**$717,098**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$0	$0	$1,650,000	$707,000	$707,000
Interdept. Charges	$0	$0	$40,000	$0	$0
Interdept. Charges - Interest Exp. (c)	$0	$0	$0	$3,375	$3,375
Gen. Fund Loan Repay. (Memo) (b)	$0	$0	$0	$112,500	$112,500
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$0**	**$1,690,000**	**$710,375**	**$710,375**

Rev. Over (Under) Exp. (a)	$257,020	$265,753	$1,255,540	$272,476	$6,723

(a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements.

(b) Debt repayment of a general fund loans for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total because the accounting entry for the repayment applied to the balance sheet advances the funds liability account.

(c) Radio Services fund balance is appropriated to offset the depreciation on the Trunked Radio System and to repay the General Fund for the interest on the loans to municipalities to acquire radio equipment.

Program Highlights

The 2015 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges increase slightly from the 2014 Budget and provide for replacement funding in the plan. Radios are currently being replaced and/or upgraded for compatibility with the new system. Radio replacement charges in 2016 will reflect inventory purchased by county departments in 2014-2015.

Operating expenses include first year depreciation expense of the Trunked Radio Infrastructure replacement (cost of $7.06 million). These costs are fully offset by the appropriation of Radio Services fund balance. Therefore, no sinking fund is building up for future infrastructure replacement costs.

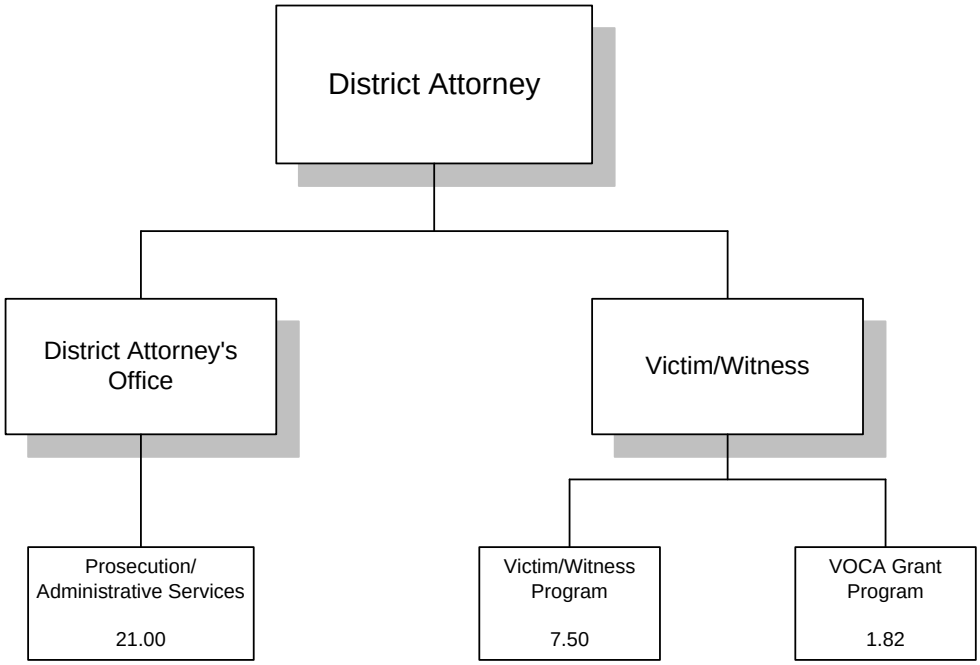
Activity – Radio Replacement Charges

Trunked Radio System	2014	2015	2014	2015	2015
Department	# of Radios	# of Radios	Budget	Budget	$ Change
Public Works	182	173	$51,771	$53,325	$1,554
Parks & Land Use	107	87	$44,350	$45,681	$1,331
Sheriff	314	304	$148,226	$152,673	$4,447
Public Works - Central Fleet	7	7	$1,964	$2,023	$59
Medical Examiner	5	6	$1,874	$1,930	$56
Emerg Prep - Emerg Mgmt	3	3	$2,566	$1,394	($1,172)
Emerg Prep - Radio Services	18	18	$9,107	$9,380	$273
Health & Human Services	10	10	$5,399	$5,561	$162
Airport	1	1	$496	$511	$15
Total	**647**	**602**	**$265,753**	**$272,478**	**$6,723**

District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



30.32 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.

District Attorney

Statement of Purpose

The Office of the District Attorney is created under Chapter 978 of the Wisconsin Statutes. This Department represents the people of the State of Wisconsin and County of Waukesha in the courts. The District Attorney and staff prosecute state criminal matters; forfeiture actions; State and County traffic code and ordinance violations; Department of Natural Resource violations; and juvenile, domestic abuse, sexual predator, and harassment cases. The Office of the District Attorney also attempts to educate the public through various conferences, programs, and outreach efforts to the community regarding the criminal justice system and the responsibility of the District Attorney. In addition, the District Attorney also operates the Victim/Witness Program, which provides statutory and constitutionally mandated support to victims and witnesses of crime.

The primary purpose of the Victim/Witness Program is to provide information, referral, and support to citizens and law enforcement officers of Waukesha County who have been victims of or witnesses to crimes, and to ensure that the services mandated under Chapter 950 of the Wisconsin Statutes are made available to them. To achieve this end, the Victim/Witness staff and its volunteers maintain continuous contact with victims and witnesses to update them on case progress in the criminal justice system.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$335,287	$371,664	$363,000	$399,260	$27,596	7.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$74,545	$64,389	$66,389	$66,349	$1,960	3.0%
Interdepartmental	$70,768	$78,155	$78,155	$83,520	$5,365	6.9%
Other Revenue	$80,783	$72,829	$73,472	$41,064	($31,765)	-43.6%
Appr. Fund Balance	$33,040	$0	$0	$0	$0	N/A
County Tax Levy	**$1,781,187**	**$1,769,187**	**$1,769,187**	**$1,807,337**	**$38,150**	**2.2%**
Total Revenue Sources	**$2,375,610**	**$2,356,224**	**$2,350,203**	**$2,397,530**	**$41,306**	**1.8%**
Expenditures						
Personnel Costs	$1,759,688	$1,864,352	$1,857,680	$1,913,113	$48,761	2.6%
Operating Expenses	$225,465	$267,439	$258,673	$262,041	($5,398)	-2.0%
Interdept. Charges	$184,315	$224,433	$243,203	$222,376	($2,057)	-0.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,169,468**	**$2,356,224**	**$2,359,556**	**$2,397,530**	**$41,306**	**1.8%**
Rev. Over (Under) Exp.	$206,142	$0	($9,353)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	29.50	29.50	29.50	29.50	0.00	
Extra Help	0.82	0.81	0.81	0.82	0.01	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	30.32	30.31	30.31	30.32	0.01	

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Provide statutorily mandated rights and services to citizens who are victims of crime (does not include previous cases). (Victim/Witness)

Key Outcome Indicator: Number of new crime victims and witnesses receiving services during the year. (These are victims of crimes referred into the program during the year indicated. This number will not reflect the thousands of victims and witnesses receiving assistance with cases from previous years. It also may not reflect the hundreds of victims assisted by the Mobile Victim Assistance program, and those who request help with restraining orders.)

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of people receiving services*	3,600	4,800	3,600	3,600

**The number of people receiving services is reflective of the actual number of people referred to the Victim Witness program by law enforcement agencies.*

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

Objective 2: Provide timely notification to citizen and officer witnesses of court cancellations, thereby decreasing frustration with the criminal justice system and sparing the County the expense of paying for witness fees, mileage, and officers' time for cancelled court events. (Victim/Witness)

Key Outcome Indicator: Number of citizens and officers notified of court cancellations and resulting cost savings.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Officer cancellations	4,359	4,500	4,700	4,700
Civilian cancellations	3,069	3,100	3,300	3,300
Total cancellations	7,428	7,600	8,000	8,000
Estimated cost avoidance	$412,254	$421,800	$444,000	$444,000

** The Victim/Witness Program does not have control over the number of court cases that need to be rescheduled or the number of cancellation contacts that need to be made.*

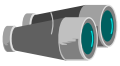
Prosecution / Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

The District Attorney is a constitutional office representing the people of the State of Wisconsin and the County of Waukesha in the criminal and civil courts. This area instigates investigations and follows through with prosecutions and convictions for all criminal matters within the jurisdictional boundaries of the Waukesha County District Attorney's Office.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**21.00**	**21.00**	**21.00**	**21.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$74,545	$64,000	$66,000	$66,000	$2,000
Interdepartmental	$70,768	$78,155	$78,155	$83,520	$5,365
Other Revenue	$31,683	$32,829	$33,472	$14,214	($18,615)
Appr. Fund Balance	$8,040	$0	$0	$0	$0
County Tax Levy	**$1,565,365**	**$1,584,842**	**$1,584,842**	**$1,605,767**	**$20,925**
Total Revenues	**$1,750,401**	**$1,759,826**	**$1,762,469**	**$1,769,501**	**$9,675**
Personnel Costs	$1,224,567	$1,302,018	$1,290,833	$1,322,229	$20,211
Operating Expenses	$216,064	$255,260	$248,765	$245,531	($9,729)
Interdept. Charges	$164,604	$202,548	$222,871	$201,741	($807)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,605,235**	**$1,759,826**	**$1,762,469**	**$1,769,501**	**$9,675**
Rev. Over (Under) Exp.	$145,166	$0	$0	$0	$0



Program Highlights

Charges for Services increase by $2,000 to $66,000 for copy charges, based on a developing trend of increased receipts in that area. Interdepartmental revenue received from the Sheriff's Department is to pay for one special drug prosecutor position. Salary and benefit costs for the position are budgeted at $83,500, an increase of about $5,400. Other revenue totaling $14,200 includes: State reimbursements for one State prosecutor electing County insurance benefits at an estimated cost of $7,200; estimated cost recoveries from extraditions; and miscellaneous revenue recoveries of $7,000. Other revenues are decreasing by $18,600 because one prosecutor has elected to transition to State benefit coverage in 2015.

Personnel costs increase by $20,200 to reflect cost to continue 21.0 FTE County-funded positions. Operating expenses decrease by $9,700, primarily due to a decrease in prosecutor benefit costs related to the reduction of one prosecutor electing the County's benefit package. Contracted services expenditures for a special drug prosecutor (reimbursed by the Sheriff's Department) are also reflected in this appropriation unit. Interdepartmental charges decrease slightly by $800.

Victim/Witness

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

Program Description

Wisconsin Statute 950 mandates that victims of criminal offenses are kept informed of case progress to final disposition. Victims and witnesses are prepared for testimony, escorted to court, and assisted in obtaining witness fees and crime victim compensation. Victims also receive assistance with victim impact statements and temporary restraining orders.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$234,646	$263,200	$263,000	$290,716	$27,516
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$389	$389	$349	($40)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$49,100	$40,000	$40,000	$26,850	($13,150)
Appr. Fund Balance	$25,000	$0	$0	$0	$0
County Tax Levy	**$215,822**	**$184,345**	**$184,345**	**$201,570**	**$17,225**
Total Revenues	**$524,568**	**$487,934**	**$487,734**	**$519,485**	**$31,551**
Personnel Costs	$438,359	$458,878	$473,113	$487,958	$29,080
Operating Expenses	$6,854	$8,729	$6,598	$12,095	$3,366
Interdept. Charges	$18,686	$20,327	$19,667	$19,432	($895)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$463,899**	**$487,934**	**$499,378**	**$519,485**	**$31,551**
Rev. Over (Under) Exp.	$60,669	$0	($11,644)	$0	$0

Program Highlights

General government revenue is budgeted at 56% of budgeted expenditures for 2015. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness programs throughout the State, and on funding available to the State from offender surcharges and other sources. It is anticipated to increase slightly in 2015 based on projections from the State. Other revenue includes a percentage of bail forfeiture interest collections of $26,900, which decrease by $13,200 from the 2014 Budget to more accurately reflect actual collections.

Personnel costs increase about $29,100, which reflects the reclassification of 1.0 FTE Victim/Witness Specialist to Victim/Witness Counselor, a change in benefit selection from no insurance to family insurance benefits for one position, and costs to continue 7.5 FTE positions. The Victim Witness Department continues to utilize volunteers and student interns to maximize services to citizens despite increasing demands and decreasing resources.

VOCA Grant/Program

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

Program Description

Social workers and volunteers provide 24-hour assistance to victims at the scene of the crime, at the request of law enforcement. Victims receive emotional support, information about the criminal justice system, and referrals to community resources. Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.82**	**1.81**	**1.81**	**1.82**	**0.01**
General Government	$100,641	$108,464	$100,000	$108,544	$80
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	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$100,641**	**$108,464**	**$100,000**	**$108,544**	**$80**
Personnel Costs	$96,762	$103,456	$93,734	$102,926	($530)
Operating Expenses	$2,547	$3,450	$3,310	$4,415	$965
Interdept. Charges	$1,025	$1,558	$665	$1,203	($355)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$100,334**	**$108,464**	**$97,709**	**$108,544**	**$80**
Rev. Over (Under) Exp.	$307	$0	$2,291	$0	$0

Program Highlights

This program is 100% reimbursable by federal funds passed through the state. Personnel costs decrease slightly due to a change in personnel, and reflect cost to continue 1.82 FTE positions. Slight increases in operating costs and decreases in interdepartmental charges bring the budget in line with actual grant expenses.

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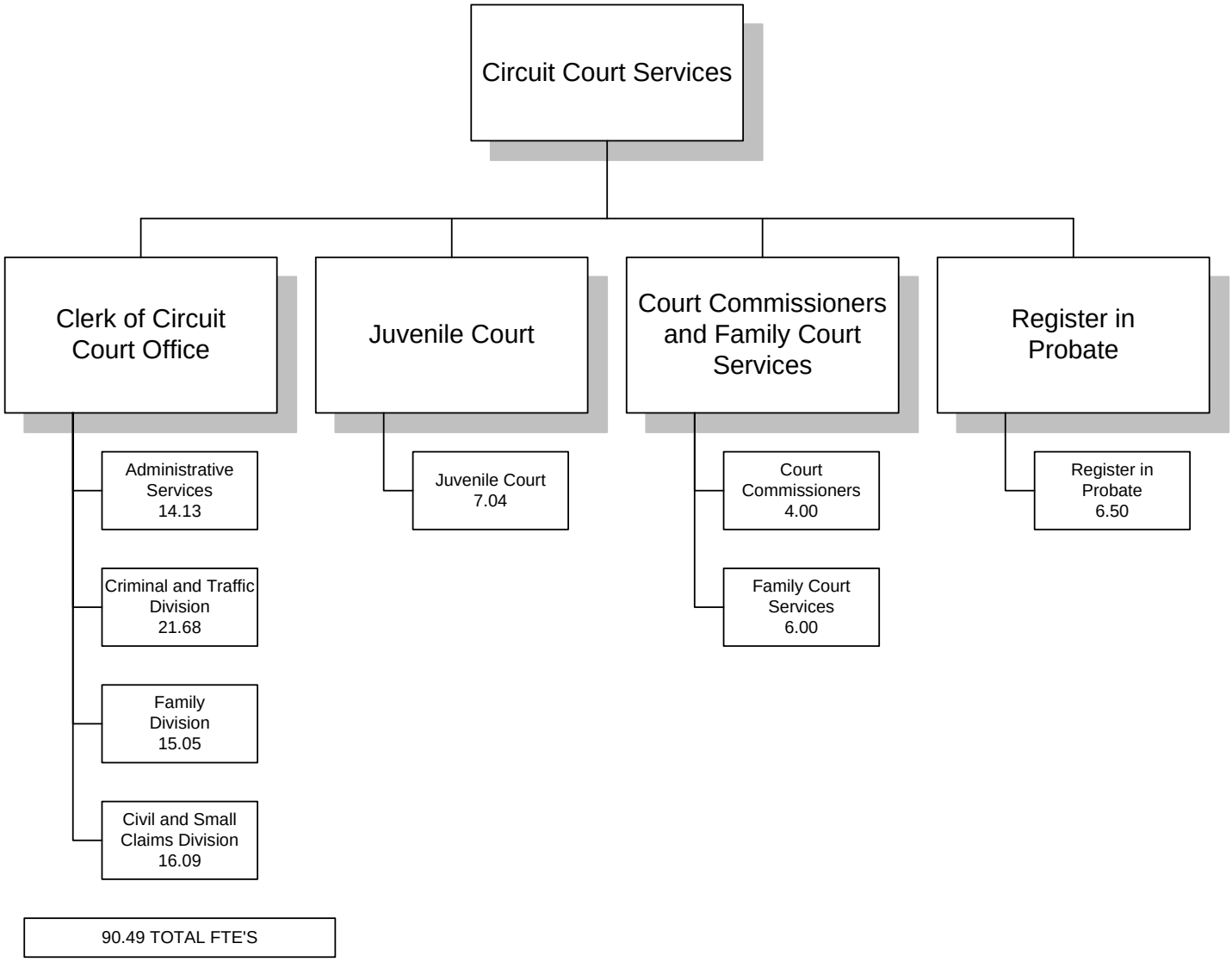
Circuit Court Services

CIRCUIT COURT SERVICES

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.

Circuit Court Services

Statement of Purpose

The offices of the Clerk of Circuit Court, Clerk of Juvenile Court, Court Commissioner, Family Court Services, and the Register in Probate coordinate and manage the general legal, business, public communications, and financial operations of the Waukesha County Circuit Courts. The circuit courts are responsible for hearing and adjudicating all state, county and some municipal actions related to traffic, criminal, family, civil, juvenile, and probate law. State Circuit Court Judges and County Court Commissioners hear and dispose of cases. The collective goal of the Circuit Court Services divisions is to support the operation of the courts and provide superior justice related services to all case participants and the general public. The business services and responsibilities of the courts are defined by state statute, circuit court rules, and county policies and include:

- Court case management and event tracking
- Court calendar management and scheduling
- Case related financial management and accounting
- Operating and capital budget management
- Court records management
- Judicial and courtroom support and assistance
- Jury management
- Technology, security, and facility coordination

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$1,584,725	$1,559,000	$1,552,490	$1,623,884	$64,884	4.2%
Fine/Licenses	$553,280	$645,500	$570,500	$557,700	($87,800)	-13.6%
Charges for Services	$1,290,410	$1,463,700	$1,360,850	$1,376,700	($87,000)	-5.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$149,213	$101,500	$147,000	$92,500	($9,000)	-8.9%
Appr. Fund Balance (a)	$26,700	$20,000	$20,000	$20,000	$0	0.0%
County Tax Levy	**$5,342,381**	**$5,574,481**	**$5,574,481**	**$5,574,481**	**$0**	**0.0%**
Total Revenue Sources	**$8,946,709**	**$9,364,181**	**$9,225,321**	**$9,245,265**	**($118,916)**	**-1.3%**
Expenditures						
Personnel Costs	$6,074,853	$6,230,069	$6,118,013	$6,219,805	($10,264)	-0.2%
Operating Expenses	$1,268,042	$1,562,035	$1,419,285	$1,462,294	($99,741)	-6.4%
Interdept. Charges	$1,463,055	$1,572,077	$1,485,386	$1,563,166	($8,911)	-0.6%
Fixed Assets	$8,000	$0	$0	$0	$0	N/A
Total Expenditures	**$8,813,950**	**$9,364,181**	**$9,022,684**	**$9,245,265**	**($118,916)**	**-1.3%**
Rev. Over (Under) Exp.	$132,759	$0	$202,637	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	91.00	90.00	90.00	88.00	(2.00)	
Extra Help	2.59	2.18	2.18	2.23	0.05	
Overtime	0.30	0.35	0.35	0.26	(0.09)	
Total FTEs	93.89	92.53	92.53	90.49	(2.04)	

(a) Fund balance of $20,000 has been provided in each of the 2015, 2014, and 2013 Budgets to continue a Furniture and Equipment Replacement Plan that was initiated in 2011.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Utilize newly installed video equipment to improve efficiencies for the Courts and multiple justice partners, reduce security threats, create a better court experience for litigants, and reduce transport and security personnel expenses.

Key Outcome Indicators: Increase the number of court events in which a video conference is used in Criminal/Traffic and Juvenile Courts (as captured in CCAP).

Performance Measure:	2012 Actual	2013 Actual	2014 6-month	2015 Target
Criminal/Traffic Division Video Conference Events	228	445	264	550
Juvenile Division Video Conference Events	111	204	128	260

Objective 2: Systematically apply payment enforcement procedures in an effort to collect court ordered financial obligations for mediation, family studies and court appointed Guardian Ad Litem (GAL) services.

Key Outcome Indicators: Use financial assessments and payment plans created in CCAP with greater oversight to manage Family Division court ordered financial payments resulting in a reduction in county paid GAL costs.

Performance Measure:	2012 Actual	2013 Actual	2014 6-month	2015 Target
Financial Assessments Created	1,105	3,500	1,492	3,200
Payment Plans Established	96	200	100	325
FA GAL Expenses	$117,013	95,780	$29,501	$85,000

Objective 3: Expand CCAP eFiling in the Civil and Family Divisions to provide increased accessibility, convenience and security for litigants, attorneys and our justice partners, in addition to enhancing productivity and cost savings in the Clerk's Office.

Key Outcome Indicators: Increase the number of cases filed through eFiling by litigants, attorneys and justice partners.

Performance Measure:	2012 Actual	2013 Actual	2014 6-month	2015 Target
Civil-Large Claim Cases eFiled or Converted (turned on 8/13)	N/A	25	61	150
Civil-Small Claim Cases eFiled or Converted (turned on 8/13)	N/A	9	29	100
Family Cases eFiled or Converted (turned on 8/13)	N/A	23	31	100
Paternity Cases eFiled or Converted (becomes available in late '14)	N/A	N/A	N/A	200
Total	N/A	57	121	550

Objective 4: Continue Criminal/Traffic Division documenting imaging in an effort to improve court operations, expand services to litigants, increase operational efficiencies, and accommodate information sharing throughout the justice system.

Key Outcome Indicators: Number of documents scanned for all new and pending cases files and for all on-site closed files.

Performance Measure:	2012 Actual	2013 Actual	2014 6-month	2015 Target
# of Criminal/Traffic Division Documents Scanned	82,456	75,748	33,671	90,000

Objective 5: Enhance the Department's website to introduce self-service tools to address customer needs, reduce staff time dedicated to customer related activities, and increase access to the Courts.

Key Outcome Indicators: Number of on-line Juror Exit Surveys received and number of Family Division Self-Help Webcasts viewed.

Performance Measure:	2012 Actual	2013 Actual	2014 6-month Actual	2015 Target
Online Juror Exit Surveys Received	52	143	43	200
Family Webcasts Viewed	553	998	783	1,000

Activities

Administration Division	2011 Actual	2012 Actual	2013 Actual	2014 6 month
Gross Annual Department Receipts	$14.2 million	$18.9 million	$15,044,750	$8,419,997
Total Receipt Transactions	61,943	59,868	54,893	27,085
E-payment Receipt Transactions	2,025	2,635	2,881	1,611
Gross E-payments Receipts (included above)	$240,219	$302,621	$479,122	$283,461
Total Disbursement Transactions	2,249	2,194	2,534	1,475
Net Sales by Credit Card	$916,732	$954,000	$1,219,822	$597,069
YE Funds Held in Trust (invested)/Ct. Order	$395,828	$467,224	$329,895	$286,310
Network Users Supported	140	133	135	132
Workstations/Printers/Scanners*	245	247	245	252

*The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2014, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $357,685.

Jury Program	2011 Actual	2012 Actual	2013 Actual*	2014 6 month
Total # of Jury Trials Started	68	68	73	37
Total Jury Days	188	170	149	67
Total Questionnaires Returned	12,238	11,550	10,567	4,714
Total Questionnaires Returned Online	4,798	4,990	5,590	3,367
% of Questionnairres Returned Online	40%	43%	53%	71%

*On 1/1/13, Circuit Courts changed to a one-step qualification/summons process from a 2-step qualification and summons process.

Criminal & Traffic Division	2011 Actual		2012 Actual		2013 Actual		2014 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,292	1,329	1,549	1,330	1,487	1,440	706	792
Misdemeanor Cases	2,431	2,671	2,398	2,267	2,293	2,235	1,203	1,227
Criminal Traffic Cases	1,812	1,978	1,748	1,741	1,783	1,729	907	932
Traffic Cases	9,628	9,711	9,959	10,132	6,765	7,042	3,110	3,193
Forfeiture Cases	1,195	1,231	1,160	1,163	873	912	335	340
TOTAL CASES	**16,358**	**16,920**	**16,814**	**16,633**	**13,201**	**13,358**	**6,261**	**6,484**

	2011 Actual	2012 Actual	2013 Actual	2014 6 month
C/T Jury Trials Started	29	36	41	24
C/T Jury Days	94	81	83	39

Circuit Court Services

Family Division	2011 Actual		2012 Actual		2013 Actual		2014 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,318	1,341	1,316	1,338	1,314	1,425	608	729
Paternity Cases	354	422	468	455	350	379	195	177
Other Family Cases	387	327	540	542	418	416	209	197
TOTAL CASES	**2,059**	**2,090**	**2,324**	**2,335**	**2,082**	**2,220**	**1,012**	**1,103**
Post-Judgment Family Actions		2,296		1,982		1,290		675
Post-Judgment Paternity Actions		913		829		767		405
TOTAL		**3,209**		**2,811**		**2,057**		**1,080**

Civil Division	2011 Actual		2012 Actual		2013 Actual		2014 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,310	1,798	1,218	1,706	812	1,228	318	509
Large Claim-All Other	3,046	3,492	2,515	2,325	2,117	2,194	1,077	954
Small Claim Contested	963	757	1,045	1,007	964	1,221	403	524
Small Claim Uncontested	5,897	5,897	5,908	5,908	4,459	4,459	2,227	2,227
TOTAL CASES	**11,216**	**12,520**	**10,686**	**10,946**	**8,352**	**9,102**	**4,025**	**4,214**

	2011 Actual	2012 Actual	2013 Actual	2014 6 month
Civil Jury Trials Started	33	30	30	12
Civil Jury Days	82	84	64	27

Family Court Services	2011 Actual	2012 Actual	2013 Actual	2014 6 month
Mediation Cases Opened	671	681	632	321
Custody/Visitation Studies Opened	194	189	149	72

Juvenile Division	2011 Actual		2012 Actual		2013 Actual		2014 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency/Juvenile Protection (JIPS)	252	258	237	290	206	317	135	151
Child in Need of Protection(CHIPS)	141	100	149	148	118	212	55	34
Termination of Parental Rights	60	63	40	39	56	55	25	25
Other Juvenile	350	354	373	378	347	346	160	155
Juvenile Ordinance Violations	324	324	193	241	345	345	196	196
Adult Commitments	1,129	1,140	1,059	1,059	964	959	441	440
TOTAL CASES	**2,256**	**2,239**	**2,051**	**2,155**	**2,036**	**2,234**	**1,012**	**1,001**

	2011 Actual	2012 Actual	2013 Actual	2014 6 month
Juvenile Jury Trials Started	6	2	2	1
Juvenile Jury Days	11	5	2	1

Probate Division	2011 Actual		2012 Actual		2013 Actual		2014 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	26	40	26	29	34	29	20	21
Informal Estate Actions	487	454	462	411	478	456	247	195
Trusts	28	37	12	14	15	19	20	5
Guardianships	227	184	254	257	245	225	124	113
Adoptions	8	8	9	9	8	11	4	4
Other Probate	111	100	106	97	111	112	61	46
TOTAL CASES	**887**	**823**	**869**	**817**	**891**	**852**	**476**	**384**

	2011 Actual	2012 Actual	2013 Actual	2014 6 month
Probate Jury Trials Held	0	0	0	0
Probate Jury Days	0	0	0	0

Clerk of Courts-Administrative Services Division

Program Description

Direct the fiscal, budgetary and general operation of the Criminal/Traffic, Family, and Civil divisions of the Clerk of Circuit Courts Office, the Business Center, the Jury Program, the Civilian Bailiff Program, and the County Court Reporter Program. Coordinate the fiscal and budgetary operations for the Court Commissioner, Family Court Services, Probate, and Juvenile Court offices, and direct the receipt and disbursement of all court-ordered financial obligations and trust funds. Coordinate information technology services, computer network support and CCAP hardware and software maintenance for all court units. Coordinate facility planning and capital project management for court-wide operations. Provide fiscal management, budget development, strategic planning and project management assistance to all court divisions.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**9.12**	**14.12**	**14.12**	**14.13**	**0.01**
General Government	$1,007,148	$999,000	$1,007,490	$1,068,884	$69,884
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$315,833	$330,000	$325,000	$300,000	($30,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$21,637	$25,000	$25,000	$21,000	($4,000)
Appr. Fund Balance	$26,700	$20,000	$20,000	$20,000	$0
County Tax Levy	**($486,274)**	**($79,902)**	**($79,902)**	**($110,607)**	**($30,705)**
Total Revenues	**$885,044**	**$1,294,098**	**$1,297,588**	**$1,299,277**	**$5,179**
Personnel Costs	$633,694	$992,866	$998,998	$1,002,274	$9,408
Operating Expenses	$79,904	$167,020	$146,684	$149,019	($18,001)
Interdept. Charges	$127,720	$134,212	$123,891	$147,984	$13,772
Fixed Assets	$8,000	$0	$0	$0	$0
Total Expenditures	**$849,318**	**$1,294,098**	**$1,269,573**	**$1,299,277**	**$5,179**
Rev. Over (Under) Exp.	$35,726	$0	$28,015	$0	$0

Program Highlights

General Governmental revenues consist of a state Circuit Court Support Grant and state reimbursement for non-English language Interpreter services. These revenues are budgeted at a combined increase of $69,884 from the 2014 budget and reflect direction from the State Supreme Court to shield county level circuit court operations from state funding lapse requirements. In a continuing effort to align revenues with projections, the Clerk of Circuit Court is further reducing budgeted revenues for bail forfeiture recoveries (-$20,000), various Clerk of Court statutory service fees (-$10,000), and in interest earnings (-$4,000) on its bank balance. All of these reductions are driven by unfavorable economic conditions impacting non-levy departmental funding. Fund Balance of $20,000 is provided in 2015 for departmental efforts with furniture/equipment replacement.

Personnel costs for 12.5 FTE staff positions and Temporary Assistance totals $1,002,274, which is $9,408 more than the 2014 budget. Salary increases were offset by health insurance cost reductions arising from staff changes. A modest decrease is budgeted for Temporary Assistance to reflect the reduction of external court reporting support, but does provide for continuing effort to complete various document imaging projects in different court divisions. Temporary assistance for civilian juror bailiffs remains funded at 2014 levels.

Operating Expenses decrease by $18,001 from the 2014 budget mainly as a result of reductions in contracted legal services (-$10,000) and contracted audio visual maintenance services (-$6,000), as well as small reductions in a variety of operational expense accounts following business improvement efforts.

Interdepartmental Charges increase by $13,772 mainly as a result of higher projected expenses for a variety of insurance policies in place for the department, and higher assessments to the department for Worker's Compensation and County End User Technology services.

Clerk of Courts-Criminal & Traffic Division

Program Description

Direct and coordinate office and courtroom support and record management services for all criminal and traffic related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all felony, misdemeanor, criminal/traffic, and traffic/ordinance cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for fines, forfeitures, restitution, and bail as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**27.10**	**21.58**	**21.58**	**21.68**	**0.10**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$517,140	$610,000	$535,000	$522,200	($87,800)
Charges for Services	$363,379	$415,750	$425,750	$390,200	($25,550)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,600,253**	**$1,362,394**	**$1,362,394**	**$1,483,857**	**$121,463**
Total Revenues	**$2,480,772**	**$2,388,144**	**$2,323,144**	**$2,396,257**	**$8,113**
Personnel Costs	$1,630,290	$1,327,333	$1,270,102	$1,354,691	$27,358
Operating Expenses	$333,280	$360,085	$355,086	$362,450	$2,365
Interdept. Charges	$651,124	$700,726	$665,064	$679,116	($21,610)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,614,694**	**$2,388,144**	**$2,290,252**	**$2,396,257**	**$8,113**

Rev. Over (Under) Exp.	($133,922)	$0	$32,892	$0	$0

Program Highlights

Divisional revenues budgeted for 2015 total $912,400 which is a net reduction of $113,350 from the prior year budget. This reduction reflects continued trending of fewer traffic and forfeiture case filings which result in fewer ordered forfeitures, and also reflects longer payment time frames for persons with statutory fine, forfeiture and fee obligations owed to the county and the state. Included in the 2015 budget request is $70,000 for cash bail forfeitures which represents an increase of $10,000 over 2014 and is tied to efforts begun in 2014 to review all cases where bail has been ordered revoked but has not been forfeited.

Personnel expenses for 21 FTE staff and overtime and temporary assistance totals $1,354,691 for 2015, which is an increase of $27,358 from 2014 budget funding. Approximately 1,250 hours of temporary assistance is included in this division to continue efforts to electronically scan case related documents and reduce stored paper files. A minimal number of overtime hours is funded to staff court proceedings that extend beyond 4:30.

Criminal Division Operating Expenses increase a total of $2,365 from the 2014 budget. Efforts are continuing in 2015 to constrain operating costs, most significantly expenditures for court appointed defense counsel which is reduced by $10,000, however there are expected increases in both mental competency evaluation costs and interpreter costs, which offset budget savings in this area.

Interdepartmental Charges are budgeted to decrease by a total of $21,610 in 2015. This reduction reflects continuing efforts to reduce in-custody transportation expenses. Reductions of $33,500 in transport costs are partially offset by expenses for additional court security provided for specialized proceedings related to Alcohol Treatment Court and Drug Treatment Court. 2015 expenses for Sheriff services budgeted in this division total $601,500.

Clerk of Courts-Family Division

Program Description

Direct and coordinate office and court support and record management services for all family related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all divorce, paternity, custody/visitation, and support enforcement cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for case filings and case fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**16.77**	**16.05**	**16.05**	**15.05**	**(1.00)**
General Government	$432,509	$418,000	$405,000	$415,000	($3,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$93,107	$93,450	$103,500	$94,000	$550
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$843,454**	**$862,118**	**$862,118**	**$811,028**	**($51,090)**
Total Revenues	**$1,369,070**	**$1,373,568**	**$1,370,618**	**$1,320,028**	**($53,540)**
Personnel Costs	$822,043	$902,162	$863,641	$877,518	($24,644)
Operating Expenses	$130,523	$169,898	$150,573	$137,100	($32,798)
Interdept. Charges	$271,553	$301,508	$288,342	$305,410	$3,902
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,224,119**	**$1,373,568**	**$1,302,556**	**$1,320,028**	**($53,540)**

Rev. Over (Under) Exp.	$144,951	$0	$68,062	$0	$0

Program Highlights

Family Division revenues include state payments to the county as reimbursement for court appointed Guardians ad Litem (GAL) expenses, recovery of costs from litigants for court ordered Guardian ad Litem services paid by the county on their behalf, and federal funding (Title IV-D program) for court services provided on cases involving the determination of paternity and/or to establish child support. For 2015, revenues are budgeted at $509,000 which is $2,450 less than the 2014 budget.

Personnel wages and benefits are budgeted to decrease $24,644 for 15.0 FTE staff which reflects lower than expected cost to continue for existing staff due to significant staff turnover and the unfunding of a 1.0 FTE administrative specialist position in 2015. Divisional imaging efforts will be managed with existing personnel or will be supported by funding for temporary staff assistance currently budgeted in the Courts Administrative Division.

Operating Expenses for 2015 are budgeted to decrease $32,798 which reflects continuing positive results from efforts to reduce county outlay for Guardian ad Litem (GAL) services as coordinated with the Clerk of Court Business Center. Expense reductions of $35,000 for GAL costs are partially offset by an increase of $5,000 for divisional language interpretation.

Interdepartmental Charges are budgeted to increase a total of $3,902, mainly related to divisional court security funding for court operations. Court Security expenses total $260,000 for Family and Paternity case proceedings.

Clerk of Courts-Civil Division

Program Description

Direct and coordinate office and court support and record management services for all Civil Division case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all large claim and small claim cases, temporary restraining orders involving domestic or child abuse, and harassment cases filed with this division. Prepare all necessary court orders and disposition judgments. Establish payment requirements, receipt, and disburse all payments for case filings and case fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**16.12**	**16.10**	**16.10**	**16.09**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$900	$500	$500	$500	$0
Charges for Services	$166,387	$195,000	$165,000	$165,000	($30,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,148,886**	**$1,165,991**	**$1,165,991**	**$1,202,616**	**$36,625**
Total Revenues	**$1,316,173**	**$1,361,491**	**$1,331,491**	**$1,368,116**	**$6,625**
Personnel Costs	$1,038,271	$973,220	$993,339	$1,012,374	$39,154
Operating Expenses	$78,601	$117,377	$90,283	$92,650	($24,727)
Interdept. Charges	$252,620	$270,894	$249,756	$263,092	($7,802)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,369,492**	**$1,361,491**	**$1,333,378**	**$1,368,116**	**$6,625**

Rev. Over (Under) Exp.	($53,319)	$0	($1,887)	$0	$0

Program Highlights

Civil Division revenues are comprised of case filing fees on large claim and small claim cases. Similar to 2014, case filings are trending lower and revenues have been reduced accordingly. For 2015, this reduction totals $30,000.

Personnel expenses for 2015 are budgeted to increase by $39,154 which reflects cost to continue for 16.0 FTE staff, and includes health insurance increases of $27,756 due to benefit selection changes for several new employees. Overtime is budgeted at 175 hours for staff who support court activity which continues after normal business hours. No temporary assistance is budgeted currently and divisional imaging efforts are being coordinated with existing staff.

Operating costs are budgeted to decrease by $24,727 which reflects planned savings in a number of supply, printing, and services accounts totaling $9,727 and $15,000 in juror fee savings resulting from management efficiencies and case volume changes.

Interdepartmental Charges are reduced by $7,802, mainly related to court security costs re-apportioned to other offices based on court experience. Total Court Security expense for civil proceedings is budgeted at $210,500 for 2015.

Juvenile Court

Program Description

Provide for the administrative and financial management of the Juvenile Court and, in accordance with state and federal regulations, is responsible for the collection and disbursement of victim restitution, court fines and fees and any other administrative costs ordered by the court. Perform all court related activities of juvenile matters per Chapters 48, 51, and 938 of the Wisconsin Statutes as well as adult civil commitments. These activities include: accepting petitions/citations for case initiation; scheduling hearings; preparing court orders; and collecting and disbursing restitution at the conclusion of a case. Collect costs, fines, fees, and assessments for proper distribution to the State, the County, and to local municipalities. Record and maintain all required case data relative to case filings for forwarding to various state agencies for reporting purposes.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**8.03**	**8.05**	**8.05**	**7.04**	**(1.01)**
General Government	$85,000	$85,000	$83,000	$83,000	($2,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,650	$50,000	$1,000	$50,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$94,892	$51,500	$97,000	$46,500	($5,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,108,915**	**$1,098,709**	**$1,098,709**	**$1,030,123**	**($68,586)**
Total Revenues	**$1,290,457**	**$1,285,209**	**$1,279,709**	**$1,209,623**	**($75,586)**
Personnel Costs	$456,527	$500,096	$475,688	$440,034	($60,062)
Operating Expenses	$570,534	$653,950	$595,166	$633,400	($20,550)
Interdept. Charges	$128,404	$131,163	$124,344	$136,189	$5,026
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,155,465**	**$1,285,209**	**$1,195,198**	**$1,209,623**	**($75,586)**
Rev. Over (Under) Exp.	$134,992	$0	$84,511	$0	$0

Program Highlights

Budgeted Revenues for a portion of a state Guardian ad Litem reimbursement payment has been reduced $2,000 due to uncertain financial support from the state and an additional $5,000 reduction has been taken due to case volume and delinquent collection changes anticipated.

Juvenile Court personnel expenses show a significant reduction of $60,062 reflecting an operational decision to unfund 1.0 FTE administrative specialist position in this division following a staff retirement. Overtime is budgeted at 75 hours for staff who support court activity which continues after normal business hours. No temporary assistance is budgeted currently and divisional imaging efforts are being coordinated with existing staff.

Operating costs are budgeted to decrease by $20,550 which mainly reflects planned savings in printing services accounts totaling $4,300 and $20,500 in legal services cost savings offset by an increase of $4,000 in interpreter service costs.

Interdepartmental Charges are increased by $5,026, mainly related to court security costs provided for judicial officers and proceedings in this division. In total, court security expense for proceedings in the juvenile facility is budgeted at $91,500 for 2015.

Family Court Services

Program Description

The Family Court Services office provides services to the circuit court under ss. 767.11 of the state statutes. This office advocates for the best interest of children whose parents are involved in divorce and paternity actions. To accomplish this, staff provides evaluation and mediation services to assist the case parties and the court in resolving child custody and physical placement disputes.

Family Court Services (FCS) County Fee Schedule

Program Services provided per ss. 767.405 and fees established by the County Board per ss. 814.615

Mediation Services	2013	2014	2015
Session 1	No Charge per state statute		
Subsequent Sessions	$100 for each add'l session	$100 for each add'l session	$100 for each add'l session

Custody and Visitation Study

Studies performed to provide recommendation to the Court on child custody issues, visitation schedules, and child related special needs or concerns.

	2013	2014	2015
Study Fees	$1,300	$1,300	$1,500

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$35,240	$35,000	$35,000	$35,000	$0
Charges for Services	$222,136	$244,500	$204,500	$237,500	($7,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$208,194**	**$250,331**	**$250,331**	**$267,087**	**$16,756**
Total Revenues	**$465,570**	**$529,831**	**$489,831**	**$539,587**	**$9,756**
Personnel Costs	$505,749	$508,160	$517,405	$519,808	$11,648
Operating Expenses	$10,432	$13,795	$12,102	$13,000	($795)
Interdept. Charges	$3,509	$7,876	$7,533	$6,779	($1,097)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$519,690**	**$529,831**	**$537,040**	**$539,587**	**$9,756**
Rev. Over (Under) Exp.	($54,120)	$0	($47,209)	$0	$0

Program Highlights

Divisional revenues for 2015 have been reduced by $7,000 to reflect business changes which result in a different process of directing litigants to divorce information classes and having fees being paid directly to service providers as applicable. Additionally, the division is requesting and has budgeted for an increase in the Custody and Visitation Study fee that is charged for its statutorily required services. The current fee in 2014 is $1,300. The budgeted fee for 2015 is $1,500, which is an increase of $200. There is no budget impact reflected for this fee increase as the actual number of studies is projected to be lower in 2015.

Personnel costs budgeted for 2015 will increase $11,648 for expected salary and benefit increases for 6.00 FTE staff. No overtime or temporary assistance is utilized in this division.

Operating Expenses and Interdepartmental Charges combined decrease a total of $1,892 in this cost center as a result of printing service and telecommunications cost reductions.

Court Commissioners

Program Description

Court Commissioners are directed by the Circuit Court Judges to hold hearings and handle case proceedings to facilitate the judicial process through the exercise of quasi-judicial authority in matters authorized by statute. Court Commissioners are involved in, and hear matters arising from all divisions of the Circuit Court System including; criminal, family, paternity, civil, small claims, probate, and juvenile cases.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.25**	**4.08**	**4.08**	**4.00**	**(0.08)**
General Government	$38,068	$35,000	$35,000	$35,000	$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	$0	$0	$0	$0	$0
County Tax Levy	**$582,540**	**$566,419**	**$566,419**	**$569,447**	**$3,028**
Total Revenues	**$620,608**	**$601,419**	**$601,419**	**$604,447**	**$3,028**
Personnel Costs	$586,001	$585,138	$572,974	$586,450	$1,312
Operating Expenses	$8,290	$9,250	$10,296	$11,400	$2,150
Interdept. Charges	$8,643	$7,031	$7,971	$6,597	($434)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$602,934**	**$601,419**	**$591,241**	**$604,447**	**$3,028**

Rev. Over (Under) Exp.	$17,674	$0	$10,178	$0	$0

Program Highlights

Divisional revenues related to federal IV-D (Child Support Enforcement) funding remain budgeted at $35,000 which is the same as 2014.

Personnel expenses budgeted for 2015 will increase by $1,312 to $586,450. This increase reflects anticipated wage and health insurance increases for 4.0 FTE staff as offset by a reduction of $6,861 in temporary Court Commissioner assistance for calendar coverage. Beginning with this 2015 budget, any emergency needs to cover Commissioner calendars will be managed with existing commissioners or judicial assistance.

Operating Expenses and Interdepartmental Charges combined increase a total of $1,716 in this cost center as a result additional budget resources provided for Commissioner educational training and seminar attendance.

Register in Probate

Program Description
This office coordinates the judicial activities, administrative functions and financial management of the Probate Court including the opening, closing, maintenance and preservation of all files dealing with probate proceedings. This includes estate proceedings, trusts, adult guardianships and protective placements, adult adoptions, and juvenile guardianships of the estate. These cases are maintained in accordance with federal and state law, and county policies and procedures.

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.55**	**6.55**	**6.50**	**(0.05)**
General Government	$22,000	$22,000	$22,000	$22,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$127,918	$135,000	$136,100	$140,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$32,684	$25,000	$25,000	$25,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$336,413**	**$348,421**	**$348,421**	**$320,930**	**($27,491)**
Total Revenues	**$519,015**	**$530,421**	**$531,521**	**$507,930**	**($22,491)**
Personnel Costs	$402,278	$441,094	$425,866	$426,656	($14,438)
Operating Expenses	$56,478	$70,660	$59,095	$63,275	($7,385)
Interdept. Charges	$19,482	$18,667	$18,485	$17,999	($668)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$478,238**	**$530,421**	**$503,446**	**$507,930**	**($22,491)**
Rev. Over (Under) Exp.	$40,777	$0	$28,075	$0	$0

Program Highlights

Non-Levy revenues for the Register in Probate office are budgeted to increase $5,000 for a total of $187,000 in 2015. The revenue increase results from statutory Recording fees assessed by the office in formal and informal estate proceedings. All other revenues are budgeted at 2014 levels.

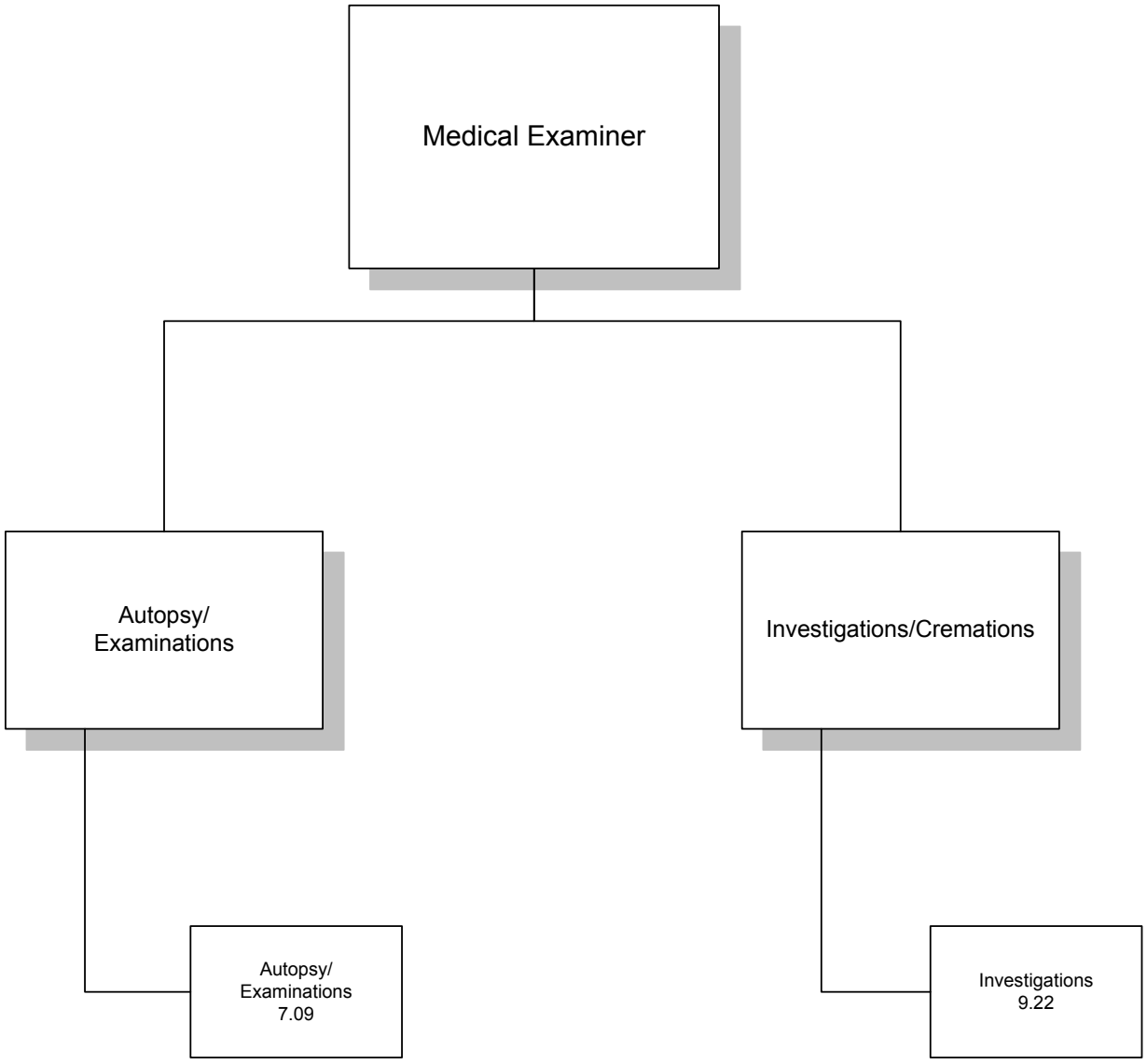
Personnel costs for 2015 are decreased by $14,438 which reflects both savings related to benefit selection and a $3,350 reduction in budgeted staff overtime. Probate staff is budgeted at 6.5 FTE for 2015.

Operating Expenses and Interdepartmental Charges combined decrease a total of $8,053 in this cost center as a result of numerous interpreter, printing service, and telecommunications services cost reductions.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



16.31 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.

Medical Examiner

Statement of Purpose

The Waukesha County Medical Examiner's Office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health, and welfare of the community. The Office provides investigation, documentation, and medical evaluation of reportable cases. New in 2015, the Office has taken on the oversight of medical examiner responsibilities and operations in Washington and Walworth Counties (the actual investigations will still be conducted by staff in those counties). Expenditures and revenues are increased accordingly in the 2015 Budget.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$382,600	$357,095	$397,945	$456,195	$99,100	27.8%
Charges for Services	$219,661	$217,440	$254,057	$694,206	$476,766	219.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$56,250	$75,000	$75,000	$76,350	$1,350	1.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$976,310**	**$976,310**	**$976,310**	**$980,310**	**$4,000**	**0.4%**
Total Revenue Sources	**$1,634,821**	**$1,625,845**	**$1,703,312**	**$2,207,061**	**$581,216**	**35.7%**
Expenditures						
Personnel Costs	$1,191,501	$1,203,427	$1,266,035	$1,693,565	$490,138	40.7%
Operating Expenses	$210,027	$304,174	$304,045	$353,088	$48,914	16.1%
Interdept. Charges	$105,302	$118,244	$115,824	$160,408	$42,164	35.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,506,830**	**$1,625,845**	**$1,685,904**	**$2,207,061**	**$581,216**	**35.7%**
Rev. Over (Under) Exp.	$127,991	$0	$17,408	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	11.00	11.00	11.00	15.00	4.00
Extra Help	0.50	0.50	0.50	0.86	0.36
Overtime	0.30	0.45	0.45	0.45	0.00
Total FTEs	11.80	11.95	11.95	16.31	4.36

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

Objective 1: Investigate all unnatural and/or suspicious deaths in the County to determine cause and manner of death and provide the information to the families of the deceased and to other agencies. Improve the reporting of unnatural and suspicious deaths in the County through contact, communication, and training the police and the health care community (first responders). (Investigations/Cremations and Autopsies/Examinations)

Key Outcome Indicator: Medical Examiner industry standards indicate that the percentage of deaths that should be reported should be between 35%-45% of all County deaths because those deaths may require further investigation.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of deaths reported	37%	40%	40%	40%

Objective 2: Collaborate with Public Health to develop a Pandemic Mass Fatality Plan.

Key Outcome Indicator: Produce testable Pandemic Mass Fatality Plan early 2015.

Performance Measure: Effectiveness of plan during 2015 Pandemic Mass Fatality Exercise.

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

Objective 3: Collaborate with the Aging and Disability Resource Center (ADRC) staff to refer elderly widows/widowers cases to ensure that they are aware of available services and to reduce time spent by the medical examiners providing support.

Key Outcome Indicator: The success of this initiative is measured with the number of at-risk elderly (over 60) individuals still living independently referred to the Aging and Disability Resource Center by the Medical Examiner's Office.

Performance Measure:	2013 *Estimate	2014 Target	2014 Estimate	2015 Target
Number of individuals over 60 living independently referred to ADRC	10	10	10	10

* This is an estimate due to the shift in mode of referring, from phone calls to use of referral forms.

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

Objective 4: Maintain agreements with other counties (Washington and Walworth) through long-term contracts to provide high quality services across a greater base of customers to reduce costs to citizens.

Key Outcome Indicator: The amount of revenue that the Department generates through contract coverage offsets reliance on tax levy to operate the autopsy/examinations program.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
$ the Dept. generates through contract medical examiner services	$156,800	$159,840	$166,200	$568,100
% of autopsy/examinations program costs covered by contracts	19%	17.7%	17.9%	44%

Medical Examiner Major Fee Charges	**2013**	**2014**	**2015**	**% Change '14-'15**
Cremation Permit Fee (each)	$215	$215	$240	11.5%
Death Certificate Signing Fee (each)	$75	$75	$80	6.5%
Disinterment Permit Fee (each)	$65	$65	$65	0%
Body Storage in the Morgue (per day after 1st day)	$50	$50	$50	0%
Facility Use & Supervision (components below)	N/A	Up to $1,500	Up to $1,500	0%
Pre/Post Recovery (per session)	*N/A*	*$800*	*$800*	0%
Facility Costs (per session)	*N/A*	*$400*	*$400*	0%
Supervision Fee (per session)	*N/A*	*$300*	*$300*	0%

Autopsy/Examinations

County-Wide Key Strategic Outcome: A safe county

Program Description

Cases are brought to the Waukesha County Medical Examiner's Office for further examination or autopsy, if necessary, to determine cause and manner of death. A forensic pathologist performs examinations with assistance from the Deputy Medical Examiners/Pathologist Assistants.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.09**	**4.88**	**4.88**	**7.09**	**2.21**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$219,530	$217,440	$253,572	$694,206	$476,766
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$56,250	$75,000	$75,000	$76,350	$1,350
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$658,055**	**$610,134**	**$610,134**	**$519,244**	**($90,890)**
Total Revenues	**$933,835**	**$902,574**	**$938,706**	**$1,289,800**	**$387,226**
Personnel Costs	$599,564	$609,399	$628,325	$897,887	$288,488
Operating Expenses	$185,432	$248,931	$262,702	$307,055	$58,124
Interdept. Charges	$40,186	$44,244	$44,213	$84,858	$40,614
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$825,182**	**$902,574**	**$935,240**	**$1,289,800**	**$387,226**
Rev. Over (Under) Exp.	$108,653	$0	$3,466	$0	$0

Program Highlights

Overall, charges for services revenue has increased by $476,766, which mainly reflects an increase in revenue related to new contracts, under which the Waukesha County Medical Examiner will be taking on the medical examiner responsibilities for Walworth and Washington Counties. Prior to this agreement, Waukesha provided autopsies to both counties. The new agreement provides stability to all three counties, while providing enhanced services, oversight by experienced forensic medical professionals, and industry-tested policies and procedures to the medical examiner offices of the contract counties. Other revenue increases are related to a fee increase and projected volume increase for death certificates and a higher volume of morgue use for tissue recoveries.

Personnel costs increase by $288,488 due to the addition of a Pathologist, a Deputy Medical Examiner Supervisor, an investigative Deputy Medical Examiner, and an Administrative Assistant (all positions partially shared across programs). Operating and Interdepartmental expenditures increase by $58,124 and $40,614, mostly due to an increase in medical services and supply costs related to increased case volume for Waukesha County cases and the addition of Walworth County cases (Washington County autopsy cases are already built into the base) as well as other expenditures associated with providing contracted services.

Activity - Workload Data	2008	2009	2010	2011	2012	2013	2014 Estimate	2015 Budget
Autopsies-Waukesha Co.	163	180	193	169	227	216	242	228
External Exams*	168	162	181	169	163	181	178	171
Contract Autopsies	104	124	140	131	95	101	122	240
Total	**435**	**466**	**514**	**469**	**485**	**498**	**542**	**639**

* Note: Based on the time that it takes to complete an autopsy versus an external exam, one autopsy equals three external exams (however, those numbers are not reflected above).

Investigations/Cremation

County-Wide Key Strategic Outcome: A safe county

Program Description

Death investigation involves collection of information from witnesses, family members, hospitals and physicians, as well as examination of the body and/or the scene of the death when possible. Cremations involve investigation and examination of decedents prior to cremation.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.71**	**7.07**	**7.07**	**9.22**	**2.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$382,600	$357,095	$397,945	$456,195	$99,100
Charges for Services	$131	$0	$485	$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	**$318,255**	**$366,176**	**$366,176**	**$461,066**	**$94,890**
Total Revenues	**$700,986**	**$723,271**	**$764,606**	**$917,261**	**$193,990**
Personnel Costs	$591,937	$594,028	$637,710	$795,678	$201,650
Operating Expenses	$24,595	$55,243	$41,343	$46,033	($9,210)
Interdept. Charges	$65,116	$74,000	$71,611	$75,550	$1,550
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$681,648**	**$723,271**	**$750,664**	**$917,261**	**$193,990**
Rev. Over (Under) Exp.	$19,338	$0	$13,942	$0	$0

Program Highlights

Fines and license revenue increase by $99,100 mainly due to an increase in cremation permit fee (from $215 to $240) as well as a projected increase in volume of cremations.

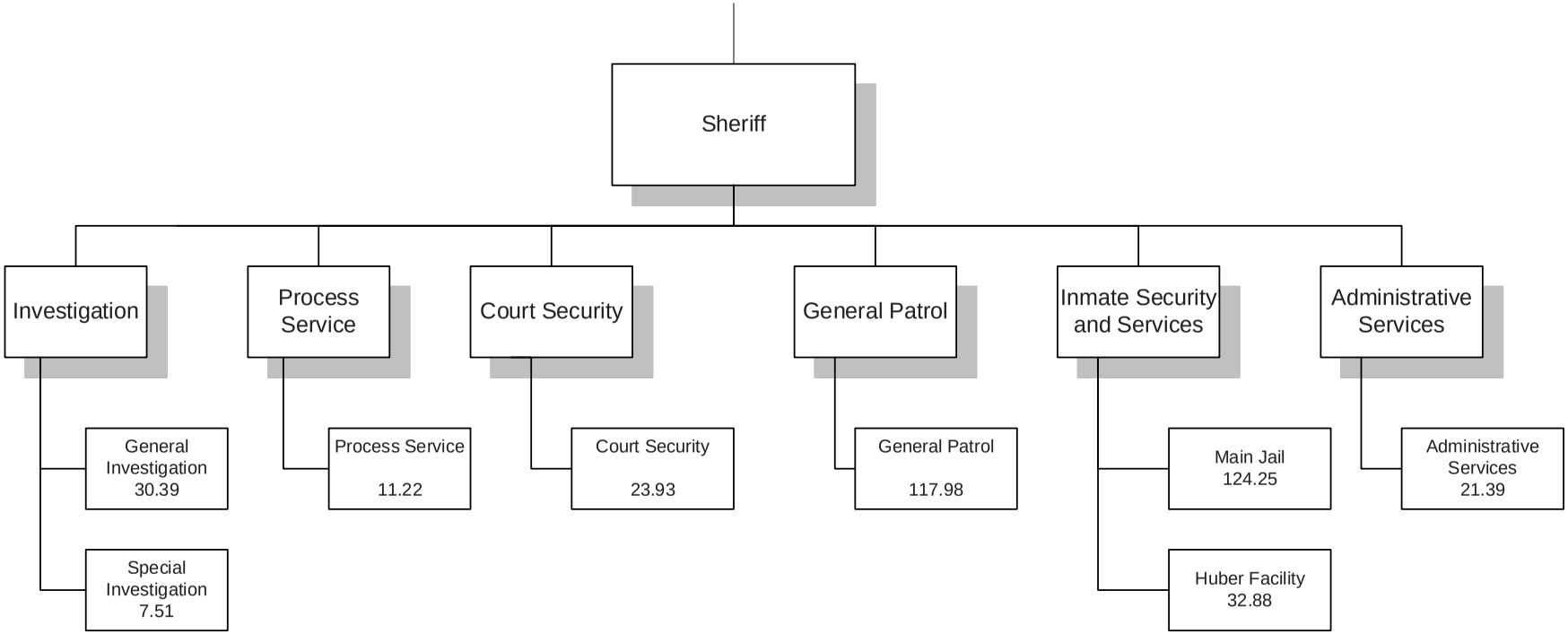
Personnel costs increase by $201,650 due to the addition of a Pathologist, a Deputy Medical Examiner Supervisor, an investigative Deputy Medical Examiner, and an Administrative Assistant (all positions partially shared across programs). The volume of work required during 2013 and 2014 justifies creating full-time positions and shifting away from the use of temporary/extra help for administrative and investigative duties. Operating expenditures decrease $9,210 mostly due to a reduction for one-time technology purchases.

Activity - Workload Data	2008	2009	2010	2011	2012	2013	2014 Estimate	2015 Budget
Non-Scene Cases Investigated	1,040	1,017	1,086	970	1,071	989	1,074	1,035
Scenes Investigated	331	303	337	320	348	371	362	350
Total Cases Investigated	**1,371**	**1,320**	**1,423**	**1,290**	**1,419**	**1,360**	**1,442**	**1,385**
Cremation Permits Issued	1,237	1,287	1,515	1,506	1,631	1,727	1,890	1,900

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



369.55 TOTAL FTE'S

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

Statement of Purpose

In partnership with the communities we serve, the men and women of the Waukesha County Sheriff's Department are committed to maintaining the integrity of our communities through the delivery of responsible, efficient, and innovative law enforcement service.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate (c)	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$233,264	$206,977	$253,129	$230,475	$23,498	11.4%
Fine/Licenses	$3,413	$6,950	$3,000	$3,500	($3,450)	-49.6%
Charges for Services	$7,689,867	$7,916,880	$7,497,125	$7,830,258	($86,622)	-1.1%
Interdepartmental (a)	$1,362,909	$1,401,881	$1,313,829	$1,420,098	$18,217	1.3%
Other Revenue	$1,206,008	$1,157,930	$1,183,293	$1,294,997	$137,067	11.8%
Appr. Fund Balance (b)	$1,011,815	$279,672	$799,074	$209,869	($69,803)	-25.0%
County Tax Levy	**$27,033,267**	**$27,408,267**	**$27,408,267**	**$27,576,822**	**$168,555**	**0.6%**
Total Revenue Sources	**$38,540,543**	**$38,378,557**	**$38,457,717**	**$38,566,019**	**$187,462**	**0.5%**
Expenditures						
Personnel Costs	$30,424,672	$30,410,971	$30,394,421	$30,540,688	$129,717	0.4%
Operating Expenses	$3,934,097	$4,015,583	$4,044,935	$4,059,937	$44,354	1.1%
Interdept. Charges (d)	$3,630,933	$3,826,653	$3,764,034	$3,868,944	$42,291	1.1%
Fixed Assets	$210,962	$125,350	$429,141	$96,450	($28,900)	-23.1%
Total Expenditures (c)	**$38,200,664**	**$38,378,557**	**$38,632,531**	**$38,566,019**	**$187,462**	**0.5%**
Rev. Over (Under) Exp.	$339,879	$0	($174,814)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	353.00	354.00	354.00	354.00	0.00	
Extra Help	4.80	4.85	4.85	4.97	0.12	
Overtime	10.43	10.46	10.46	10.58	0.12	
Total FTEs	368.23	369.31	369.31	369.55	0.24	

(a) Revenues from interdepartmental charges to other departments (mainly Courts and Human Services) are funded by various funding sources including Tax Levy.

(b) Fund Balance appropriations are $279,672 in the 2014 Adopted Budget and $209,869 in the 2015 Adopted Budget. The 2015 budget includes $13,419 from federal drug seizure funds for vehicle leases for the metro drug unit; $10,000 in General Fund Balance for annual bulletproof vests replacement program; $18,250 in General Fund Balance for purchase of fingerprint machines, $43,200 in General Fund Balance to purchase an additional vehicle and vehicle equipment for the Pewaukee contract which will be recovered from the City over the life of the contract, and $125,000 in jail assessment fee revenues received in prior years and used to partially fund the jail equipment replacement program. The 2014 Estimated Fund Balance includes $279,672 in appropriated General Fund Balance; $333,772 in General Fund Balance associated with carryovers or encumbered funds; and $185,630 appropriated through the ordinance process. 2013 Actual Fund Balance appropriation of $1,011,815 includes: $285,579 in appropriated General Fund Balance; $154,337 for carryovers or encumbrances from 2012 to the 2013 Budget; and $571,899 appropriated through seized fund ordinances and other various ordinances.

(c) The 2014 Estimate exceeds the 2014 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2013 Budget modifying the 2014 Budget and the appropriation of expenditure authority through ordinances. The Department anticipates that it may finish the year unfavorably largely due revenue receipts less than budgeted. The Department continues to manage and monitor budget expenditures and revenues.

(d) Interdepartmental charges expenditures increase by $42,291 or 1.1% partially due to the Department budgeting an additional $105,497 in vehicle replacement, fuel, and repair expenses mostly due to an increase in the per gallon gasoline costs and higher vehicle replacement costs. These increases are offset by several decreases including a $26,000 decrease in imaging charges as the Department will be imaging and indexing records, a $9,981 decrease in various insurance cost allocations which result from claim experience; and a $22,369 decrease in expenditures for Radio Services.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

Objective 1: Improve and preserve the security, safety, and integrity of Waukesha County communities through ongoing prevention of crime to reduce or hold down the number of violent crimes. One indicator used by almost all law enforcement agencies is the State of Wisconsin Crime Index reports. This is a report based on agency-prepared data of offenses in their jurisdictions. The assumption is that the lower the index, the safer the jurisdiction. This must always be weighed in terms of resources available for all law enforcement functions. Also, while the reporting categories are standardized, the interpretation of the standards can differ among jurisdictions.

Key Outcome Indicator: Number of reported (State Index I) crimes per 100,000 population within each of the following categories.

Performance Measure:	2013 Actual (a)	2014 Target	2014 Estimate	2015 Projection
Violent Crime	64	60	65	65
Burglary/Larceny	1,208	950	1,100	1,100

(a) The 2013 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2013 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	231	231	182	143	196	64
Property Crimes	1,948	2,474	2,472	1,890	2,053	1,208

Objective 2: Improve and preserve the security, safety, and integrity of Waukesha County communities at large by providing law enforcement activities at schools. By placing a student resource officer (SRO) in the school, the Department's goal is to reduce the number of negative law enforcement contacts with students through use of a physical presence as a deterrent as well as a student resource.

Key Outcome Indicator: Waukesha County provides deputies to school districts located in the areas where they provide primary patrol coverage. The performance measure is the number of law enforcement contacts by the SRO's with school students.

Performance Measure:	2013-2014 School Year	2014 Target	2014 Estimate	2015 Target
SRO student contacts*	7,122	5,500	6,000	6,000

*Contacts include citations, accident reports, incident reports, as well as other officer/student interactions.

Objective 3: Improve and preserve the security, safety, and integrity of Waukesha County communities by maintaining effective patrol services to ensure prompt response to citizen calls for service.

Key Outcome Indicator: A primary indicator for prompt response for almost all law enforcement agencies is response time of patrol officers to priority one calls. The assumption of this indicator is that a quicker response translates into a higher probability of stopping crimes in progress, assisting injured persons to reduce the impact of their injuries, and obtaining information sooner to increase solvability of the incidents. This must always be weighed in terms of resources available for all law enforcement functions.

With the implementation of the Intergraph CAD system, the Sheriff's Department no longer has the ability to gather aggregate average response time information. The Department only has the ability to obtain response time information for individual calls for service. The Sheriff's Department is pursuing a solution to rectify the lack of an ability to measure response time.

Objective 4: Maintain a safe and secure facility for staff and inmates. Physical safety of both staff and inmates in the Corrections Division is of prime importance. One indicator of physical safety is assaultive behavior, both among inmates and by inmates on staff. Like any other outcome, it must always be weighed in terms of resources available for all law enforcement functions.

Key Outcome Indicator: Assaults on inmates and corrections staff.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Projection
Assaults between inmates - Actual	20	20	20	20
Assaults on Corrections Staff - Actual	1	0	0	0

Objective 5: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Projection
Number of Jail Days Saved	1,669	1,102	1,724	1,300
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$146,465	$94,860	$148,400	$111,900

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 6: Continue to look at the future of the Huber facility and the inmate population that it serves. With County partners, consider recommendations of the CJCC Community Corrections Center Study Committee Report –September 2010.

CURRENT AND PLANNED CAPITAL PROJECTS (Refer to Capital Project Section (tab) for additional project information)

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 14	Estimated Operating Impact	A=Annual T= One-Time
201204	Jail Holding Cells	2014	$300,000	100%	Minimal	T
201307	Public Safety Re-engineering and Software Upgrade	2014	$425,000	100%	$41,000*	A
201410	Security Electronics Replacement – Jail	2018	$176,000	0%	TBD	T

* Systems maintenance and upgrade license fees.

The 2015 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is partially funded with $125,000 of general fund balance generated from prior years' jail assessment fee revenues and $30,000 of base budget dollars that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2015 funding.

Jail Equipment Replacement Plan	2015 Dollar Amount
Office Equipment	$7,900
Medical Equipment	$3,100
Inmate Area Equipment	$3,200
Laundry Equipment	$26,000
Maintenance Items	$16,150
Kitchen Equipment	$6,500
Security Equipment	$92,150
Total 2015 Equipment Replacement Plan	$155,000

Use of Seized Funds

Program Description

Under both state and federal statutes, property that has been obtained as a result of a criminal enterprise may be seized by the arresting law enforcement agency and then, after due process, be forfeited to that agency. The Department seizes property primarily through its Metro Drug Unit during narcotics arrests. Funds obtained through seizure by ordinance must either be budgeted for expenditure in the budget year following receipt of the funds, or by separate ordinance in the current year. All expenditures must enhance, not supplant, law enforcement efforts. The expenditures are budgeted in the programs as follows:

Program	Amount	Description
Special Investigations	$13,419	Vehicle Lease

Process / Warrant Service

County-Wide Key Strategic Outcome: A safe county

Program Description

Serve civil process. Collect service fees, conduct Sheriff sales, and maintain funds in trust as required. Serve criminal process (warrants). Enter and cancel warrants on County and State warrant systems.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**12.16**	**11.22**	**11.22**	**11.22**	**0.00**
General Government	$3,558	$3,818	$3,337	$3,818	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$414,852	$425,000	$359,452	$420,000	($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	**$602,755**	**$481,985**	**$481,985**	**$491,424**	**$9,439**
Total Revenues	**$1,021,165**	**$910,803**	**$844,774**	**$915,242**	**$4,439**
Personnel Costs	$568,836	$738,345	$566,333	$741,729	$3,384
Operating Expenses	$10,953	$15,785	$18,200	$18,917	$3,132
Interdept. Charges	$154,155	$156,673	$157,161	$154,596	($2,077)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$733,944**	**$910,803**	**$741,694**	**$915,242**	**$4,439**
Rev. Over (Under) Exp.	$287,221	$0	$103,080	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for officer training. Charges for Services revenue decreases by $5,000 to $420,000 due to past revenue experience for process and warrant service. County Tax Levy is increasing by $9,439 primarily due to the increased personnel and operating expenses noted below.

Personnel costs of $741,729 increase by $3,384 due to cost to continue increases for 11.22 FTE staff partially offset by sworn personnel contributions to the Wisconsin Retirement System. The Department is budgeting $20,204 for 453 hours of overtime which is a slight increase in overtime. Operating expenses of $18,917 include a $2,950 increase in travel and training expenditures for the 11.22 FTE assigned to the program. Interdepartmental charge expenditures allocated to this program decrease by $2,077 primarily due to a $1,486 decrease in insurance costs based on claims experience, $3,131 decrease in radio service charges, and $708 decrease in telephone expenses partially offset by a $2,740 increase in vehicle replacement charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Warrants Entered	4,157	4,500	4,200	4,200	(300)
Warrants Disposed	3,641	3,200	3,300	3,200	0

Court Security

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide bailiffs to court on request. Ensure security of prisoners under Department jurisdiction at court appearances and maintain order and safety for all persons in court. Monitor courts electronically when possible to identify and respond to hazardous situations. Provide security for the administrative complex (Administrative Building, Courthouse and Justice Center) and Health and Human Services building. Provide security for the administrative complex during non-business hours including personnel and expenditures related to controlled access screening.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**22.88**	**23.94**	**23.94**	**23.93**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$905,765	$894,495	$915,511	$964,000	$69,505
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$988,124**	**$1,102,722**	**$1,102,722**	**$1,081,168**	**($21,554)**
Total Revenues	**$1,893,889**	**$1,997,217**	**$2,018,233**	**$2,045,168**	**$47,951**
Personnel Costs	$2,521,596	$1,997,217	$2,018,713	$2,045,168	$47,951
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,521,596**	**$1,997,217**	**$2,018,713**	**$2,045,168**	**$47,951**
Rev. Over (Under) Exp.	($627,707)	$0	($480)	$0	$0

Program Highlights

Interdepartmental revenue is budgeted to increase by $69,505 to $964,000 based on Circuit Court Services estimated use of courtroom security in 2015. Interdepartmental revenue also includes $27,000 in revenue from Public Works for after hours security at the Health and Human Services Building. County Tax Levy for the Court Security program area decreases by $21,554 primarily due to interdepartmental revenue increases.

Personnel costs increase by $47,951 to $2,045,168 due to cost to continue increases for existing staff. The Department is budgeting $35,358 in overtime costs for 790 hours. The Department is increasing the amount of money budgeted for temporary extra help by $2,802 for cost to continue increases for those employees. These costs are partially offset with savings experienced due to the deputies and command staff contributing to the Wisconsin Retirement System. Operating and Interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Bailiff Hours	18,925	18,815	19,000	20,325	1,510
Average Bailiff Cost per Hour	$44.94	$44.51	$44.51	$44.33	($0.18)

General Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide investigative follow-up to reported crimes incidents and assist other departments as requested. Provide specialized investigative services including, but not limited to, arson, accident reconstruction, computer crimes, polygraph, and child abuse.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**31.39**	**31.39**	**31.39**	**30.39**	**(1.00)**
General Government	$3,695	$4,320	$9,083	$9,770	$5,450
Fine/Licenses	$0	$750	$0	$0	($750)
Charges for Services	$116,557	$115,589	$115,189	$113,597	($1,992)
Interdepartmental	$100,594	$103,586	$102,352	$105,098	$1,512
Other Revenue	$45,116	$40,300	$38,713	$40,300	$0
Appr. Fund Balance	$44,818	$0	$1,500	$18,250	$18,250
County Tax Levy	**$3,217,446**	**$3,234,498**	**$3,234,498**	**$3,157,239**	**($77,259)**
Total Revenues	**$3,528,226**	**$3,499,043**	**$3,501,335**	**$3,444,254**	**($54,789)**
Personnel Costs	$2,768,790	$2,950,287	$2,731,939	$2,846,114	($104,173)
Operating Expenses	$62,950	$70,163	$80,736	$95,152	$24,989
Interdept. Charges	$440,978	$478,593	$457,147	$488,988	$10,395
Fixed Assets	$46,356	$0	$0	$14,000	$14,000
Total Expenditures	**$3,319,074**	**$3,499,043**	**$3,269,822**	**$3,444,254**	**($54,789)**
Rev. Over (Under) Exp.	$209,152	$0	$231,513	$0	$0

Program Highlights

General Government revenue is from the State of Wisconsin's reimbursement for officer training and for Justice Assistance Grant revenue budgeted for the first time totaling $5,450. Fine revenue is decreasing to zero as the Department is not budgeting to receive any revenue from welfare fraud citations. Charges for Services revenue is primarily for the detective position from the City of Pewaukee contract, from blood test fee revenue, and record check fees. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other Revenue of $40,300 is funding received through restitution payments. General Fund Balance is budgeted at $18,250 to purchase a machine to take fingerprints and transmit those fingerprints to the State and one machine to identify a subject based on his/her fingerprints. County Tax Levy for this program area decreases by $77,259 largely due to the transfer of a detective to the Special Investigations Division.

Personnel costs of $2,846,114 decrease by $104,173 due to the transfer of a detective as noted above resulting in $101,473 variance. This decrease partially offset by cost to continue increases of the other personnel in the division. The Department is budgeting $41,014 for 805 hours of overtime coverage. Operating expenditures increase by $24,989 largely due to a $4,521 increase in equipment for a finger print reading machine, $5,450 for Justice Assistance Grant equipment purchases, and $6,558 increase in software license costs. Interdepartmental charges increase by $10,395 due to an increase of $13,535 for vehicle replacement, fuel and maintenance expenses partially offset by a $3,543 decrease in radio services charges. Fixed Assets is increasing by $14,000 to purchase one of the two finger print machines mentioned above.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Investigations Assigned	1,476	1,600	1,600	1,600	0
Welfare Fraud Cases Investigated	21	60	10	5	(55)
Hours dedicated to cyber crime taskforce	556	600	1,000	1,000	400

Special Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide specialized investigative services including narcotics, gambling, gaming and vice as lead agency for the Metro Drug Enforcement Unit.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.52**	**6.52**	**6.52**	**7.51**	**0.99**
General Government	$115,942	$95,087	$142,236	$100,075	$4,988
Fine/Licenses	$2,519	$3,500	$2,000	$2,500	($1,000)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$9,655	$16,800	$16,800	$16,800	$0
Appr. Fund Balance	$141,467	$13,419	$29,959	$13,419	$0
County Tax Levy	**$979,015**	**$965,238**	**$965,238**	**$1,081,691**	**$116,453**
Total Revenues	**$1,248,598**	**$1,094,044**	**$1,156,233**	**$1,214,485**	**$120,441**
Personnel Costs	$747,013	$682,112	$827,283	$788,905	$106,793
Operating Expenses	$298,249	$176,730	$216,145	$196,749	$20,019
Interdept. Charges	$201,674	$235,202	$230,533	$228,831	($6,371)
Fixed Assets	$5,000	$0	$0	$0	$0
Total Expenditures	**$1,251,936**	**$1,094,044**	**$1,273,961**	**$1,214,485**	**$120,441**
Rev. Over (Under) Exp.	($3,338)	$0	($117,728)	$0	$0

Program Highlights

General Government revenues of $100,075 primarily consist of $89,455 in Federal Byrne Grant funding which is the 2014 actual award level received, $9,660 in High Intensity Drug Trafficking revenue for two lease vehicles, and $960 of State of Wisconsin training revenue. Fine and License revenue consists of marijuana ordinance violation revenue which is decreasing to the 2013 actual revenue received. Other revenue of $16,800 is to reimburse the County for overtime utilization by the Drug Enforcement Agency. County Tax Levy for this program area increases by $116,453 due to the expenditure increases detailed below.

Personnel costs of $788,905 increase by $106,793 due to cost to continue for existing staff and the increase of 1.00 FTE detective from General Investigations resulting in a $101,473 increase. This detective is assigned to the HIDTA heroin task force to assist with enforcement efforts of that task force. The Special Investigations is budgeting $54,368 for overtime which is an increase of $1,265 from the 2014 budgeted level to provide 1,060 hours of overtime.

Operating expenses of $196,749 reflect an increase of $20,019 due to increases in drug buy money of $12,286, auto leases of $3,875 due to the addition of a vehicle lease for the employee noted above, travel costs of $2,000, and transcription services of $2,500. Interdepartmental charges decrease by $6,371 to $228,831 as the Department is no longer budgeting for rent payment to Public Works for building space.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Cases Investigated	181	300	200	250	(50)
Felony Counts Charged	141	275	200	225	(50)

General Patrol

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide primary police patrol services to unincorporated areas of the County as well as to part-time municipal police agencies. Respond to calls for service within Waukesha County. Provide transport of prisoners as required by the courts. Assist other County police agencies as required under mutual aid provisions. Provide primary patrol services to contract municipalities including: City of Pewaukee, Town of Delafield, Town of Merton, Town of Lisbon, Town of Waukesha, Village of Merton, and Village of Sussex. Provide school resource officer assistance to four schools including: Arrowhead, Hamilton, Kettle Moraine, and Norris. Provide drug abuse educational programs to Waukesha County schools on a contractual basis. Instruction is by a Drug Abuse Resistance Education (D.A.R.E) certified officer on a part-time basis of approximately 150 hours in a school year. The Waukesha County Sheriff's Department continues to pursue an accreditation through the Wisconsin Law Enforcement Accreditation Group.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**118.04**	**117.98**	**117.98**	**117.98**	**0.00**
General Government	$90,773	$81,032	$78,611	$94,732	$13,700
Fine/Licenses	$894	$2,700	$1,000	$1,000	($1,700)
Charges for Services	$4,748,708	$4,720,281	$4,702,640	$4,746,653	$26,372
Interdepartmental	$356,550	$403,800	$295,966	$351,000	($52,800)
Other Revenue	$31,545	$5,000	$23,508	$3,000	($2,000)
Appr. Fund Balance	$410,390	$141,253	$365,890	$53,200	($88,053)
County Tax Levy	**$7,719,939**	**$7,631,325**	**$7,631,325**	**$7,716,419**	**$85,094**
Total Revenues	**$13,358,799**	**$12,985,391**	**$13,098,940**	**$12,966,004**	**($19,387)**
Personnel Costs	$10,639,750	$10,502,458	$10,728,314	$10,436,547	($65,911)
Operating Expenses	$488,595	$417,370	$472,641	$370,817	($46,553)
Interdept. Charges	$1,982,631	$2,065,563	$2,026,239	$2,126,440	$60,877
Fixed Assets	$47,497	$0	$178,064	$32,200	$32,200
Total Expenditures	**$13,158,473**	**$12,985,391**	**$13,405,258**	**$12,966,004**	**($19,387)**
Rev. Over (Under) Exp.	$200,326	$0	($306,318)	$0	$0

Program Highlights

General Government revenue includes $50,000 for the State Highway Safety, $15,383 in reimbursement from the State for training and $29,349 for snowmobile and boat patrol reimbursement. Fine revenue is budgeted to decrease by $1,700 for ordinance violations disturbing the peace with a vehicle based on anticipated ticket revenue. Charges for Services revenue increases by $26,372 to $4.75 million. The Department is budgeting to receive a total of $257,717 in School Resource Officer (SRO) revenue from Norris, Arrowhead, Sussex Hamilton, and Kettle Moraine School Districts. DARE program revenue is budgeted at $13,952 for full cost recovery of service to five schools contracting for service in the 2014-2015 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an increase of $43,216 for municipal patrol contract and overtime revenue bringing the 2015 total contract revenue budgeted at nearly $4.5 million. Interdepartmental revenue decreases by $52,800 mainly due to a $19,300 decrease in conveyance revenue from Human Services and $33,500 decrease in transport revenue for Courts. Other revenue is budgeted to decrease by $2,000 to $3,000 based on anticipated revenue receipts. General Fund Balance of $53,200 includes $10,000 is for the annual purchase of replacement bulletproof vests and $43,200 of fund balance for an additional vehicle and vehicle equipment for the Pewaukee contract recovered from the City over the life of the contract. County Tax Levy for this program area increases by $85,094 due to the revenue decreases noted above.

Personnel costs decrease by $65,911 for wages and employee benefit costs primarily due to turnover and savings experienced due to the deputies and command staff continuing to contribute to the Wisconsin Retirement System. The Department is budgeting $449,548 in overtime to pay for 10,067 hours equivalent to 4.84 FTEs. Operating expenses decrease by $46,553 mainly due to the removal of $68336 in one time Tahoe vehicle equipment purchases. This decrease is partially offset by $5,000 increase in ammunition due to increasing ammunition costs and $20,547 increase in travel and tuition costs. Interdepartmental charges increase by $60,877 due to $84,630 increase in vehicle expenses largely due to fuel rate increases and cost of replacement Tahoes offset by the removal of imaging charges of $26,000 as Department staff is now imaging incident reports. The Department is budgeting $32,200 in fixed assets for the purchase of the additional Pewaukee vehicle.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Citations	5,303	7,200	6,000	6,500	(700)
D.A.R.E Students	235	385	240	240	(145)
Conveyance Hours	1,992	2,270	1,800	2,150	(120)
Transport Hours	4,127	4,745	4,000	3,968	(777)

Inmate Security/Services-Jail

County-Wide Key Strategic Outcome: A safe county

Program Description

Maintain staffing level to ensure that security and order are maintained at all times. Participate with other agencies in providing educational and counseling services for inmates. Provide for humane treatment of inmates according to recognized national standards, including but not limited to nutrition, medical services, mental health services, clothing, and recreation programs. Safeguarding inmate funds and property, provide canteen services, monitor inmate visitation and provide mail distribution. The Waukesha County Jail has maintained its accreditation from the National Commission on Correctional Health Care since 1983.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**124.13**	**124.15**	**124.15**	**124.25**	**0.10**
General Government	$18,885	$22,240	$19,442	$21,600	($640)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,553,037	$1,680,316	$1,523,468	$1,578,814	($101,502)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,051,536	$966,900	$1,017,472	$1,154,567	$187,667
Appr. Fund Balance	$290,990	$125,000	$351,930	$123,800	($1,200)
County Tax Levy	**$9,996,942**	**$10,242,124**	**$10,242,124**	**$10,292,108**	**$49,984**
Total Revenues	**$12,911,390**	**$13,036,580**	**$13,154,436**	**$13,170,889**	**$134,309**
Personnel Costs	$9,520,252	$9,455,485	$9,809,555	$9,625,078	$169,593
Operating Expenses	$2,759,883	$2,931,539	$2,929,545	$2,987,247	$55,708
Interdept. Charges	$508,506	$524,206	$524,664	$508,314	($15,892)
Fixed Assets	$48,063	$125,350	$240,532	$50,250	($75,100)
Total Expenditures	**$12,836,704**	**$13,036,580**	**$13,504,296**	**$13,170,889**	**$134,309**

Rev. Over (Under) Exp.	$74,686	$0	($349,860)	$0	$0

Program Highlights

General Government revenue of $21,600 is from the State of Wisconsin to assist with funding law enforcement training. Charges for Services revenue decreases by $101,502 to $1.58 million mainly due to a 7.00 inmate/day reduction in federal inmates to 32.22, resulting in $905,543 in revenue ($196,774 reduction from the 2014 Budget). This reduction is partially offset by a $60,481 increase in revenue from Wisconsin DOC inmates for holding an additional 3.22 inmates per day or a total of 11.70 inmates, and an additional $25,000 in probation and parole revenue ($160,000 in total revenue budgeted) based on a three year average. The Department is also budgeting an increase in the municipal hold charge from $14.74 to $15.09 based on the cost recovery formula which results in an additional $3,990 in revenue. Other revenue is increasing by $187,667 primarily due to an $87,062 increase in inmate phone revenue based on favorable commission results from the RFP process and $100,605 in merchandise and commission on inmate purchases. General Fund Balance of $123,800 is to partially fund the $155,000 of planned expenditures in the jail equipment replacement plan. County Tax Levy for this program area increases by $49,984.

Personnel costs of $9.62 million increase by $169,593 for cost to continue of wage cost and benefits for 124.25 FTE. The Department is budgeting $259,773 for overtime for 6,700 overtime hours equivalent to over 3.25 FTEs, which is a slight increase from the 2014 Adopted Budget level. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by $55,708 to $2,987,247. This increase includes a $34,190 increase in inmate medical expenses to $1.64 million and $6,000 increase in inmate commissary expenses to $488,000. These increases are partially offset by a $35,116 reduction in inmate food bringing the total budget to $487,859 which is the result of a favorable contract amendment with the current food provider and reduced inmate population. Operating expenses appropriation unit increases are primarily the result of the 2014 Jail Equipment Replacement Program being budgeted in the operating appropriation unit, resulting in a $73,600 increase when comparing the 2014 and 2015 jail operating budget.

Interdepartmental charges are decreasing by $15,892 to $508,314 due to $10,852 decrease in insurance costs based on claims paid experience, $4,123 decrease in technology charges based on cost of ownership and a $2,888 decrease in telephone charges.

The Department is also budgeting $50,250 in the fixed asset appropriation unit to purchase equipment that is anticipated to exceed the $5,000 per item fixed asset threshold.

Inmate Security/Services-Huber

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide humane treatment of inmates according to recognized national standards, including but not limited to nutrition, medical services, mental health services, clothing, employment and education programs. Safeguard inmate funds and collect Huber fees from inmate accounts. Participate with other agencies in providing educational and counseling services for inmates. Assist non-working inmates to obtain gainful employment. Maintain staffing level to ensure that security and order are maintained at all times. Ensure adherence to work release conditions by inmates. Monitor electronic homebound detention inmates.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**32.84**	**32.85**	**32.85**	**32.88**	**0.03**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$765,983	$879,694	$708,750	$878,194	($1,500)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$58,797	$119,030	$80,100	$72,630	($46,400)
Appr. Fund Balance	$79,150	$0	$47,795	$1,200	$1,200
County Tax Levy	**$1,867,633**	**$1,996,135**	**$1,996,135**	**$2,000,805**	**$4,670**
Total Revenues	**$2,771,563**	**$2,994,859**	**$2,832,780**	**$2,952,829**	**($42,030)**
Personnel Costs	$2,204,761	$2,546,031	$2,262,803	$2,516,726	($29,305)
Operating Expenses	$241,365	$319,669	$250,302	$309,305	($10,364)
Interdept. Charges	$121,253	$129,159	$126,619	$126,798	($2,361)
Fixed Assets	$34,151	$0	$10,545	$0	$0
Total Expenditures	**$2,601,530**	**$2,994,859**	**$2,650,269**	**$2,952,829**	**($42,030)**
Rev. Over (Under) Exp.	$170,033	$0	$182,511	$0	$0

Program Highlights

Charges for Services revenue decreases $1,500 to $878,194. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2015 budget is $23.00 per day, which is the 2014 rate. The County budgets for and retains approximately $21.88 of the $23.00 a day due to sales taxes remitted to the State. The 2015 Huber Board revenue is budgeted at the 2014 revenue level of $860,194 as the Department is anticipating collecting the day rate from 107.71 inmates. Other revenue is budgeted to decrease by $46,400 to $72,630 due to the historical data relating to the commissary revenue at Huber. General Fund Balance is budgeted for $1,200 is for the purchase of security equipment at Huber. County Tax Levy for this program area increases by $4,670 mostly due to revenue decreases noted.

Personnel costs decrease by $29,305 for 32.88 FTE staff largely due to turnover savings and changes in benefit level of the staff assigned to this program. The Department is budgeting $71,084 for 1,830 hours of overtime, which is a slight increase from the 2014 Adopted Budget level.

Operating expenses decrease by $10,364 to $309,305 largely due to a $23,408 decrease in electronic monitoring expenses. The Department is budgeting for 15 inmates on electronic monitoring which is a decrease from the 2014 budget of 26 inmates. This decrease is offset by an $11,907 increase in inmate food to $147,309 based on 2.2% increase in food prices and change in quantity. Interdepartmental charges are budgeted to decrease by $2,361 mostly due to $2,618 decrease in insurance costs based on claims experience. Fixed asset expenditure authority is budgeted at $0. The Department is budgeting $1,500 for security equipment for the jail equipment replacement plan in the Huber program; however, the expenditure does not meet fixed asset expenditure criteria.

Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

Provides long and short term strategic plans by identifying changing socioeconomic conditions and criminal activity patterns. Provide response to disaster situations. Provide recruit, in-service, and specialized training to meet guidelines mandated by the State as well as ensuring efficient and effective service delivery to the community. Develop and administer Department budget. Generate, maintain and provide prompt access to Department records. Actively promote crime prevention programs, with special emphasis on the needs of neighborhoods and senior citizens.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**20.27**	**21.26**	**21.26**	**21.39**	**0.13**
General Government	$411	$480	$420	$480	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$90,730	$96,000	$87,626	$93,000	($3,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$9,359	$9,900	$6,700	$7,700	($2,200)
Appr. Fund Balance	$45,000	$0	$2,000	$0	$0
County Tax Levy	**$1,661,413**	**$1,754,240**	**$1,754,240**	**$1,755,968**	**$1,728**
Total Revenues	**$1,806,913**	**$1,860,620**	**$1,850,986**	**$1,857,148**	**($3,472)**
Personnel Costs	$1,453,674	$1,539,036	$1,449,481	$1,540,421	$1,385
Operating Expenses	$72,102	$84,327	$77,366	$81,750	($2,577)
Interdept. Charges	$221,736	$237,257	$241,671	$234,977	($2,280)
Fixed Assets	$29,895	$0	$0	$0	$0
Total Expenditures	**$1,777,407**	**$1,860,620**	**$1,768,518**	**$1,857,148**	**($3,472)**
Rev. Over (Under) Exp.	$29,506	$0	$82,468	$0	$0

Program Highlights

Charges for Services revenue decreases by $3,000 to $93,000 due to $2,000 decrease in registration fee for training that is hosted by the department and a $1,000 decrease in copy and duplicating fees based on anticipated volume. Other revenue decreases by $2,200 as the department is budgeting $2,200 less recovery money for towing vehicles based on historical revenue receipts. Tax Levy for this program increases by $1,728 due to limited expenditure changes noted below.

Personnel costs increase by $1,385 due to cost to continue for existing staff offset by turnover savings. Temporary extra help is budgeted at $33,320 for 1.28 FTE staff for Department shuttle drivers and clerical assistance which is a 0.13 FTE increase over the 2014 budgeted level. The Department is budgeting $6,601 for approximately 230 hours of overtime.

Operating expenses of $81,750 includes office supplies of $39,000, equipment/supplies and maintenance costs of $21,747, training costs of $2,350, subscriptions/memberships of $2,865, and service costs of $15,788. Operating expenses decrease by $2,577 largely due to $3,200 decrease in subscriptions which is offset by a $1,000 increase in office supplies. Interdepartmental charges decrease by $2,280 to $234,977 due to $1,427 decrease in telephone expenses and $1,129 decrease in insurance charged based on claims experience.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Accident Reports	2,527	2,300	2,400	2,300	0
Incident Reports	5,244	5,300	5,250	5,250	(50)

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Main Jail					
Jail Bookings	8,401	8,200	8,200	8,200	0
Federal Inmate Days	10,009	14,316	10,000	13,220	(1,096)
Other Inmate Days	140,441	145,000	132,350	136,430	(8,570)
Average Daily Population	412	440	390	410	(30)
Billable Probation/Parole Days	5,668	4,216	5,000	4,915	699
Billable Extended Supervision Sanct.	4,250	3,095	5,000	4,270	1,175
Huber Jail					
Total Huber Inmate Days	52,976	60,000	54,000	56,575	(3,425)
Avg Huber Daily Population-Housed	135	150	140	140	(10)
Avg Electronic Homebound	10	26	10	15	(11)
Meals Served for Jail and Huber facilities	643,050	670,087	605,000	658,986	(11,101)

Fee Schedule

	Correction Fees	2014	2015	Change
1	Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2	DOC Extended Supervision Sanctions (per day)	$ 51.46	$ 51.46	$ -
3	DOC Extended Supervision Sanctions (per day for working Huber inmates)	$ 28.49	$ 28.49	$ -
4	Probation and Parole Holds (per day)	*	*	
5	Huber/Electronic Monitoring Charge (per day)	$ 23.00	$ 23.00	$ -
6	Municipal Holds (per day)	$ 14.74	$ 15.09	$ 0.35
7	Booking Fee (unemployed)	$ 30.00	$ 32.00	$ 2.00
8	Booking Fee (employed)**	$ 7.00	$ 9.00	$ 2.00
9	Huber Transfer Fee	$ 50.00	$ 50.00	$ -
10	Disciplinary fee if Huber inmates are shipped to the Main Jail	$ 50.00	$ 50.00	$ -
11	Medical Co-pay	$ 20.00	$ 20.00	$ -
12	ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
13	Parking Pass	$ 15.00	$ 15.00	$ -
14	Electronic Monitoring Set Up Fee	$ 50.00	$ 50.00	$ -
15	Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
16	Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
17	Walkaway Fee	$ 100.00	$ 100.00	$ -
	Administration Fees	$ -	$ -	$ -
1	Accident Report	$ 1.80	$ 1.80	$ -
2	Bartenders License	$ 12.50	$ 12.50	$ -
3	Fingerprinting	$ 10.00	$ 10.00	$ -
4	Mugshot	$ 1.00	$ 1.00	$ -
5	Concealed and Carry ID Card	$ 10.00	$ 10.00	$ -
6	Copy Fee	$ 0.25	$ 0.25	$ -
7	CD Copy	$ 10.00	$ 10.00	$ -
8	Microfilm Copy	$ 0.55	$ 0.55	$ -
9	Background Check	$ 5.00	$ 5.00	$ -
10	PBT Test Fee	$ 5.00	$ 5.00	$ -
11	Vehicle Storage Fee	$ 20.00	$ 20.00	$ -
12	Sheriff Sale Fees--Post and Hold Sale	$ 150.00	$ 150.00	$ -
14	Writ of Execution Fee	$ 75.00	$ 75.00	$ -
15	Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
16	Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
17	Notary Fee	$ 1.00	$ 1.00	$ -
18	Witness Fee	$ 16.00	$ 16.00	$ -
19	Blood Test Fee (dependant on hospital bill to department)	$ 35.00	$ 35.00	$ -
20	Parking Citation	$ 25.00	$ 25.00	$ -
21	Vehicle Lockout	$ 50.00	$ 50.00	$ -

* The reimbursement level is established by the State of Wisconsin depending on the number of eligible days and the amount of money allocated by the state to fund this.

** The employed booking fee is less than the unemployed booking fee because employed inmates are paying the Huber day charge and cannot be charged in excess of the booking fee in one day per Wisconsin State Statute 303.08(4).

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Health & Human Services

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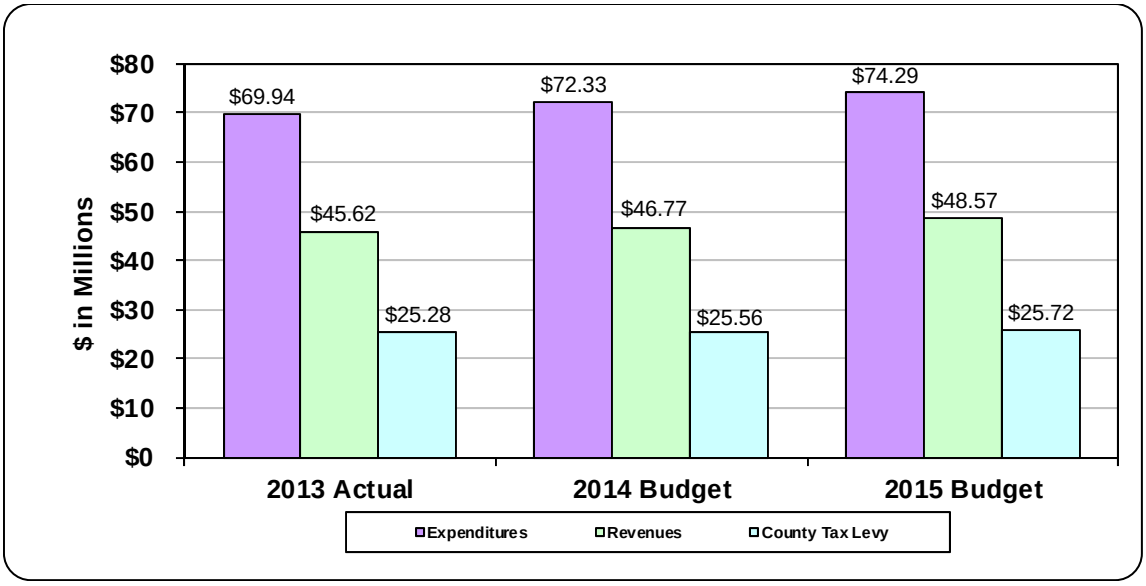
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

The budgets within this functional area provide programs to at risk children and their families, at risk adults, the elderly, veterans, unemployed, and individuals who are mentally ill, physically or developmentally disabled, or chemically dependent. **Child Support**, under the Corporation Counsel's office, provides activities to obtain and enforce child support orders, establish paternity and certify tax refund interception on delinquent accounts. The **Department of Health and Human Services (HHS)** programs include prevention, intervention, protection, counseling, and an array of residential and community programs for children, juveniles, adults and at risk citizens. **Clinical Services** are provided in this area including outpatient mental behavioral medicine, and a psychiatric inpatient hospital. **Economic Support** includes determining eligibility for Medical Assistance, Badger Care, Foodshare and childcare payments. **Public Health** services are also provided in this area including assessments, consultation, education, preparedness and referral services to promote health and prevent disease. The **HHS Criminal Justice Collaborating Council (CJCC)** works to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitation services, while recognizing the rights and needs of the victims. The **CJCC** provides various programs to individuals with alcohol and other drug abuse, chemical dependency, mental health, or other disabilities to reduce recidivism and maintain independent living within the county. The **HHS Veterans' Services** division provides assistance to County veterans in applying for available Federal, State and County Levy benefits. The **Aging and Disability Resource Center (ADRC) division - General Fund** programs include purchased specialized transportation, adult day care programs, and a variety of contracted community supportive services to allow older adults to remain in their homes. In addition the Adult Protective Services provides intervention for vulnerable adults to ensure their safety and well-being and protects them from exploitation and harm. Also, senior dining and home delivered meals are provided that assist older individuals to live independently. Also, the **ADRC Contract** fund provides information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and resource referrals for older adults and to individuals with disabilities age 18 and above, and their families.

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in Public Works Functional Area, and End User Technology Fund in General Administration Functional Area).



The 2015 expenditure budget for this functional area totals $74,290,321, an increase of $1,958,917 or 2.7% from the 2014 Budget. Budgeted revenues include $231,147 of fund balance appropriations. Revenues budgeted in this functional area total $48,573,881, an increase of $1,803,617 or 3.9% from the 2014 budget. The Tax Levy necessary to fund this functional area totals $25,716,440, an increase of $155,300 or 0.6% from the 2014 Budget. Tax levy in this functional area is about 25% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL HEALTH & HUMAN SERVICES***						
Revenues (a)	$45,623,634	$46,770,264	$46,418,391	$48,573,881	$1,803,617	3.9%
County Tax Levy	$25,281,140	$25,561,140	$25,561,140	$25,716,440	$155,300	0.6%
Expenditure	$69,936,151	$72,331,404	$71,082,795	$74,290,321	$1,958,917	2.7%
Rev. Over (Under) Exp.	$968,623	$0	$896,736	$0	-	N/A
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL-CHILD SUPPORT						
Revenues (a)	$2,084,417	$2,138,622	$2,049,465	$2,118,322	($20,300)	-0.9%
County Tax Levy	$365,462	$355,462	$355,462	$335,462	($20,000)	-5.6%
Expenditure	$2,401,063	$2,494,084	$2,293,160	$2,453,784	($40,300)	-1.6%
Rev. Over (Under) Exp.	$48,816	$0	$111,767	$0	-	N/A
HEALTH & HUMAN SERVICES						
Revenues (a)	$43,539,217	$44,631,642	$44,368,926	$46,455,559	$1,823,917	4.1%
County Tax Levy	$24,915,678	$25,205,678	$25,205,678	$25,380,978	$175,300	0.7%
Expenditure	$67,535,088	$69,837,320	$68,789,635	$71,836,537	$1,999,217	2.9%
Rev. Over (Under) Exp.	$919,807	$0	$784,969	$0	-	N/A

(a) The 2015 budget includes a total of $231,147 of Fund Balance appropriations, which include: Human Health & Human Services General Funds of $231,147. The 2014 budget includes a total of $177,722 of Fund Balance appropriations, which include: Human Health & Human Services General Funds of $177,722.

- The **Health and Human Services** budget for Community Aids revenue for Health & Human Services (H&HS) programming decreases $65,800 to $11,495,000 in 2015. This is the Department's primary source of discretionary intergovernmental revenue funding.
- **Administrative Services** management estimates an increase in H&HS administrative cost recovery revenues including about $39,300 to $656,700 from the Aging and Disability Resource Center (ADRC) Contract Fund in line with a new methodology approved by the state ADRC staff that more accurately reflects recovery of Human Services administrative support costs. Also, administrative indirect cost recovery increases $32,000 from the Women, Infants, and Children (WIC) Grant mainly due to an increase in eligible indirect cost recovery. The State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursements are estimated to decrease $64,000 to $99,600.
- The **Intake and Shared Services program** decreases pass-through State revenues and expenditures for payment to kinship guardians by almost $107,000. The 2015 state allocation has been reduced reflecting the accomplishment of reducing the wait list by 35 children with 2014 one-time funding. Also, the county's contracted help line call center expenditures decrease $179,700 to $90,000. A new contracted agency will provide equipment and staff to maintain a 24 hour emergency telephone help service for Waukesha County. The help line service agency will maintain a computerized system for tracking resources, make referrals and gather data. In addition, State/Federal Income Maintenance (IM) funding decreases by $33,100 to $2,404,600, mainly due to the reallocation of IM expenses.
- **Economic Services Administration and Support Program** revenue and expenditures include a decrease of $236,500 to $430,500 for the sunset of ten (5.0 FTE) Economic Support Services positions created to assist in the implementation of the Patient Protection and Affordable Care Act (PPACA). The state and federal funding will end June 30, 2015.
- **Children's Long Term Support Waiver (CLTS)** revenue and expenditures increase by $697,900 to $5.1 million mostly related to additional funding provided from the State of Wisconsin to serve additional children with long term support needs. Ordinance 169-21 approved in 2014 accepted $1,612,275 to remove children with special needs from the wait list and approved adding the two additional service coordinator/ social worker positions which continue in the 2015 budget. This program includes Autism services, Aspergers, Developmentally Disabled, Severely Emotionally Disturbed and Pervasive Developmental Disorder not otherwise specified.
- **Juvenile Center 2015 budget** implements a more cost-effective alternative of a third-party social services provider for providing juvenile male and female shelter care services, beginning mid-2015 and estimated to result in $130,000 of annualized savings. FTE reductions at the Juvenile Center include 3.54 FTE juvenile center workers, 2.0 FTE supervisors and 0.5 FTE administrative assistant, a reduction in temporary extra help of 0.35 FTE and a 0.52 FTE reduction in overtime coverage to 0.18 FTE (The budget-to-budget change in FTE reflects a partial-year reduction of the 13 positions being abolished). Personnel costs are reduced 406,200. Food and medical service costs are reduced $26,000.

  These expenditure reductions are offset with a partial year contract with Lad Lake $390,000 and additional Sheriff charges of $20,800 including 15,800 to transporting juveniles to the Lad Lake's facility in Dousman. In addition, the budget includes 0.43 FTE of overtime to provide juvenile intake services when juvenile center supervisors aren't available to provide these services.
- The 2015 budget for the **Aging & Disability Resource Center (ADRC) – Adult Protective Services** program includes a $336,000 or 40% decrease to $502,200 in the payment to the **Marsh Country Health Alliance for Clearview Nursing Home and facility for Individuals with Intellectual Disabilities (IID)** in Dodge County mainly for the 24 Waukesha County residents who reside at Clearview. The decrease is based on Waukesha County's Assessment Rate of the Alliance "certified loss" as listed in the 2013 filed Clearview Medicaid nursing home cost report. Also, contracted services in the Adult Protective Services (APS) increases by $69,800 to $621,100 based on current trends of elderly clients needing to go to the hospital for medical clearance in addition to increased costs budgeted for higher cost corporate guardianship services for an increasing number of clients.
- **Aging & Disability Resource Center (ADRC) General Government revenues** are budgeted to increase $15,400 for specialized transportation services. Also, the Nutrition Services Incentive Program (NSIP) meal revenue General government revenues, overall, is budgeted to increase by about $16,900 to $105,000. The Nutrition program will see a projected increase of $33,200 to $104,000 for additional meals expected to be delivered to Managed Care Organization (MCO) clients.
- Operating expenses and related revenues for the **Aging & Disability Resource Center (ADRC) Contract Fund** increase by $401,400. Operating expenses increase by $417,100 related to the addition of four contracted ADRC specialists and one dementia care specialist. The contracted dementia care specialist was approved in Ordinance 169-20 during 2014 with the acceptance of the state Dementia grant funding which awarded a prorated amount of $53,335 in 2014 and awards $80,000 in 2015.

- **Mental Health Outpatient-Clinical** expenditures increase nearly $636,300 or 8.6%, partially due to personnel cost increases of $295,100 or 8.9% to about $3,612,200. This increase includes 5.00 FTE new Clinical Therapists as a result of the reclassification of 2.00 FTE Senior Substance Abuse Counselor, the abolishment of a Sr. Substance Abuse Counselor, the abolishment of 1.00 FTE from the Children and Family Division and 1.00 FTE refunded from a previously unfunded position. These position classifications may claim a higher Medicaid reimbursement rate, and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. Operating expenses are budgeted to increase nearly $368K related to an increase in prescription drug costs and medical supplies of nearly $124,700 due to an increase in the use of long-acting injectable formulations and newly released treatments. State mental health institute placement costs are budgeted to increase by nearly $108,200 to nearly $1.6 million or 1,385 total days of care, due to an increase in adult admissions to the state institutes that qualify for Medicaid reimbursement. Also, $109,100 is budgeted related to the Mental Health Regional Crisis grant for purposes of training County staff and law enforcement to improve crisis intervention services.
- **Mental Health Outpatient-Intensive** program charges for services include an increase in Comprehensive Community Services (CCS) revenues of nearly $613,000 to $1.71 million. This is mainly due to changes in the '13-'15 Wisconsin State Budget, permitting the CCS program to receive federal reimbursement for 100% of rehabilitative costs for a range of services provided by County HHS staff (up from the previous reimbursement rate of 60%). This increase more than offsets a decrease in the Community Recovery Services (CRS) program of nearly $45,600. County Tax Levy support allocated to this program decreases by about $453,200 or 9.8% to $4,150,100.
- **Mental Health Center (MHC)** county tax levy is budgeted to decrease by about $129,400 or 3.7% partially offset by an increase of general fund balance of $97,325 to $132K to fund one-time projects associated with building maintenance including $95,000 for carpet replacement and stucco wall repair budgeted in interdepartmental charges, and office equipment and furniture of $37,000 budgeted in operating expenses. Overall, operating expenses are reduced $45,700 related to a decrease in consulting services of $53,100 related to two previously contracted positions providing medical coding and quality assurance coverage. These positions were made permanent in 2014 (E.O #168-120) and shifted to the Administrative Services division to enhance the county's corporate compliance environment and quality assurance capacity as the county prepares for the implementation of ICD-10 in 2015. Operating expenses are further reduced in contracted physician services by $29,100 as a result of current staff being cross-trained to provide coverage for other staff psychiatrists as needed, partially offset by an increase in prescription medications due to the increased use of long-acting formulations and newly released treatments. Personnel costs increase $16,700 and decrease 1.77 FTE, including the transferring of 2.00 FTE administrative staff to the Administrative Services division and 1.00 FTE Licensed Practical Nurse, partially offset by the creation of a 1.00 FTE Registered Nurse position, the shifting of 0.50 FTE Registered Nurse from the Mental Health Outpatient-Clinical program area, as well as other position changes. Interdepartmental Charges increase $49,600 related to an increase in building maintenance charges of $57,500 (including the carpet replacement and stucco repair mentioned above), partially offset by a decrease in Sheriff Transportation charges of $19,100 related to increasing use of video conferencing equipment. Client Fee revenues increase $28,700 or 1.1% based on a rate increase of approximately $36 per client day.
- **Criminal Justice Collaborating Council (CJCC)** 2015 budget includes an additional $142,900 of expenditures and revenues related to the state Treatment Alternatives and Diversion (TAD) Grant. The TAD grant provides case management, drug testing, and medication-assisted treatment to participants enrolled in the drug court program. The acceptance of this grant was approved in 2014 with enrolled ordinance 168-O-081, which allowed the CJCC to accept $142,000 for the 1-year period of January 1 through December 31, 2014, with the same level of continuation funding available in 2015 and 2016. This will offset grant revenues budgeted to decrease about $151,800 to $231,600, in the federally grant-funded expansion of the Alcohol Treatment Court program which ended as of September 2014. Also, the Drug Treatment Court grant decreases by $34,400 as the 3-year grant is budgeted to end on 9/30/15.
- **Public Health Division** budgeted expenditures decrease slightly by about $7,800 to $3.65 million. This funding level is expected to provide the resources necessary to maintain the Public Health Level II Status. The Budget includes the abolishment of a 1.0 FTE Public Health Nurse and a 1.0 FTE Public Health Technician mostly related to declining requests for various services including immunizations, travel & flu clinics. This is partially offset by a 0.16 FTE or $21,700 increase in the use of temporary extra help.
- **Corporation Counsel-Child Support** Federal and State funded program revenues sources are budgeted to decrease by $20,300 or 1.0% to $2.09 million. Personnel costs are decreased by $37,200 in this area mainly as the Corporation Counsel reallocates staff between the Corporation Counsel budget and the Child Support budget. Tax levy is reduced by $20,000 in this division.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
CORPORATION COUNSEL	Child Support	26.60	26.60	26.60	26.60	-
HEALTH & HUMAN SERVICES	General Fund					
	Human Services	216.20	215.20	219.20	210.16	-5.04
	Clinical Services	91.68	92.68	92.43	92.80	0.12
	Public Health	37.84	36.84	36.84	34.84	-2.00
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	0.00
	Veterans Services	3.70	3.70	3.70	3.70	0.00
	ADRC	24.64	24.64	24.64	23.98	-0.66
	Total H & HS General Fund	375.06	374.06	377.81	366.48	(7.58)
	Aging and Disability Resource Center	24.40	24.40	24.40	25.06	0.66
	H&HS Subtotal	399.46	398.46	402.21	391.54	-6.92
	TOTAL REGULAR POSITIONS	426.06	425.06	428.81	418.14	(6.92)
	TOTAL EXTRA HELP	17.47	17.46	17.46	15.72	(1.74)
	TOTAL OVERTIME	2.37	2.57	2.57	2.80	0.23
	TOTAL BUDGETED POSITIONS	445.90	445.09	448.84	436.66	(8.43)

2015 BUDGET ACTIONS

Corporation Counsel- Child Support

Create: 1.00 FTE Administrative Assistant
Abolish: 1.00 FTE Administative Specialist
Decrease: 0.50 FTE Senior Attorney
Increase: 0.50 FTE Attorney
Decrease: 0.59 FTE Temporary Extra Help
Decrease: 0.01 FTE Overtime

Health and Human Serivces-Human Services

Reclassify: 1.00 FTE Health and Human Serivices Coordinator to Program and Project Analyst
Abolish: 1.00 FTE Adminstrative Specialist
Sunset: 5.00 Economic Support Specialists (Mid year Sunset PPACA Positions)
Abolish: 1.00 FTE Senior DD Counselor - Child and Family to OutPatiient Clinic
Abolish: Net 3.54 FTE Juvenile Center Worker (4.0 FTE Abolish, 0.46 FTE Create)
Abolish: 0.50 FTE Juvenile Center Administrative Assistant
Abolish: 2.00 FTE Juvenile Center Supervisor
Decrease: Temporary Extra Help by 0.35 FTE.
Decrease: Overtime by 0.09 FTE.

Health and Human Services- Clinical Services

Create: 2.00 FTE Clinical Therapist
Create: Net 0.37 FTE Psychiatrist (Create 1.0 FTE, Abolish 0.63 FTE)
Create: 1.00 FTE Senior Mental Health Counselor
Create: 1.00 FTE Registered Nurse (RN)
Abolish: 1.00 FTE Senior Substance abuse Counselors
Decrease: 1.02 FTE Temporary Extra Help
Increase: Overtime by 0.33 FTE
Fund a previously Unfunded 1.00 Clinical Therapist
Reclassify 2.00 FTE Clinical Therapist from 2 Senior Substance Abuse Counselors
Reclassify 2.00 FTE Clinical Therapist from 2 Senior Mental Health Counselors

Health and Human Services- Public Health

Abolish: 1.00 FTE Public Health Technician
Abolish: 1.00 FTE Public Health Nurse
Increase: 0.16 FTE Temporary Extra Help

2014 CURRENT YEAR ACTIONS

Health and Human Services- Human Services

Per Ordinance 168-O-120 Create: 2.00 FTE Program and Project Analyst
Per Ordinance 169-O-021 Create: 2.00 FTE Social Worker
Per Ordinance 168-O-083 Abolish: 1.50 FTE Regular Part-time Human Services Supervisors
Per Ordinance 168-O-083 Create: 1.00 FTE Regular Full-time Human Services Supervisor
Per Ordinance 168-O-083 Abolish: 0.75 FTE Regular Part-time Senior Mental Health Counselor
Per Ordinance 168-O-083 Create: 1.00 FTE Regular Full-time Senior Mental Health Counselor
Per Ordinance 168-O-083 Establish Lead Worker for a Clinical Therapist

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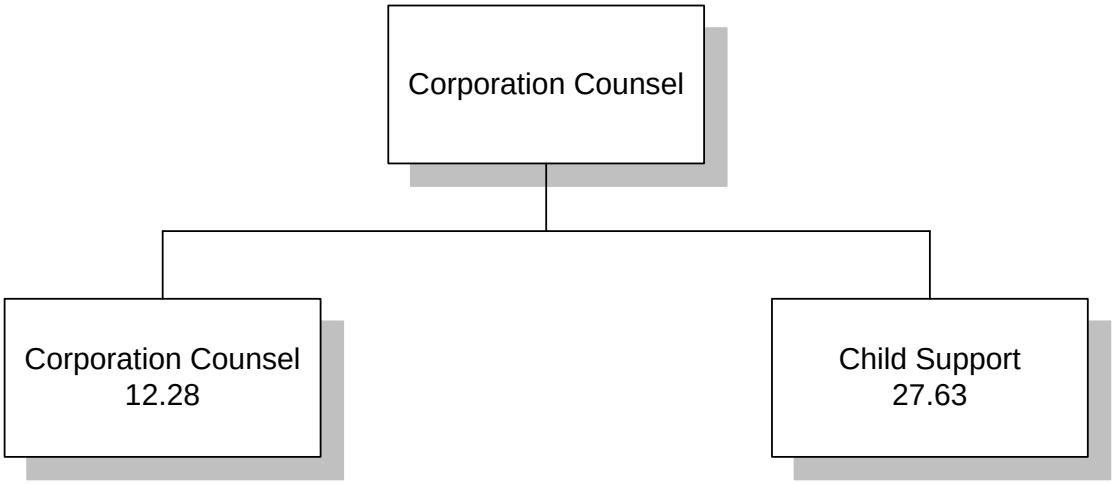
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.91 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.

Child Support

Statement of Purpose

The Child Support Division in the Corporation Counsel Office implements and administers the Child Support Enforcement Act pursuant to Title IV-D of the Federal Social Security Act and Wisconsin Statutes, under contract with the State Department of Children and Family Services. The Waukesha County Child Support Division is supported by state, federal and county funding. Child Support Services include activities to establish paternity, obtain initial court orders for child support enforcement and health insurance, enforce or modify existing orders, and collect delinquent (past due) accounts.

Program Description

As a division of the Corporation Counsel department, Child Support provides financial, legal, case management, and clerical services in child support activities. Legal and case management activities include investigating child support cases; locating absent parents; establishing paternity; establishing court-ordered obligations for child support and health insurance; modifying obligations as required by law and enforcing obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include performing court order entry in the Kids Information Data System (KIDS) computer system; generating wage assignments to employers; conducting case audits; updating demographic information; making financial adjustments; researching suspended payments; resolving issues with the Wisconsin Support Collections Trust Fund; and answering customer service inquiries. Revenues are primarily generated from the administrative cost reimbursements from Federal funding passed through the State contract; performance-based incentive funding is also federal funding passed through the State contract; incentives from the medical support liability collections; and miscellaneous revenues which are made up of blood test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government (a)	$1,993,915	$2,106,922	$2,014,097	$2,086,622	($20,300)	-1.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$37,006	$31,700	$35,368	$31,700	$0	0.0%
Interdepartmental	$1,190	$0	$0	$0	$0	N/A
Other Revenue	$74	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$52,232	$0	$0	$0	$0	N/A
County Tax Levy	**$365,462**	**$355,462**	**$355,462**	**$335,462**	**($20,000)**	**-5.6%**
Total Revenue Sources	**$2,449,879**	**$2,494,084**	**$2,404,927**	**$2,453,784**	**($40,300)**	**-1.6%**
Expenditures						
Personnel Costs	$1,991,470	$2,023,670	$1,835,779	$1,986,456	($37,214)	-1.8%
Operating Expenses	$243,001	$289,261	$280,221	$285,286	($3,975)	-1.4%
Interdept. Charges	$166,592	$181,153	$177,160	$182,042	$889	0.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,401,063**	**$2,494,084**	**$2,293,160**	**$2,453,784**	**($40,300)**	**-1.6%**
Rev. Over (Under) Exp.	$48,816	$0	$111,767	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	26.60	26.60	26.60	26.60	0.00	
Extra Help	1.56	1.56	1.56	0.97	(0.59)	
Overtime	0.07	0.07	0.07	0.06	(0.01)	
Total FTEs	28.23	28.23	28.23	27.63	(0.60)	

(a) The 2015 budget includes State GPR of $236,000 which is unchanged from the 2014 budget. It provides two thirds (66%) of expenditure authority (about $694,100).

(b) In the 2013 budget, the department included Fund Balance appropriation for operations to help reduce the new Tax Levy needed. Fund Balance is not requested in the 2015 budget.

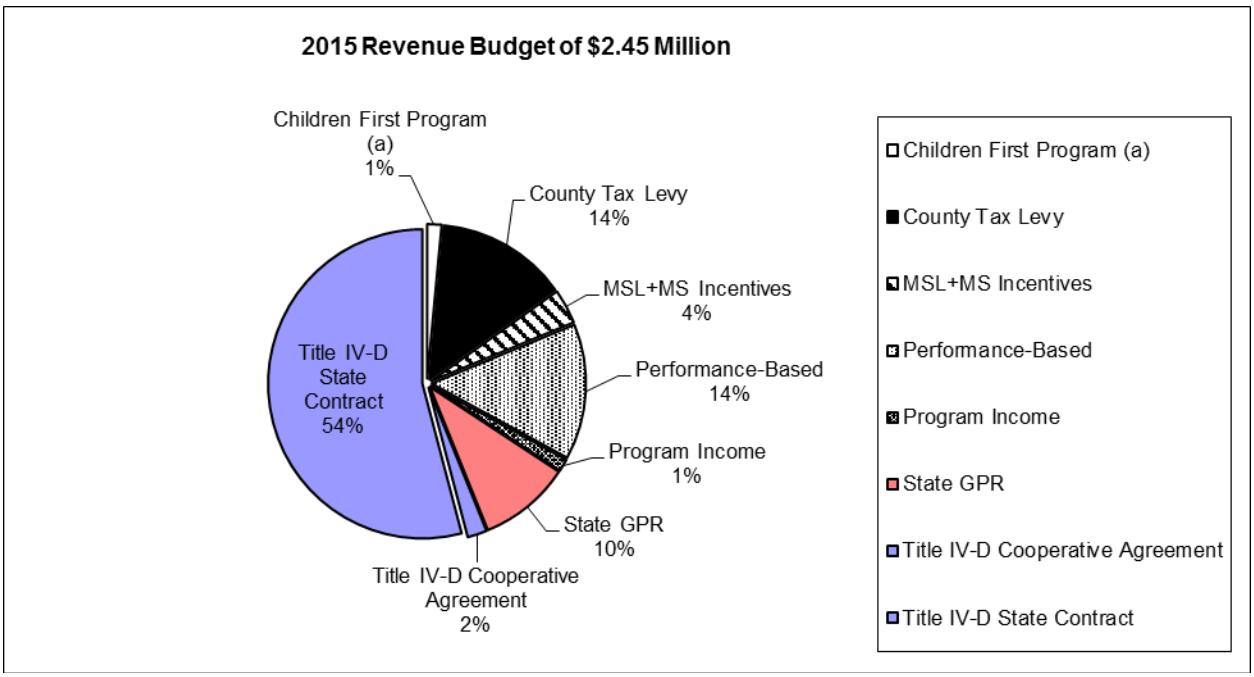
Program Highlights

General government revenues are budgeted to decrease by $20,300 or -1.0% to $2,086,600 mostly reflecting a $26,600 reduction in the title IV-D state contract reimbursement to $1,327,200 partially offset by an increase in medical support liability incentive of $6,300 to $86,300. Revenues from the non-match performance funding of $347,800; the State GPR funding of $236,000; title IV-D cooperative agreement with Clerk of Courts of $50,000; Children First program of $36,400; and medical support incentive of $3,000 are unchanged from the 2014 budget. Charges for services fees which recover the costs of process services, genetic tests, copies and vital statistic records are unchanged from the 2014 budget at $31,700.

Personnel costs decrease by $37,200 or -1.8% to $1,986,500. In an effort to best utilize the skills of all attorneys in the Office of Corporation Counsel, the office has begun cross-training attorneys in the many areas of law overseen by the office. This has resulted in attorneys at various salary ranges being reallocated between the Corporation Counsel budget and the Child Support budget. The division transferred out 0.50 FTE Senior Attorney and transferred in 0.50 FTE Attorney which will result in a $28,600 reduction in personnel costs in this program area. Also, an administrative specialist position is abolished offset with the creation of a lower cost administrative assistant position resulting in a net savings of $3,250. In addition, temporary extra help decreases by $29,100 or -50.9% to $28,000 as the FTE is reduced by 0.59 FTE to 0.97 FTE. The decreases are offset by costs to continue increases for the remaining 27.63 FTEs.

Operating expenses decrease by $4,000 or -1.4% to $285,300 mostly for extradition costs which are reduced by $5,000 to more closely reflect prior year actuals. This is offset by a $1,000 increase for paralegal/legal costs.

Interdepartmental charges increase slightly by $900 or 0.5% mostly related to End User technology computer charges.



(a) Children First Program (CFP) is included in the Child Support Program. The State funding is used to engage an outside vendor to assist non-custodial parents to obtain employment and pay court-ordered child support.

This chart represents total revenue sources of the Child Support Program included in the 2015 Budget. This includes title IV-D State contract administrative reimbursement of $1,327,158; the estimated amount for State GPR is $236,000; non-match performance award funding of $347,766; Medical Support Liability (MSL); and Medical Support (MS) incentives of $89,298, which are funded by the Federal Government through the State Department of Children and Family Services. The Children First Program is included at $36,400 (a). The program income of $31,700, includes copy fees, vital statistics fees, genetic test fees, and process service fees. Tax Levy budgeted in 2015 is $335,462.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Bring increasing economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner.

Key Outcome Indicator: In 2014, the Department of Children and Families began phasing in a new formula for fund allocation. The new formula is based upon a pay for performance approach while using the four Federal performance measures as well as a new fifth measure based upon federally adjusted case loads.

Performance measures one and two have not changed, however, the allocation for performance measure 3 (collection of current support) will now be based upon the county receiving approximately $.0135 for each $1.00 collected in current support. The allocation for performance measure 4 (arrears cases with a payment during the year) will now be based on the county receiving approximately $34.63 for each case that receives a payment on arrears during the year. Counties that have shown improvement in measures 3 and 4 from the previous year will also be rewarded with a weighted share of unallocated funds.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Court order rate	90.83%	>80%	>80%	>80%
Paternity establishment	108.42%	>90%	>90%	>90%
Child support collection rate	78.32%	>78.32%	>78.32%	>2014 rate
Arrears collection rate	74.11%	>74.11%	>74.11%	>2014 rate

Performance Measure #1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2013, Waukesha County earned 100% of funding by obtaining a court order rate of 90.83% which exceeded the prior year's rate of 90.03%. Of the $202,211 available to be earned on this measure, Waukesha County received the full amount.

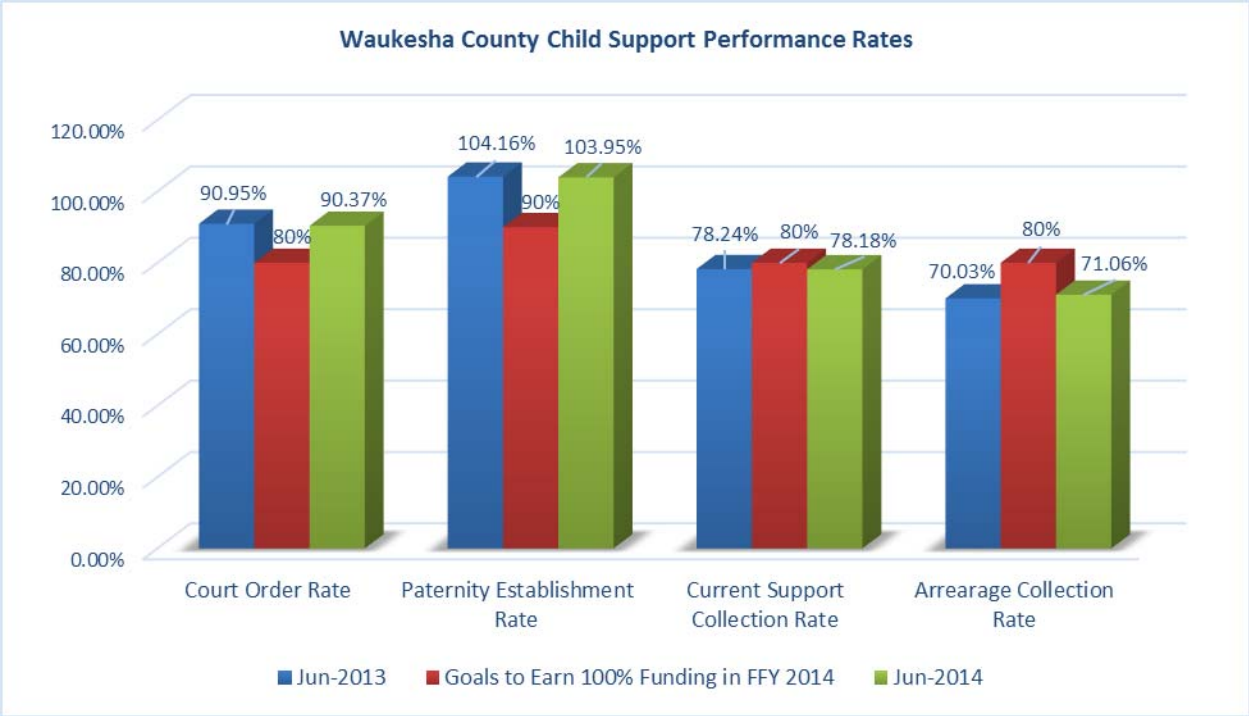
Performance Measure #2. Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2013, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 108.42% which exceeded the prior year's rate of 107.78%. Of the $202,211 available to be earned on this measure, Waukesha County received the full amount.

Performance Measure #3. Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support received and paid to the custodial parent. This measure is cumulative over the Federal Fiscal Year. In 2013, Waukesha County achieved a collection rate of 78.32% which exceeded the prior year's rate of 77.84%. To obtain 100% funding on this measure, the county would have needed to reach a collection rate of 80%. Of the $266,489 available to be earned on this measure, Waukesha County received $260,892.

Performance Measure #4. Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In 2013, Waukesha County achieved a rate of 74.11% which exceeded the prior year's rate of 73.93%. Of a possible $192,932 available to be earned, Waukesha County received $178,735. To obtain 100% of funding, Waukesha County would have needed to reach a rate of 80%.

Performance Measure #5. This measure reviews the number of open cases with activity in the last three years. The allocation is based upon a formula that will be adjusted on an annual basis with the intent that this measure will be phased out over the next several years with the funding being allocated to performance measures 3 and 4. In 2013, Waukesha County earned $202,587 for this measure.

Because of the improvement in performance measures 3 and 4 from the prior year, Waukesha County was awarded additional funding of $15,737.



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

Objective 2: Renew focus on customer service with citizens, vendors and between staff.
This objective is to review procedures to increase communication not only with citizens but with vendors and staff of the Child Support Agency (CSA) and other county agencies so that an atmosphere of cooperation is fostered.

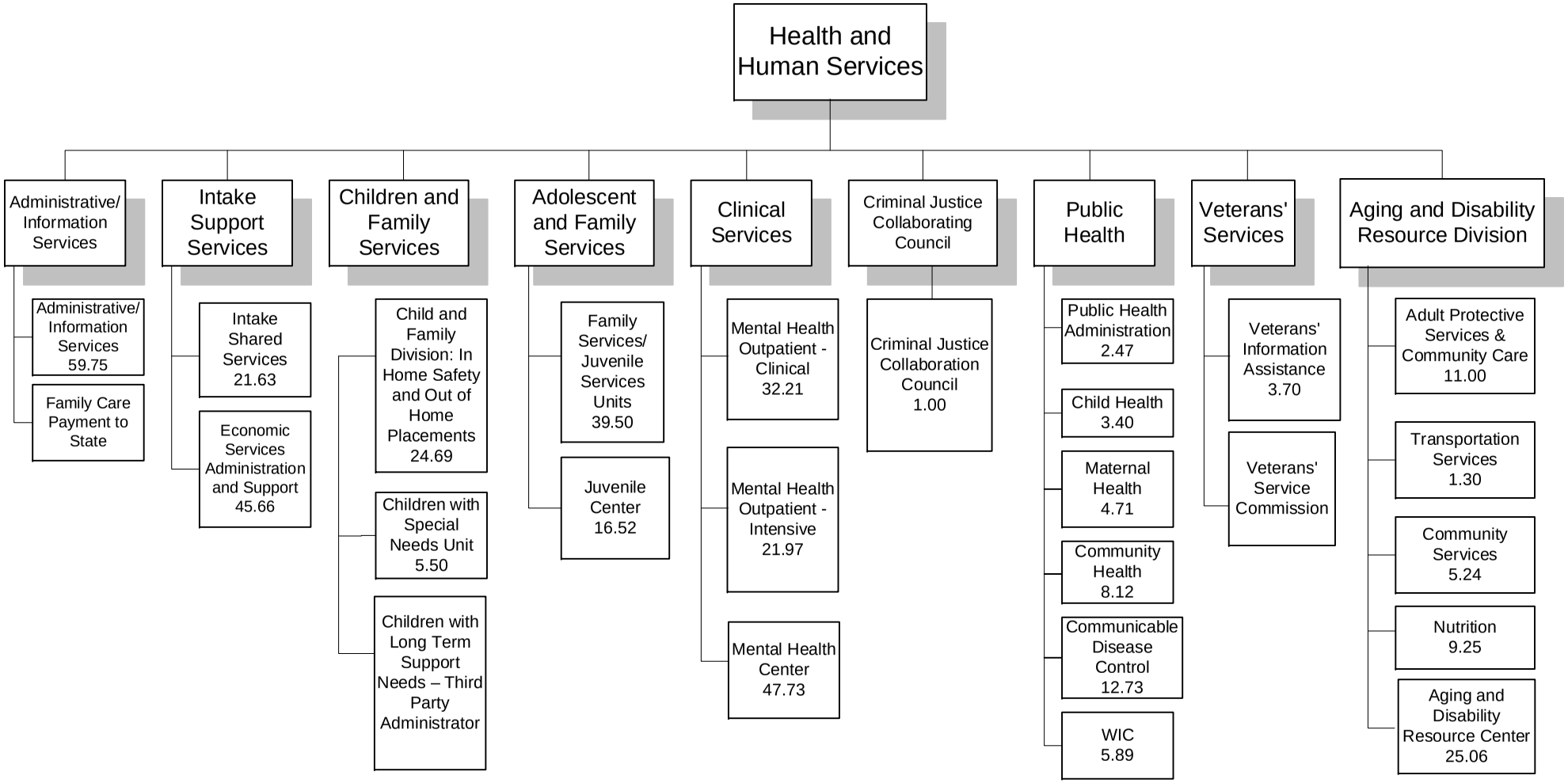
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill.

Objective 3: Review agency structure to focus on cross-training staff so that staff members can provide services in more areas when vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



409.03 TOTAL FTE'S

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

Statement of Purpose:

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resources Center (ADRC).

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability.

Health and Human Services - All Funds Summary

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues	$40,423,037	$41,370,097	$41,185,755	$42,739,227	$1,369,130	3.3%
Appr. Fund Balance	$330,026	$177,722	$156,530	$231,147	$53,425	30.1%
County Tax Levy/(Credit)	$24,915,678	$25,205,678	$25,205,678	$25,380,978	$175,300	0.7%
Expenditures	$64,748,894	$66,753,497	$65,762,994	$68,351,352	$1,597,855	2.4%
Rev. Over (Under) Exp.	$919,847	$0	$784,969	$0	$0	N/A
Aging and Disability Resource Center Contract Fund						
Revenues	$2,786,154	$3,083,823	$3,026,641	$3,485,185	$401,362	13.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/(Credit)	$0	$0	$0	$0	$0	N/A
Expenditures	$2,786,194	$3,083,823	$3,026,641	$3,485,185	$401,362	13.0%
Rev. Over (Under) Exp.	($40)	$0	$0	$0	$0	N/A
All Funds						
Revenues	$43,209,191	$44,453,920	$44,212,396	$46,224,412	$1,770,492	4.0%
Appr. Fund Balance	$330,026	$177,722	$156,530	$231,147	$53,425	30.1%
County Tax Levy/(Credit)	$24,915,678	$25,205,678	$25,205,678	$25,380,978	$175,300	0.7%
Expenditures	$67,535,088	$69,837,320	$68,789,635	$71,836,537	$1,999,217	2.9%
Rev. Over (Under) Exp.	$919,807	$0	$784,969	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	399.46	398.46	402.21	391.54	(6.92)	
Extra Help	2.30	2.50	2.50	2.74	0.24	
Overtime	15.91	15.90	15.90	14.75	(1.15)	
Total	417.67	416.86	420.61	409.03	(7.83)	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues	$11,355,423	$11,396,525	$11,295,212	$11,268,276	($128,249)	-1.1%
County Tax Levy/(Credit)	($3,978,530)	($3,929,915)	($3,929,915)	($2,941,469)	$988,446	N/A
Expenditures	$7,381,204	$7,466,610	$7,693,946	$8,326,807	$860,197	11.5%
Rev. Over (Under) Exp.	($4,311)	$0	($328,649)	$0	-	N/A
Intake Support Services						
Revenues	$4,307,303	$4,937,131	$5,016,919	$4,636,030	($301,101)	-6.1%
County Tax Levy	$2,268,979	$2,407,257	$2,407,257	$2,097,488	($309,769)	-12.9%
Expenditures	$6,648,147	$7,344,388	$6,997,241	$6,733,518	($610,870)	-8.3%
Rev. Over (Under) Exp.	($71,865)	$0	$426,935	$0	-	N/A
Children and Family Services						
Revenues	$6,152,171	$6,538,253	$6,476,284	$7,486,643	$948,390	14.5%
County Tax Levy	$3,651,745	$3,641,426	$3,641,426	$3,829,207	$187,781	5.2%
Expenditures	$9,758,972	$10,179,679	$10,468,543	$11,315,850	$1,136,171	11.2%
Rev. Over (Under) Exp.	$44,944	$0	($350,833)	$0	-	N/A
Adolescent and Family Services						
Revenues	$4,230,540	$4,125,872	$4,007,946	$4,103,778	($22,094)	-0.5%
County Tax Levy	$4,759,947	$4,388,059	$4,388,059	$4,352,306	($35,753)	-0.8%
Expenditures	$8,109,616	$8,513,931	$7,807,280	$8,456,084	($57,847)	-0.7%
Rev. Over (Under) Exp.	$880,871	$0	$588,725	$0	-	N/A
Clinical Services						
Revenues	$9,894,306	$9,722,376	$9,872,537	$10,811,118	$1,088,742	11.2%
County Tax Levy	$11,988,871	$12,173,866	$12,173,866	$11,756,698	($417,168)	-3.4%
Expenditures	$21,853,333	$21,896,242	$21,745,654	$22,567,816	$671,574	3.1%
Rev. Over (Under) Exp.	$29,844	$0	$300,749	$0	-	N/A
Criminal Justice Collaborating Council						
Revenues	$487,233	$490,565	$359,021	$310,197	($180,368)	-36.8%
County Tax Levy	$972,946	$1,022,946	$1,022,946	$1,025,862	$2,916	0.3%
Expenditures	$1,475,978	$1,513,511	$1,394,438	$1,336,059	($177,452)	-11.7%
Rev. Over (Under) Exp.	($15,799)	$0	($12,471)	$0	-	N/A
Public Health						
Revenues	$1,205,040	$1,244,572	$1,221,740	$1,232,369	($12,203)	-1.0%
County Tax Levy	$2,395,950	$2,415,646	$2,415,646	$2,420,013	$4,367	0.2%
Expenditures	$3,609,840	$3,660,218	$3,644,861	$3,652,382	($7,836)	-0.2%
Rev. Over (Under) Exp.	($8,850)	$0	($7,475)	$0	-	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$282,595	$274,074	$274,074	$284,085	$10,011	3.7%
Expenditures	$265,626	$287,074	$283,782	$297,085	$10,011	3.5%
Rev. Over (Under) Exp.	$29,969	$0	$3,292	$0	-	N/A
Aging and Disability Resource						
Revenues	$5,894,201	$6,163,348	$6,106,267	$6,594,148	$430,800	7.0%
County Tax Levy	$2,573,175	$2,812,319	$2,812,319	$2,556,788	($255,531)	-9.1%
Expenditures	$8,432,372	$8,975,667	$8,753,890	$9,150,936	$175,269	2.0%
Rev. Over (Under) Exp.	($82,698)	$0	$43,228	$0	-	N/A
Total All H&HS Divisions						
Revenues	$43,539,217	$44,631,642	$44,368,926	$46,455,559	$1,823,917	4.1%
County Tax Levy	$24,915,678	$25,205,678	$25,205,678	$25,380,978	$175,300	0.7%
Expenditures	$67,535,088	$69,837,320	$68,789,635	$71,836,537	$1,999,217	2.9%
Rev. Over (Under) Exp.	$802,105	$0	$663,501	$0	-	N/A

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget #	%
Administrative/Information Services						
Regular Positions	53.10	53.10	55.10	59.10	6.00	11.3%
Overtime	0.15	0.15	0.15	0.15	-	0.0%
Extra Help	0.50	0.50	0.50	0.50	-	0.0%
Total	53.75	53.75	55.75	59.75	6.00	11.2%
Intake Support Services						
Regular Positions	73.00	72.00	72.00	66.00	(6.00)	-8.3%
Overtime	0.87	1.07	1.07	1.07	-	0.0%
Extra Help	0.22	0.22	0.22	0.22	-	0.0%
Total	74.09	73.29	73.29	67.29	(6.00)	-8.2%
Children and Family Services						
Regular Positions	29.00	29.00	31.00	30.00	1.00	3.4%
Overtime	0.07	0.07	0.07	0.07	-	0.0%
Extra Help	0.12	0.12	0.12	0.12	-	0.0%
Total	29.19	29.19	31.19	30.19	1.00	3.4%
Adolescent and Family Services						
Regular Positions	61.10	61.10	61.10	55.06	(6.04)	-9.9%
Overtime	0.70	0.70	0.70	0.61	(0.09)	-12.9%
Extra Help	0.70	0.70	0.70	0.35	(0.35)	-50.0%
Total	62.50	62.50	62.50	56.02	(6.48)	-10.4%
Clinical Services						
Regular Positions	91.68	92.68	92.43	92.80	0.12	0.1%
Overtime	0.51	0.51	0.51	0.84	0.33	64.7%
Extra Help	9.24	9.23	9.23	8.27	(0.96)	-10.4%
Total	101.43	102.42	102.17	101.91	(0.51)	-0.5%
Public Health						
Regular Positions	37.84	36.84	36.84	34.84	(2.00)	-5.4%
Overtime	-	-	-	-	-	N/A
Extra Help	2.32	2.32	2.32	2.48	0.16	6.9%
Total	40.16	39.16	39.16	37.32	(1.84)	-4.7%
Criminal Justice Collaborating Council						
Regular Positions	1.00	1.00	1.00	1.00	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	1.00	1.00	1.00	1.00	-	0.0%
Veterans' Services						
Regular Positions	3.70	3.70	3.70	3.70	-	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	-	-	-	-	-	N/A
Total	3.70	3.70	3.70	3.70	-	0.0%
Aging and Disability Resource						
Regular Positions	49.04	49.04	49.04	49.04	(0.00)	0.0%
Overtime	-	-	-	-	-	N/A
Extra Help	2.81	2.81	2.81	2.81	-	0.0%
Total	51.85	51.85	51.85	51.85	(0.00)	0.0%
Total All H&HS Divisions						
Regular Positions	399.46	398.46	402.21	391.54	(6.92)	-1.7%
Overtime	2.30	2.50	2.50	2.74	0.24	9.6%
Extra Help	15.91	15.90	15.90	14.75	(1.15)	-7.2%
Total	417.67	416.86	420.61	409.03	(7.83)	-1.9%

Fund Purpose

Health and Human Services has nine divisions that are included in the General Fund. The divisions are Administrative Services, Intake Support Services, Children and Family Services, Adolescent and Family Services, Clinical Services, Public Health, Criminal Justice Collaborating Council (CJCC), Veterans' Services and Aging and Disability Resource Center (ADRC).

Health and Human Services - General Fund Summary

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government (a)(d)(e)	$29,661,210	$30,797,969	$30,702,222	$31,207,385	$409,416	1.3%
Fine/Licenses	$387,405	$390,000	$341,529	$390,000	$0	0.0%
Charges for Services	$7,288,714	$7,439,216	$7,418,921	$8,022,515	$583,299	7.8%
Interdepartmental	$6,943	$9,825	$3,912	$3,565	($6,260)	-63.7%
Other Revenue	$3,078,765	$2,733,087	$2,719,171	$3,115,762	$382,675	14.0%
Appr. Fund Balance	$330,026	$177,722	$156,530	$231,147	$53,425	30.1%
County Tax Levy	$24,915,678	$25,205,678	$25,205,678	$25,380,978	$175,300	**0.7%**
Total Revenues Sources	**$65,668,741**	**$66,753,497**	**$66,547,963**	**$68,351,352**	**$1,597,855**	**2.4%**
Expenditures						
Personnel Costs (b)(c)(e)	$30,401,391	$31,428,919	$31,443,093	$31,733,249	$304,330	1.0%
Operating Expenses (a)(c)(d)(e)	$31,084,513	$31,870,508	$30,891,849	$33,102,827	$1,232,319	3.9%
Interdept. Charges (d)(e)	$3,244,418	$3,430,070	$3,391,025	$3,515,276	$85,206	2.5%
Fixed Assets	$18,572	$24,000	$37,027	$0	($24,000)	-100.0%
Total Expenditures	**$64,748,894**	**$66,753,497**	**$65,762,994**	**$68,351,352**	**$1,597,855**	**2.4%**
Rev. Over (Under) Exp.	$919,847	$0	$784,969	$0	$0	**N/A**

Position Summary (FTE)					
Regular Positions (b)(c)	366.06	374.06	377.81	366.48	(7.58)
Extra Help	15.91	15.90	15.90	14.75	(1.15)
Overtime	2.30	2.50	2.50	2.74	0.24
Total	384.27	392.46	396.21	383.97	(8.49)

The 2014 Estimate is estimated to exceed the 2014 Adopted budget primarily related to the following ordinances approved during 2014:

a. Enrolled Ordinance 168-0-081 Accepted funding and increased expenditures & revenues related to Treatment Alternative and Diversion (TAD) Grant Funding.
b. Enrolled Ordinance 168-083 Modified and Restructured the Community Support Program Supervisory and case management functions.
c. Enrolled Ordinance 168-0-120 created medical coder positions to implement the new State and Federal Healthcare regulations.
d. Enrolled Ordinance 169-020 Accepted $53,335 of funding for a Dementia Care Specialist.
e. Enrolled Ordinance 169-021 accepted revenue to reduce the waiting lists for children with special needs program and created two social worker positions.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

1 Objective: The Department will engage staff to understand, prepare for, and respond to threats and disasters. The department will complete training requirements timely and staff will understand their emergency responsibilities.

Key Outcome Indicator: 95% of designated Department staff will complete position-specific business continuity and emergency preparedness training requirements within 2 years from date of hire and understand their emergency responsibilities.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of Staff	60%	70%	TBD	95%

2 Objective: The Department will maintain readiness in response to threats with an effective notification system.

Key Outcome Indicator: The Department will increase enrollment of staff in the MyState/AlertSense Emergency Notification System by 5% points annually until the target enrollment of 90% is reached. The 2014 Baseline is 75% of staff providing personal contact information within the system.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Target enrollment Percentage	75%	80%	80%	85%

3 Objective: The Department will work collaboratively with the Medical Examiner's Office with regard to proactive outreach to survivors of death. The Medical Examiner's Office will refer families and significant others to the ADRC Division and Intake/Shared Services Division following a death of a family member or significant other.

Key Outcome Indicator: Achieve 95% positive feedback on satisfaction surveys regarding the contact and the services provided.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Positive Feedback	N/A*	95%	95%	95%

* New Objective

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

4 Objective: The Department will utilize service strategies and interventions to maintain trauma sensitive service provisions that are proven to be effective based on research and outcome measurements.

Key Outcome Indicator: Using established quality improvement processes, each year the Department will evaluate a third or 33% of all policies and procedures to enhance best practices. By the end of the strategic plan period 100% of all of the service delivery policies and procedures will be reviewed and updated, as needed.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
% Policies and Procedures Evaluated	N/A*	33%	33%	67%

* New Objective

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

5 Objective: The Department will meet all federal and state mandates within all funding levels available to DHHS.

Key Outcome Indicator: The Department will maintain/attain 100% of all staff certifications, accreditations, and licensing within the prescribed time periods, and provide necessary staff training to maximize related reimbursement.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
	100%	100%	100%	100%

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

6 Objective: In collaboration with partners, the Department will provide an array of services to address the unmet health, financial, and social service needs of the community.

Key Outcome Indicator: The Department will develop strategies to reduce wait time for at least two service areas within this strategic planning period.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Service areas with reduced wait time	N/A*	N/A*	N/A*	1

* New Objective

Administrative Services

Program Description

Along with providing the overall direction of the HHS Department, Administrative Services is responsible for coordinating and providing operational, fiscal and management information systems support.

Major functions and responsibilities include the processing of client and provider payments, contract administration of purchased services, commercial carrier contract negotiation, monitor and analyze legislative initiatives, the billing and service coding for Medicare, Medical Assistance, Commercial Insurance Carriers and responsible parties, and liaison to Human Resources. Monitor HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/HITECH compliance, client medical records management. Department specific business application support, computer training and system administration, along with Department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

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

1 Objective: Review and improve current workflows by implementing best practices using current computer systems and implementing best practice protocols for new computer application.

Key Outcome Indicator: Increase work efficiency for department staff as the Netsmart Electronic Health Record application is implemented based on modeling paper forms to an electronic format. The increased work efficiency is based on the percentage of forms converted to an electronic format.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Increased work efficiency	N/A*%	N/A*%	N/A*%	5%

* New Objective in 2015

Administrative Services (cont.)

County-Wide Key Strategic Outcome: Quality Programs & Services

2 Objective: Track the reason codes for the denied medical claims and use the integrated system of electronic medical records, case management and scheduling to reduce denied medical claims.

Key Outcome Indicator: Reduce the number of denied medical claims by 5%.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of denied claims	N/A*	N/A*	N/A*	-5%

* New Objective

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**53.75**	**53.75**	**53.75**	**59.75**	**6.00**
General Government	$8,444,720	$8,515,807	$8,500,241	$8,510,338	($5,469)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$22,773	$23,000	$20,970	$23,000	$0
Interdepartmental	$0	$8,825	$0	$0	($8,825)
Other Revenue	$219,812	$232,275	$157,383	$168,320	($63,955)
Appr. Fund Balance	$163,500	$112,000	$112,000	$62,000	($50,000)
County Tax Levy	**($3,978,530)**	**($3,929,915)**	**($3,929,915)**	**($2,941,469)**	**$988,446**
Total Revenues	**$4,872,275**	**$4,961,992**	**$4,860,679**	**$5,822,189**	**$860,197**
Personnel Costs	$3,798,561	$3,862,249	$3,945,662	$4,410,467	$548,218
Operating Expenses	$395,635	$331,112	$471,726	$582,841	$251,729
Interdept. Charges	$682,390	$768,631	$771,940	$828,881	$60,250
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,876,586**	**$4,961,992**	**$5,189,328**	**$5,822,189**	**$860,197**
Rev. Over (Under) Exp.	($4,311)	$0	($328,649)	$0	$0

Program Highlights

General Government revenues include about $7,595,300 of State Community Aids Basic County Allocation (BCA) funding, which is a decrease of $65,900 from 2014 due to a decline in the State allocation to counties. General Government revenues also include the recapture of administrative cost recovery reimbursement expected from the Aging and Disability Resource (ADRC) contract, which are budgeted to increase by about $39,300 from $617,400 to $656,700. Public Health grant revenue increased $32,000 mainly due to an increase in eligible indirect cost recovery from the Women, Infants, and Children (WIC) Grant. The state/federal Income Maintenance revenue budgeted at $115,000, is unchanged from 2014.

Charges for services revenue from record copy services is budgeted at $23,000 is unchanged from 2014. Interdepartmental revenue related to CJCC Grants is eliminated in 2015 as the grants have ended.

Other Revenues are budgeted to decrease by about $64,000 to about $168,300, due to a decrease in State of Wisconsin Medicaid Cost Reporting (WIMCR) program reimbursements, which are budgeted at about $99,600, a decrease of nearly $64,000 from the 2014 Budget, but equal to the 2014 Estimate.

Fund Balance appropriation decreases by $50,000 to $62,000, based on a planned phase-down of General Fund balance use.

Administrative Services (cont.)

Personnel costs increase by about $548,200 to almost $4,410,500 due to the addition of 2.0 FTE Program and Projects Analyst-Medical Coder positions approved by ordinance 168-120; and the transfer in of 3.0 FTE clerical positions from both Mental Health Outpatient – Intensive and the Mental Health Center, and the transfer in of 1.0 FTE support Staff supervisor from the Mental Health Center reflecting changes in supervision and cost to continue the staff. Also, a Program & Project Analyst position is reclassified from a Health & Human Services Coordinator position. Also, health insurance costs increase $67,300 from the 2014 adopted budget due to employee changes in the selections of health insurance.

Operating expenses increase by about $251,700 to approximately $582,800, mainly from an increase in contracted services of about $248,500 mostly for Netsmart subscription and maintenance fees.

Interdepartmental charges are higher mainly due to increased allocations of about $25,000 for end user technology computer maintenance and replacement related to 15 computers added to the Audio Visual\ training center room. In addition, legal charges increased almost $20,000 or 8%. Workers Compensation increased over $16,700 and general liability insurance increased about $7,900, both due to increases in risk management insurance allocations.

Family Care Payments to the State

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

Program Description

This program reflects the 2013 required (mandated) payment back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$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	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,504,618	$2,504,618	$2,504,618	$2,504,618	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$2,504,618**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

General Government revenues of $2,504,618 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. Operating expenses for 2015 include the required payment back to the State Department of Health Services to meet the scheduled county contribution. The county is now at the scheduled legislated maintenance of effort (equal to 22% of the total long-term care expenditures for the final year that the County operated this program) the same amount annually hereafter to help pay for Waukesha County residents receiving benefits from the State's Family Care Program.

Intake and Shared Services

Program Description

Intake and Shared Services programs serve as the initial contact point for Child Welfare service referrals. Assessments are provided in the areas of child protective services; out of home placement requests; parent/teen family dysfunction; disability funding requests; and information/referral services. Short-term and supportive service includes Kinship Care assessment and funding; childcare certification; respite day care for families in crisis; home and financial management services and volunteer transportation services. The Division's purchased services include investments in prevention and early intervention services.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**22.63**	**21.63**	**21.63**	**21.63**	**0.00**
General Government	$1,446,779	$1,439,648	$1,315,979	$1,315,979	($123,669)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$9,180	$2,255	$0	$0	($2,255)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,846	$2,800	$2,800	$2,800	$0
Appr. Fund Balance	$65,000	$0	$0	$0	$0
County Tax Levy	**$1,860,913**	**$1,891,901**	**$1,891,901**	**$1,675,165**	**($216,736)**
Total Revenues	**$3,385,718**	**$3,336,604**	**$3,210,680**	**$2,993,944**	**($342,660)**
Personnel Costs	$1,691,795	$1,740,373	$1,684,003	$1,730,467	($9,906)
Operating Expenses	$1,502,170	$1,506,845	$1,187,900	$1,184,204	($322,641)
Interdept. Charges	$92,743	$89,386	$89,127	$79,273	($10,113)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,286,708**	**$3,336,604**	**$2,961,030**	**$2,993,944**	**($342,660)**
Rev. Over (Under) Exp.	$99,010	$0	$249,650	$0	$0

Note: The Child Care Administration Federal/State funding of $218K previously budgeted in Economic Services and Support Program was reallocated to the Intake and Shared Services in the 2014 Budget. The prior year 2013 Actuals have been restated for comparative purposes.

County-Wide Key Strategic Outcome: A Safe County

1 Objective: Initiate and complete investigations of child maltreatment in a timely manner.

Key Outcome Indicator: Complete initial assessment within 60 days from the date of referral.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of initial assessments completed within 60 days.	90%	N/A*	90%	100%

*New Objective in 2015

Program Highlights

General Government revenues are budgeted to decrease by $123,700 primarily due to a decrease in the state pass-through allocation for payments to kinship guardians of almost $107,000 to $645,900. This one-time funding was increased in 2014 to reduce the wait list by 35 children. The 2015 state allocation has been reduced to reflect the accomplishment of this activity. General Government revenues include: the State Basic County Allocation budgeted at $370,100 for Child Day Care and state funding for the Promoting Safe and Stable Family (PSSF) program budgeted at $95,200 and the Child Care Administration Allocation of $202,400 includes recoupment of indirect costs of $50,400.

Charges for Services – kinship care client fees are budgeted to decrease by $2,260 related to the afterhours mental health crisis services being moved to the Mental Health Outpatient Clinic program in 2014.

Intake and Shared Services (cont.)

Personnel costs decrease by $9,900 to $1,730,500 mostly due to a decrease of $31,100 in health insurance costs related to employee selections of insurance offset by costs to continue the 21.63 FTE assigned to this program.

Operating expenditures decrease by about $322,600, primarily related to contracted services which decreases $229,200 mostly related to the county's help line call center that decreases $179,700 to $90,000. The contracted agency will provide equipment and staff to maintain a 24 hour emergency telephone help service for Waukesha County. The help line service agency will maintain a computerized system for tracking resources, making referrals and gathering data. Also, the contract for AODA (Alcohol and Other Drug Abuse) prevention services of $32,810 has been transferred to the Clinical Services Division to better align with AODA outreach, information and referral services. Also, the contract funding of $21,500 for the Child Advocacy C.A.R.E Center services has been transferred from this program to the Children and Family Services program. In addition, state-funded pass-through payments to kinship guardians decreases by about $100,600 to reflect the state allocation of $597,200 for direct program operations.

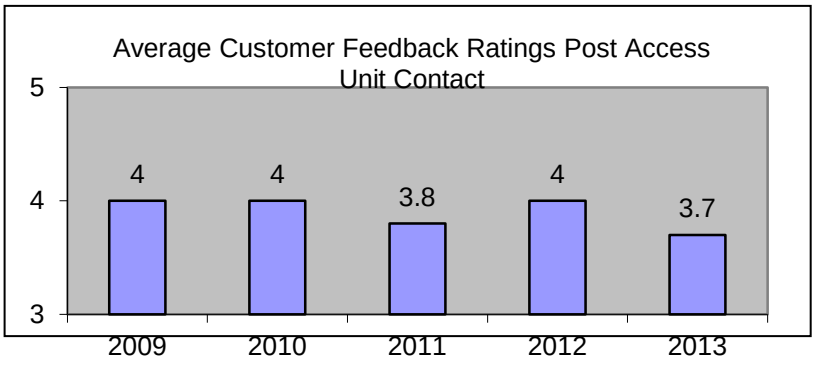
Interdepartmental charges decrease by $10,100 from $89,400 to $79,300. This is primarily due to an $8,500 decrease in End User Technology fees.

Activities-(Workload data)	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Intake (Access) # of Referrals	4,969	5,850	4,824	4,900	(950)
Child Abuse/Neglect Reports	1,703	2,000	1,800	2,000	(0)
Children Assessed For Abuse/Neglect	717	790	771	790	(0)
% of assessments completed within 60 days from date of referral*	90%	NA	90%	100%	NA
Home & Financial Management Cases	25	25	25	25	(0)
Kinship Care Assessments/Reassessments	152	100	151	150	50
Kinship Care Funded Placements of children (Avg. Monthly)	218	258	220	220	(38)
Kinship Care Waiting List, # of children	0	10	0	0	(10)
Crisis Intervention: Child Protective /Health Welfare # of contracts	465	450	350	400	(50)
Crisis Respite Child Day Care, # of children	163	150	125	150	(0)
Family Day Care: # Certified Homes	32	45	35	40	(5)
Volunteer Transportation: Miles Driven	104,000	120,000	101,000	110,000	(10,000)

*eWiSACWIS Dashboard Report (448/498)

Key Activities Highlights

Customer Feedback ratings remain positive.



A random sampling of customers is routinely conducted following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the delivery service.

5 - Excellent
4 - Good
3 - Fair
2 - Needs Improvement
1 - Extremely Poor

Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond Du Lac, Ozaukee, Walworth and Washington County. Fond Du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. ES Services are being provided by permanent staff at the new Human Services Center. Patient Protection and Affordable Care Act (PPACA) sunset positions housed at the Workforce Development Center are processing the additional volume of Medicaid applications that resulted from the inception of the Affordable Care Act.

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

1 Objective: Meet all Federal and State compliance requirements for timeliness in serving customers.

Key Outcome Indicator: Process applications within 30 days.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of applications processed in less than 30 days.	92.82%	95%	97.34%	95%

2 Objective: Provide economic support services in a timely and efficient manner.

Key Outcome Indicator: Reduce call center wait time to below an average of 5 minutes.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Call Center average speed of answer	4.78 minutes	5 minutes	4.78 minutes	5 minutes

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE) *	**51.46**	**51.66**	**51.66**	**45.66**	**(6.00)**
General Government	$2,739,427	$3,467,428	$3,664,727	$3,291,251	($176,177)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$43,071	$25,000	$33,413	$26,000	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$408,066**	**$515,356**	**$515,356**	**$422,323**	**($93,033)**
Total Revenues	**$3,190,564**	**$4,007,784**	**$4,213,496**	**$3,739,574**	**($268,210)**
Personnel Costs	$2,741,694	$3,299,161	$3,363,515	$3,066,249	($232,912)
Operating Expenses	$446,898	$523,364	$496,832	$470,277	($53,087)
Interdept. Charges	$172,847	$185,259	$175,864	$203,048	$17,789
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,361,439**	**$4,007,784**	**$4,036,211**	**$3,739,574**	**($268,210)**
Rev. Over (Under) Exp.	($170,875)	$0	$177,285	$0	$0

Note: The Child Care Administration Federal/State funding of $218K previously budgeted in Economic Services and Support Program was reallocated to the Intake and Shared Services in the 2014 Budget. The prior year 2013 Actuals have been restated for comparative purposes.

* The County Board of Supervisors approved enrolled ordinance 168-23, in June of 2013, related to the creation of ten regular full time Economic Support Specialist positions in the Department of Health and Human Services to assist with the Patient Protection and Affordable Care Act. These positions will sunset on June 30, 2015 when the funding is reduced or terminated. The FTE reflect the mid-year reduction.

Economic Services Administration and Support (cont.)

Program Highlights

General Government revenues decrease by $176,200 to $3,291,300, primarily related to a decrease in federal and state allocation received by the Moraine Lake Consortium in the amount of $236,500 to $430,500 as funding is scheduled to end June 30, 2015 for the Patient Protection and Affordable Care Act (PPACA), health care reform bill passed into law on March 23, 2010. Also, the state/federal Income Maintenance (IM) funding decreases by about $33,100 to $2,289,650, mainly due to the reallocation of IM expenses. Also, revenues for the Low-Income Home Energy Assistance Program (LIHEAP), is budgeted to decrease by about $10,000 to $321,800, based on lower expenditure prior-year actual experience. These decreases are partially offset with an increase of $56,200 as Waukesha County operates as the lead agency for a four county fraud consortium. Also, the State allocation for Child Care Administration increases by $37,340 to $170,740. The purpose of this state allocation is to determine child care eligibility, child care eligibility redetermination, child care authorization, provider and client fraud prevention and certification.

Personnel costs decrease by $232,900 mainly related to the ten Economic Support Specialist positions added in 2013 by enrolled ordinance 168-23, for assistance with the Patient Protection Affordable Care Act are budgeted to sunset on June 30, 2015 when the PPACA funding is reduced or terminated on June 30, 2015 are estimated to reduce costs by $282,900. In addition, a 1.0 FTE Administrative Specialist position is abolished and partially offsets the creation of two new Social Worker positions in the Children with Special Needs division. These decreases are partially offset by the cost to continue increase for the remaining 45.66 FTE positions,

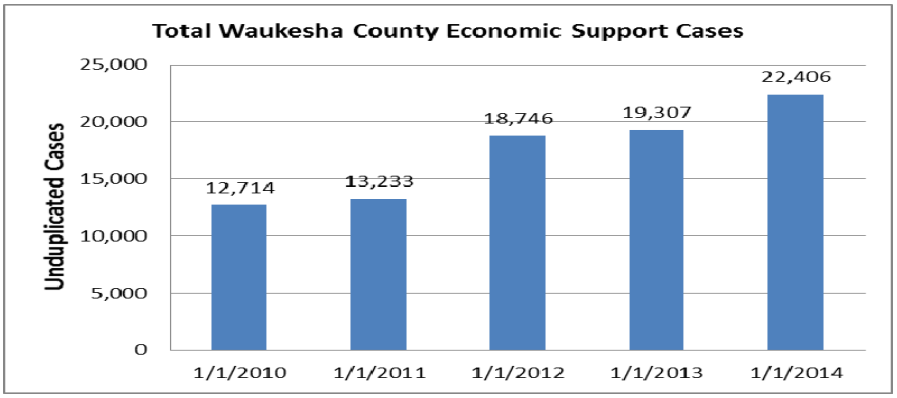
Operating expenses are budgeted to decrease by $53,100 to $470,300, partly due to pass-through LIHEAP payments which decrease by about $10,000 to $321,800. Also, net expenses related to PPACA are reduced by $6,800 as state funding is estimated to end on June 30, 2015. These decreases are offset by an increase of $34,800 in pass-through payments to the other county partners related to the four county fraud consortium as Waukesha County operates as the lead agency.

Interdepartmental charges increase by $17,800, mostly due to an increase in the End User Technology Fund (EUTF) computer maintenance cost allocation as a result of additional units added to interview rooms and increased costs for PPACA staff in the Human Services Center.

Activity

Waukesha County Economic Support Caseload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total unduplicated caseload (a)	20,245	21,400	22,165	22,400	1,000
Total Medical Assistance cases (b)	15,975	16,500	17,977	18,500	2,000
Total Food Share Cases (c)	9.535	10,500	9,839	10,000	(500)
W-2 Child Care Average Monthly Cases (d)	808	880	819	880	0
Call Center average speed of answer (e)	NA	NA	4.78 minutes	5 minutes	N/A
Application processing timeliness (e)	NA	NA	97.34%	95%	N/A

(a) WEBI Income Maintenance Management Report – Active Case Summary;
(b) WEBI Income Maintenance Management Report – IM Case Summary Report
(c) WEBI Income Maintenance Management Report – IM Case Summary Report
(d) WEBI Automated Case Directory – Child Care Case County Summary Report
(e) State benchmarks average speed of answer is 15 minutes and application processing at 95% minimum



Children & Family Division: In-home Safety/Out of Home Placement Services

Program Description

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with a child who has been abused or neglected or are at-risk of abuse and neglect. Also, services are provided to prevent imminent placements, reunify families or establish an alternate permanent plan. Alternate Care placements include court ordered placements with relatives, foster homes, treatment foster homes, group homes, residential care centers and supervised independent living settings. Placement prevention services provide an alternative to high cost placements. Services provided to parents help prepare for family preservation, reunification or termination of parental rights and adoptions.

County-Wide Key Strategic Outcome: Provide Quality Programs & Services

1 Objective: Achieve or exceed the State standard for obtaining legal permanency for kids in out-of-home care.

Key Outcome Indicator: Children reunified with parents will return home within 12 months of beginning their out of home placement

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of children reunified within 12 months or less.	N/A*	N/A*	70%	76%

* New Objective

County-Wide Key Strategic Outcome: Provide Cost-Effective Services

2 Objective: Reduce the percentage of children reentering into the out of home care program

Key Outcome Indicator: Reduce the percentage of re-entries into the out of home care program within 12 months to below 9.9%

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of reentries into out of home care	N/A*	N/A*	14%	9.9%

* New Objective

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

3 Objective: Increase the percent of children receiving other supports while waiting for CLTS waiver

Key Outcome Indicator: Increase the number of children on the CLTS waiver waitlist who receive FSP, respite or other stabilization services and supports while they wait

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of waitlist children who received supports/services while they wait	N/A*	N/A*	42	50

* New Objective

4 Objective: Expand outreach efforts to provide information screening, support, referrals and/or direct intervention services to at-risk citizens.

Key Outcome Indicator: Provide information, resources, or support services to more than 7% of Waukesha County residents under 5 years old.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of the population<5 served	N/A*	N/A*	4.5	7

* New Objective

Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**24.69**	**24.69**	**24.69**	**24.69**	**0.00**
General Government	$364,873	$381,117	$353,821	$371,512	($9,605)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$166,548	$166,000	$138,128	$166,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$248	$86,000	$93,039	$86,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$3,457,626**	**$3,596,873**	**$3,596,873**	**$3,667,266**	**$70,393**
Total Revenues	**$3,989,295**	**$4,229,990**	**$4,181,861**	**$4,290,778**	**$60,788**
Personnel Costs	$2,044,475	$2,146,110	$2,098,940	$2,118,029	($28,081)
Operating Expenses	$1,824,378	$1,772,228	$2,073,464	$1,889,546	$117,318
Interdept. Charges	$273,106	$311,652	$279,137	$283,203	($28,449)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,141,959**	**$4,229,990**	**$4,451,541**	**$4,290,778**	**$60,788**
Rev. Over (Under) Exp.	($152,664)	$0	($269,680)	$0	$0

Note: Supplemental Security Income (SSI) reimbursements of $76K in Other Revenue previously budgeted in Children & Family program was reallocated to Family Services & Juvenile Services in the 2014 Budget to match program operations for clients that the County is protective payee for . The prior year 2013 Actuals have been restated for comparative purposes.

Program Highlights

General Government revenues overall decreased slightly by $9,600 to $371,500. This is due to State/Federal IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) being reduced by $10,000 to $40,400. The 2015 General Government revenues budget also includes $282,100 in State Community Aids funding, $26,500 in RCC/Healthcheck Pass Thru funds, and $14,900 in Foster Parent Pre-service training funds.

Charges for Services are budgeted to remain constant with the 2014 budget, mainly due to current year estimates for foster care placement fees revenues for children in out-of-home placement.

Personnel Costs are budgeted to decrease by about $28,000 or 1.3%, mainly due to several long term employees retiring and new lower cost entry-level employees being hired to replace them. Also, health insurance is $24,900 below budget due to employee selection of plans. The budget includes costs to continue increases for the 24.69 FTE in this program area.

Operating expenditures are budgeted to increase by about $117,300 to $1,889,550. This includes an increase of $100,000 to the Residential Care Center budget due to the addition of several children with a high level of special needs who require significantly increased programming and staffing levels. This also includes an increase of $25,000 to the foster care budget as a result of higher rates and increased days of care. In addition, the funding of $21,500 for the Child Advocacy C.A.R.E) Center services has been transferred from the Intake and Shared Services program into this program. These increases were partially offset by a reduction of $15,000 in the At Risk Preschool program as funding is shifted to Safe and Stable families program. In addition the respite budget is reduced by $15,000. This is possible due to the usage over the past several years of Family Support Program funds and Children's Long Term Support Waiver funds to provide respite to families whenever possible, along with maximization of the contract we have to provide respite with United Cerebral Palsy of Wisconsin. Upon review of the past several year's data, $100,000 is being reallocated from Adolescent and Family to Child and Family division in the 2015 budget where the costs of the placements for the children are incurred.

Interdepartmental costs decrease by about $28,450 mostly related to a reduction in legal charges for Children in Need of Protection Services (CHIPS).

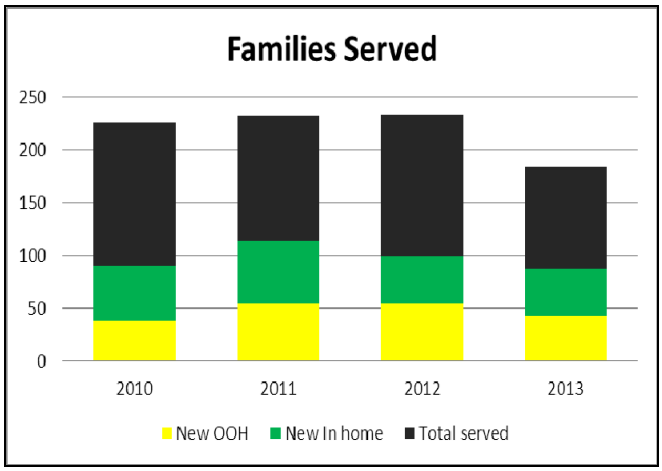
Children & Family Division: In-home Safety/Out of Home Placement Services (cont.)

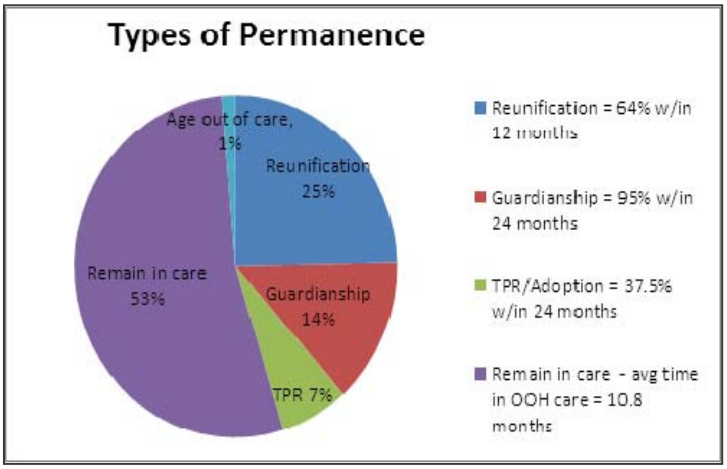
Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total foster care (a)					
Days of Care	22,285	23,038	23,589	22,084	(954)
Foster Care expenditures	366,043	407,896	492,054	432,896	25,000
Total group homes					
Days of Care	0	77	45	75	(2)
Group Homes Care expenditures	0	15,000	7,500	15,000	0
Total Residential Care Centers(b)					
Days of Care	1,265	808	1,517	877	69
Residential Care Centers expenditures	486,076	336,000	661,959	436,000	100,000
Terminations of parental rights (# of cases)	10	10	12	10	0

(a) Foster care expenditures increase in the 2015 budget mainly due to increased rates and days of care. There has also been a larger than typical number of multi-children families being served in out of home care in 2014.

(b) Children in RCC placement requiring additional one on one support to meet their special needs thus resulting in higher costs compared to other placement settings.

Child and Family Unit Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total # Families Served	184	235	205	205	(30)
Total children in:					
Foster care	143	136	138	133	(3)
Group homes	0	1	1	1	0
Residential care	5	6	7	5	1
Number of new cases	87	115	90	90	(25)
In home	44	60	45	45	(15)
Out of home	43	55	45	45	(10)
Average length of time in out of home Care = 10.8 months					





Note: New OOH = Number of New Cases Out of Home
New in Home = Number of New Cases In Home
Total served = Total # Families Served.

Children with Special Needs Unit

(Includes Birth to Three Program)

Program Description

The Children with Special Needs unit includes the following three (3) program areas. One of these areas is the Birth to Three program, which is a public/private partnership with Lutheran Social Services (LSS) that provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down syndrome, autism, spina bifida, and cerebral palsy.

Another area includes the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) that provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorder Not Otherwise Specified (NOS); Developmentally Disabled (DD), Seriously Emotionally Disturbed (SED) clients, and their families.

Finally, the Family Support Program (FSP) provides fully funded State dollars to parents of children with disabilities (up to $3,000 per child) to purchase services to enable the child to remain safely living at home.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.50**	**4.50**	**5.50**	**1.00**
General Government	$2,008,828	$2,235,679	$2,157,191	$2,255,724	$20,045
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$180,634	$199,657	$154,420	$199,482	($175)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$281,040	$221,500	$277,380	$431,601	$210,101
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$194,119**	**$44,553**	**$44,553**	**$161,941**	**$117,388**
Total Revenues	**$2,664,621**	**$2,701,389**	**$2,633,544**	**$3,048,748**	**$347,359**
Personnel Costs	$433,384	$387,326	$388,547	$453,935	$66,609
Operating Expenses	$1,996,734	$2,269,328	$2,281,415	$2,551,532	$282,204
Interdept. Charges	$36,895	$44,735	$44,735	$43,281	($1,454)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,467,013**	**$2,701,389**	**$2,714,697**	**$3,048,748**	**$347,359**
Rev. Over (Under) Exp.	$197,608	$0	($81,153)	$0	$0

Program Highlights

There are significant changes between the 2014 budget period and the 2015 budget period as a result of the enrolled ordinance 169-21 approved in early 2014 to accept additional revenue and expenditures related to the Children's Long Term Support (CLTS) waiver program. Additional funding is provided from the State of Wisconsin to serve additional children with long term support needs. A portion of this increase will continue in future years to fund new children on the caseload. The remaining funding is short term for two years to fund new children on the waitlist and children who will age out when the funding ends.

General Government revenues increases mostly related to a $50,100 increase to $325,000 for recapture of indirect administrative costs for the Children's Waiver. This is offset by a $30,100 decrease to $1,127,600 in budgeted Children with Long Term Support funding Children's Waiver reimbursement funds mostly for case management services. The 2015 budget also includes the Family Support Program (FSP) allocation of $255,300 and the Birth to Three Program allocation of $547,900.

Other revenues increase by about $210,100 to $431,600 mostly due to an increase in recoveries of pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator. The volume of these services is expected to increase significantly as noted above with the addition of 2.0 FTE Service Coordinators approved by ordinance in 2014.

Personnel costs increase by about $66,600 with the addition of the 2.0 FTE CLTS Social Workers\ service coordinators approved by ordinance 169-241 in 2014 partially offset with the abolishment of 1.00 FTE Senior DD Counselor position. Personnel costs also includes the cost to continue staff in this program area.

Children with Special Needs Unit (cont.)

Operating expenditures incurred a net increase of about $282,200. This is mainly due to an increase of $195,000 in pass-through reimbursements of CLTS related costs authorized by Waukesha County for certain vendors unable to directly bill the CLTS third-party administrator and due to the new Service Coordinator position. In addition, 1.5 FTE of contracted staff is added for the FSP program at a cost of about $88,700. These contracted positions will perform direct client services that were performed previously by the Senior DD Counselor position that has been abolished. Adding these contracted positions will allow the CLTS Service Coordinators to serve more waiver children and bill reimbursable case management time through the Children's Waiver.

Interdepartmental costs decrease by about $1,450 as a result of a reduction in the end user technology computer charges.

(Includes Birth to Three Program)

Birth to Three Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total # children enrolled on Oct. 1st	223	230	235	235	5
Total # children served in B-3	468	550	538	591	41
Total # children served in Trauma At-risk	34	35	40	44	9
Total # children served in Centralized Intake	610	650	700	750	100

Percentage of children 5 and under served in Waukesha County = 842 kids served in Centralized Intake, at risk and B-3 – Waukesha County population 5 and under = 20,409 = 4% of WC population 5 and under served (US Census Bureau).

Childrens Long Term Support (CLTS) Waiver Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
* Total # of Children Served:	489	572	552	585	13
Autism Waiver	230	272	240	250	(22)
Non-autism Waiver	121	150	172	195	45
Family Support Program	138	150	150	140	(10)
Number of New Autism Waiver Slots	36	24	40	30	6
Number of Closed Autism Waiver Slots	40	13	40	15	2
Number of new non-autism cases	15	25	62	25	0
Number of closed non-autism cases	17	20	35	25	5
Number of kids on waiting list for Family Support Program or waiver support (*)	365	380	350	400*	20

*A child on the waiting list for CLTS Waiver Services is also eligible to participate in the Family Support Program. With Family Support Program funding families receive services based on assessed need and on a rotating basis via an annual questionnaire. The Department also has a contract with UCP (now known as Broadscope Disability Services) which provides funding for respite opportunities for families with children with special needs. The Department works with families to assess the need of a child on the CLTS waiver to address any health and safety concerns and provides additional referrals to community agencies.

Children with Long-Term Support Needs (CLTS) Third Party Administrator (informational only)

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long Term Support (CLTS) comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the TPA claims implementation. All County Waiver Agencies (CWA) claims were paid through WPS, removing it from being recorded on the County financial records. Early in 2013, the State issued an opinion that payments that the TPA makes to service providers are grant expenditure and they must be treated as such in 2013 and future audits and be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)					
General Government	$3,150,000	$3,248,300	$3,302,305	$3,976,324	$728,024
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	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$3,150,000**	**$3,248,300**	**$3,302,305**	**$3,976,324**	**$728,024**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$3,150,000	$3,248,300	$3,302,305	$3,976,324	$728,024
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,150,000**	**$3,248,300**	**$3,302,305**	**$3,976,324**	**$728,024**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

Program Highlights

There are significant changes between the 2014 budget period and the 2015 budget period as a result of the enrolled ordinance 169-21 approved in early 2014 to accept additional revenue and expenditures related to the Children's Long Term Support (CLTS) waiver program. Additional funding is being provided from the State of Wisconsin to serve additional children with long term support needs. A portion of this increase will continue in future years to fund new children on the caseload. The remaining funding is short term for two years to fund new children on the waitlist and children who will age out of the system when funding ends.

General Government pass through revenues and related expenses increase by $728,000 related to the additional funding from the State of Wisconsin to serve additional children with long term support needs. There is no tax levy impact to this transaction as the revenue and expenses are pass through as required by the State of Wisconsin and are informational only transactions.

Family Services & Juvenile Services

Program Description

Provide court intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination; group counseling; and independent living training/preparation. Educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

County-Wide Key Strategic Outcome: A Safe County

1 Objective: Divert at-risk populations from high cost placements into alternative lower cost, safe, and more effective community based services.

Key Outcome Indicator: Percentage of Waukesha County youth referred for delinquency or as juveniles in need of protection or service who require placement into more expensive settings ranging from treatment foster care to residential care centers. Department Standard ≤ 2.0%.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Placement rate of Children referred for Truancy and Delinquency	2.08%	< 2.0%	1.9%	< 2.0%

County-Wide Key Strategic Outcome: Cost Effective Services delivered with competence and skill

2 Objective: Utilize trauma-informed practices within the service delivery area of Family Services & Juvenile Services to increase sensitivity in providing services to trauma victims.

Key Outcome Indicator: Increase staff use of trauma-informed practices in providing services to trauma victims.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of staff providing increased evidence of trauma informed practices through supervisory consultations	N/A*	N/A*	N/A*	10

* New Objective

County-Wide Key Strategic Outcome: Provide Quality Programs & Services, Provide Cost-Effective Services

3 Objective: Minimize the length of home placements to a period consistent with family safety and essential youth development.

Key Outcome Indicator: Reduce or maintain the average duration per child of out of home residential care placement length of stay at or below the average rate for the last 2 years (280 days).

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Average days in out of home residential care	N/A*	N/A*	N/A*	280

* New Objective

4 Objective: Increase the percentage of referrals for clients seen in Juvenile Court to available Public Health walk in clinic services.

Key Outcome Indicator: Increase the number of clients receiving referral information by 10% each year.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of clients receiving referral information regarding Public Health walk in clinic services	N/A*	80%	N/A*	90%

* New Objective

Family Services & Juvenile Services (Cont.)

5 Objective: Provide effective assessment and intervention services to minimize likelihood of recurrence of juvenile crime. (Juvenile Services Units)

Key Outcome Indicator: Percentage of juvenile offenders served who re-offend while under court supervision. Department standard is < 25%.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Recurrence rate	18.1%	≤ 25%	25%	≤ 25%

6 Objective: Ensure all youth placements are in settings which the provider has an appropriate emergency plan on file.

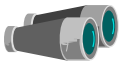
Key Outcome Indicator: 95% of licensed foster homes and purchased out of home care providers have a disaster plan.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of service providers that have an emergency plan.	N/A*	N/A*	N/A*	95%

*New Objective

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**39.50**	**39.50**	**39.50**	**39.50**	**0.00**
General Government	$3,638,373	$3,662,651	$3,613,991	$3,655,426	($7,225)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$162,643	$147,000	$143,225	$147,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$149,678	$73,000	$30,000	$63,000	($10,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$3,190,551**	**$2,858,601**	**$2,858,601**	**$2,846,571**	**($12,030)**
Total Revenues	**$7,141,245**	**$6,741,252**	**$6,645,817**	**$6,711,997**	**($29,255)**
Personnel Costs	$3,428,999	$3,422,564	$3,440,854	$3,513,486	$90,922
Operating Expenses	$2,794,597	$3,154,286	$2,408,926	$3,048,037	($106,249)
Interdept. Charges	$164,804	$164,402	$165,600	$150,474	($13,928)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$6,388,400**	**$6,741,252**	**$6,015,380**	**$6,711,997**	**($29,255)**
Rev. Over (Under) Exp.	$752,845	$0	$630,437	$0	$0

Note: Supplemental Security Income (SSI) reimbursements of $73K in Other Revenue previously budgeted in Children & Family program was reallocated to Family Services & Juvenile Services in the 2014 Budget to match program operations for clients that the County is protective payee for. The prior year 2013 Actuals have been restated for comparative purposes.



Program Highlights

General Government revenues are budgeted to decrease by $7,200, primarily due to a decrease in the Youth Aids allocation. Charges for Service revenues are budgeted to remain constant, with the monthly Juvenile Court Supervision fee increasing from $100 to $105, effective January 1, 2015. The actual fee billed is determined by the client's ability to pay, based on the regulations from the State's Uniform Fee Administrative Code.

Personnel costs are budgeted to increase by $90,900 or 2.7% primarily related to health insurance increase of $40,060 which is based on employee selections and the cost to continue the 39.50 FTE staff allocated to this program.

Operating expenses are budgeted to decrease by $106,250 to $3,048,000 mostly related to reduced residential care center placement costs of $100,000 to $828,200, in anticipation of fewer client days of care of this higher level of care, based on a lower current year estimate and prior year expenditures. Also, in 2010 the Out of Home Care expenditures were split between the Adolescent and Family Division and the Child and Family Division where they had previously all been located. This was done to more accurately reflect where the placement costs are allocated for the children in these two Divisions. Upon review of the past several years' data, $100,000 is reallocated from the Adolescent and Family Division to the Child and Family Division in 2015, where higher costs of the placements for the children are being incurred. In addition, a $32,600 contract for mental health and support services related to Juveniles In Need of Protection or Services, delinquents and abused and neglected children is being eliminated, and these services will be provided by HHS staff. Also, $144,000 continues to be invested in community-based prevention services as an alternative to Juvenile Corrections and other out-of-home placements.

Family Services & Juvenile Services (cont.)

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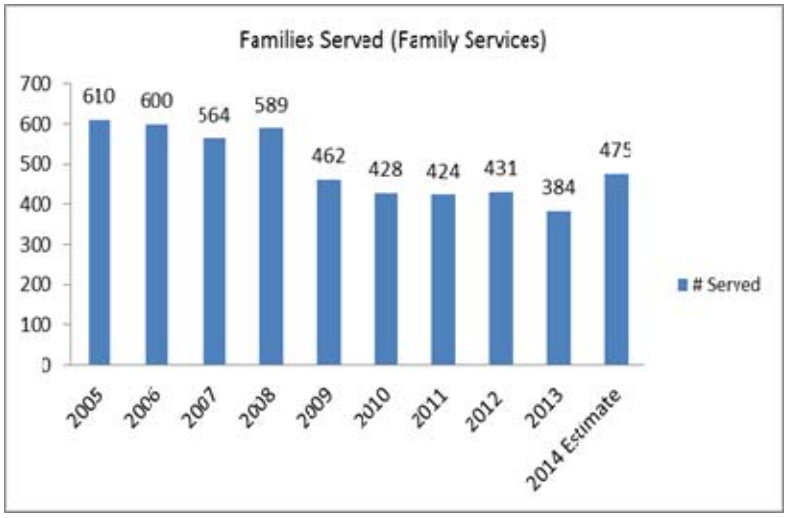
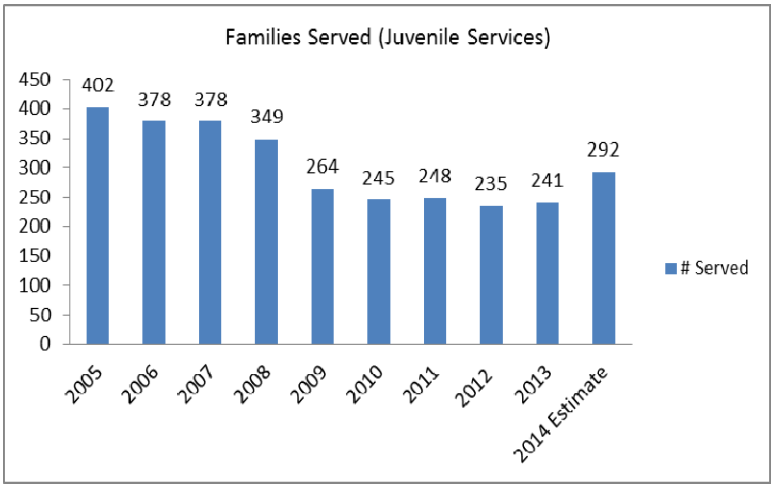
Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Number of families served (Family Services)	384	410	475 (a)	460	50
Number of families served (Juvenile Services)	241	250	292	280	30
Custody Intake decisions (b)	383	550	408	410	(140)
Court Intake Referrals	504	500	487 (c)	480	(20)
Days of Care of juveniles in State correctional institutions	668	1,095	480	1,074	(21)
Total State charges for correctional institution placement	$193,947	$323,586	$142,595	$323,586	0

(a) An increase in the 2014 estimated number of families served in Family Services is due in part to an increase in the overall number of truancy referrals, including an increased number of younger children being referred for truancy.
(b) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.
(c) The 2014 decrease in estimated Court Intakes reflects increased truancy intakes, offset by decreased delinquency intakes. Historically truancy referrals have fluctuated year-to-year, while delinquency referrals on a national, state and county level have decreased over the past 10 years.

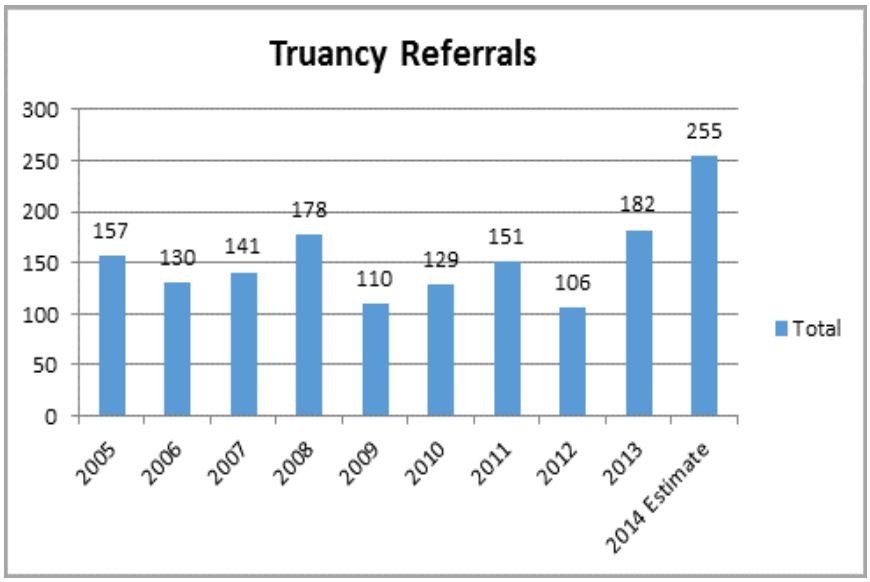


The 2013 decrease in the number of families served is due in part to fewer openings for uncontrollability referrals. This number has remained in a relatively narrow range since 2009. The significant increase in 2014 is largely due to a high number of truancy referrals.

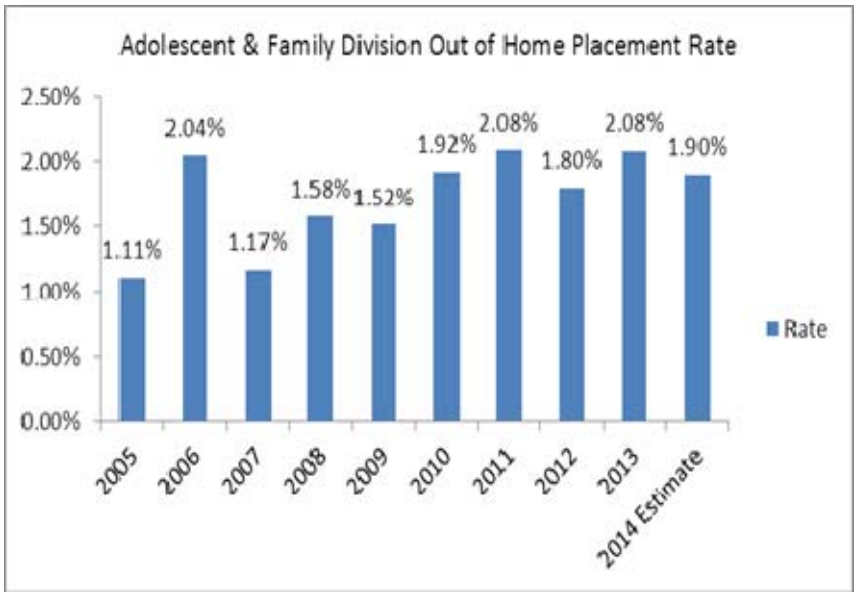


The number of families served continues to be in a relatively narrow range since 2009, at a level that is significantly lower than the period prior to that year. This lower range reflects a Federal and statewide trend of reduced youth delinquency over the past 10 years.

Family Services & Juvenile Services (cont.)

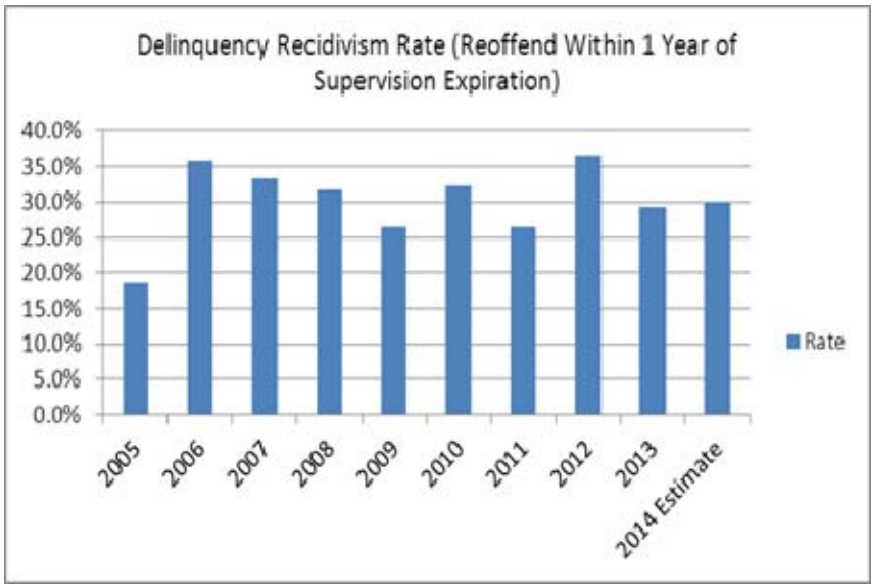


The number of truancy referrals has continued the pattern of volatility. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases. Over the past couple of years there has been an increase in truancy referrals for young, elementary school age children, a factor in the significant increase in referrals since 2012.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have generally maintained the placement rate at or below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend during their period of court supervision and within one year after supervision ends. A substantial majority of these youth do not reoffend during that time.

Alternate Care Activity (a)	2013 Actual	2014 Budget (b)	2014 Estimate (b)	2015 Budget (a)	Budget Change (a)
Total children in foster care	18	24	16	18	(6)
Days of Care	4,069	4,644	3,437	3,646	998
Foster Care expenditures (b)	$314,808	$289,844	$282,275	$289,844	0
Total youth in group homes	5	6	5	6	0
Days of Care	483	642	806	635	(7)
Group Home expenditures (b)	$91,469	$124,440	$155,801	$124,440	0
Total youth in Residential Care Centers	19	14	9	12	(2)
Days of Care	2,765	3,001	1,419	2,297	(704)
Residential Care Centers expenditures	$836,671	$928,200	$474,047	$828,200	($100,000)

(a) Through the ongoing efforts of County and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2015 budget for these placements has been reduced, The 2015 Residential Care Center component of that budget is being reduced by $100,000.

(b) These ongoing efforts as identified in (a) have resulted in the 2014 estimated overall expenditures for these services being below the 2014 budgeted amounts.

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. Non-secure detention (Shelter Care) has 18 beds and secure detention has 18 beds. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician and physician services are provided through contracts. Beginning in 2012, female secure detention services are purchased from the Washington County Juvenile Detention facility. It is anticipated that effective July 1, 2015, male and female Shelter Care services will be provided through a contract with Lad Lake, Inc.

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

1. Objective Maintain State licensing standards for care and supervision of children who are in the care or custody of Waukesha County Department of Health and Human Services. (Juvenile Center Program)

Key Outcome Indicator: 100% licensing compliance as reflected in annual shelter care and secure detention on-site reviews conducted by the State of Wisconsin.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Compliance Rating	100%	100%	100%	100%

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**23.00**	**23.00**	**23.00**	**16.52**	**(6.48)**
General Government	$62,532	$58,221	$59,980	$53,352	($4,869)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$217,483	$185,000	$160,750	$185,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	($169)	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,569,396**	**$1,529,458**	**$1,529,458**	**$1,505,735**	**($23,723)**
Total Revenues	**$1,849,242**	**$1,772,679**	**$1,750,188**	**$1,744,087**	**($28,592)**
Personnel Costs	$1,583,840	$1,618,925	$1,600,685	$1,212,717	($406,208)
Operating Expenses	$75,279	$93,577	$116,621	$456,747	$363,170
Interdept. Charges	$62,097	$60,177	$74,594	$74,623	$14,446
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,721,216**	**$1,772,679**	**$1,791,900**	**$1,744,087**	**($28,592)**
Rev. Over (Under) Exp.	$128,026	$0	($41,712)	$0	$0

Program Highlights

The 2015 budget implements a more cost-effective alternative to housing juvenile male and female shelter care services at the Juvenile Center with county-employed staff. Beginning in mid-year 2015, the Department will begin providing these services through Lad Lake, a third-party social services provider. This operational change is estimated to result in an annual savings of about $130,000, which allows the Department to reinvest in other Health and Human Services while helping keep the County's tax levy low. Due to an anticipated mid-year transition to Lad Lake-provide services, the savings will only be partial-year. This change accounts for approximately $38,000 of the expenditure decrease from the 2014 budget, but if the Department were to continue providing these services in-house, it is estimated that inflationary and staffing cost increases would have generated an additional $52,000 in expenses, for a total savings in 2015 dollars of about $90,000.

Juvenile Center (cont.)

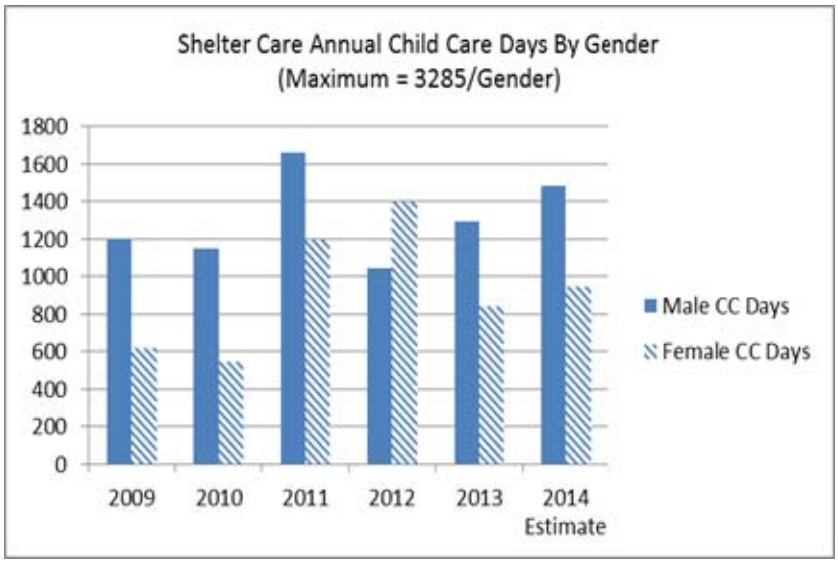
General Government revenues decrease slightly by about $4,900 for the nutrition grant, based on a lower anticipated number of meals provided at the Juvenile Center after transitioning shelter care services to Lad Lake. Charges for Service remain at the 2014 budgeted level. County tax levy decreases about $24,000, mainly due to the savings generated from transitioning shelter care to Lad Lake, partially offset by a one-time increase in contracted female secure detention expenditures by about $10,000.

Personnel costs decrease by about $406,000, mainly due to the planned unfunding and abolishing of 13 positions (6.48 FTE in budget-to-budget change due to partial-year implementation) upon transitioning to Lad Lake-provided shelter care services, including 7.10 FTE juvenile center workers, 4.0 FTE supervisors and 1.0 FTE administrative assistant. Also, temporary extra help and overtime coverage at the Juvenile Center decreases by about 0.87 FTE for fewer youths expected at the facility. In addition, the budget includes 0.43 FTE of overtime to provide juvenile intake services when juvenile center supervisors aren't available to provide these services.

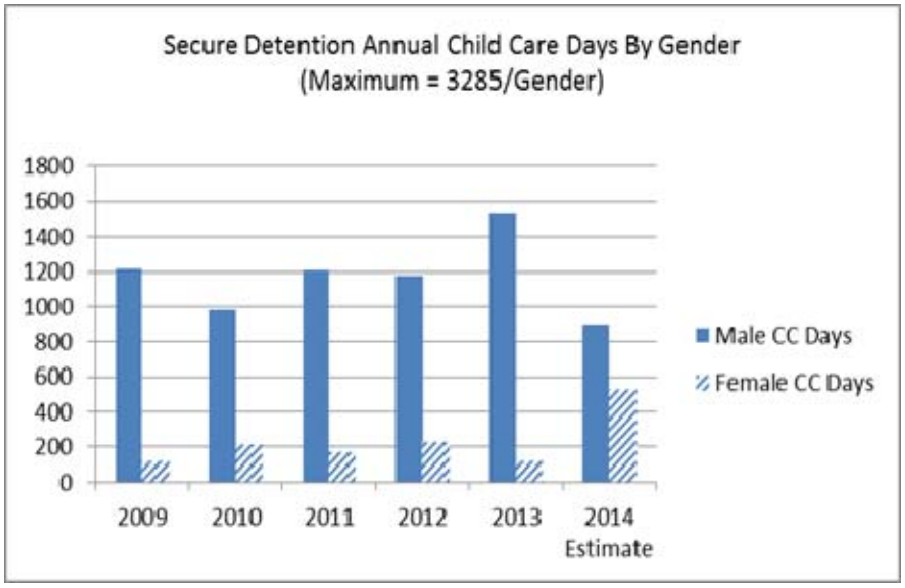
Operating expenses are budgeted to increase by about $363,000, mainly due to budgeting for the new contract with Lad Lake of $390,000 and the $10,000 of additional female secure detention costs (noted previously). This is partially offset by a decrease in food and medical service costs at the Juvenile Center by about $26,000, reflecting fewer youths housed at the facility. Interdepartmental charges increase about $14,000, mainly for additional Sheriff charges for transporting juveniles approximately 13 miles to Lad Lake's facility in Dousman of about $15,800.

Activity (a)	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Non-Secure Detention/Shelter Care					
# of Child Care Days – County Residents	1,822	2,500	2,134	2,500	0
# of Child Care Days – Out of County Residents	319	150	300	300	150
Total # of Child Care Days	**2,141**	**2,650**	**2,434**	**2,800**	**150**
Average daily population	5.9	7.3	6.7	7.7	0.4
Secure Detention at Waukesha County Juvenile Center (Males Only Beginning in 2012)					
# of Child Care Days – County Residents	1,101	1,650	838	1,200	(450)
# of Child Care Days – Out of County Residents	427	310	65	75	(235)
Total # of Child Care Days	**1,525**	**1,960**	**903**	**1,275**	**(685)**
Average daily population at center	4.2	5.4	2.5	3.5	(1.9)
Contracted Secure Detention at Washington County Facility (Females Only) (b)					
# of child care days purchased	122	110	530 (c)	200	90
Average daily population	0.3	0.3	1.5 (c)	0.6	0.3

(a) Residents who spend a portion of a day in Shelter Care or Secure Detention are included in the # of child care days provided.
(b) Contract with Washington County started in 2012.
(c) The 2014 estimated child care days includes 2 youth ordered into placement at the Washington County Secure Detention facility by the Adult Court. At this time it has not been determined if Waukesha County DHHS is fiscally responsible for the cost of these placements.



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has, with the exception of 2012, been higher than that for females.



The number of child care days has consistently been significantly higher for males than for females.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance abuse disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**28.40**	**29.39**	**29.39**	**32.21**	**2.81**
General Government	$953,105	$953,107	$954,382	$1,062,191	$109,084
Fine/Licenses	$387,405	$390,000	$341,529	$390,000	$0
Charges for Services	$779,047	$690,000	$722,322	$734,700	$44,700
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,614,601	$1,289,859	$1,408,950	$1,606,898	$317,039
Appr. Fund Balance	$4,800	$0	$0	$0	$0
County Tax Levy	**$4,051,676**	**$4,089,564**	**$4,089,564**	**$4,255,016**	**$165,452**
Total Revenues	**$7,790,634**	**$7,412,530**	**$7,516,747**	**$8,048,805**	**$636,275**
Personnel Costs	$3,045,066	$3,317,069	$3,350,173	$3,612,158	$295,089
Operating Expenses	$4,464,104	$3,788,308	$4,001,667	$4,156,550	$368,242
Interdept. Charges	$295,882	$307,153	$275,934	$280,097	($27,056)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,805,052**	**$7,412,530**	**$7,627,774**	**$8,048,805**	**$636,275**

Rev. Over (Under) Exp.	($14,418)	$0	($111,027)	$0	$0

Note: The 2014 budget includes a reallocation of $56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient budget. The 2013 actual has been restated for comparative purposes.

The Mental Health Outpatient Clinic provides state certified Outpatient Mental Health Clinic, Substance Abuse Service, and Crisis Intervention Service serving children, youth, and adults. The Children's Mental Health Outreach Service provides case management and individualized services to families with children experiencing severe emotional disorders. The staff includes the professional services of 6 psychiatrists and an advanced practice nurse for psychotropic medication management with support services available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at the State Mental Health Institutes including geropsychiatry, child psychiatry and secure placements for adults are initiated and monitored through the outpatient clinic.

Program Highlights

General Government revenues increase nearly $109,100 to $1,062,200 related to the County budgeting for the Mental Health Regional Crisis grant for purposes of training County staff and law enforcement to assist severe emotionally disturbed youth, improve collaboration between community entities and provide crisis intervention services. Other state allocation funding sources include: $521,500 in AODA block grants funding, $48,900 due to an allocation of the State Basic County Allocation for Child Abuse and Neglect services, $188,300 for Mental Health block grant funding, $194,400 for Certified Mental Health Programs to be used as matching funds for Federal Financial Participation for Medicaid covered services for Crisis Intervention, Community Support Program (CSP) and Community Recovery Services (CRS) services.

Fines and licenses revenues in the amount of $390,000 remain at the 2014 Budget Level and consist of Intoxicated Driver Program surcharge revenues.

Mental Health Outpatient-Clinical (cont.)

Charges for Services consist of client fee revenues, which are budgeted to increase by $44,700 to $734,700 based on current year estimates and to recognize the additional revenue from the reassignment of a 1.00 FTE Clinical Therapist from the Child and Family Division and the creation of 1.00 FTE Clinical Therapist from a long-term limited term employee.

Other Revenues are budgeted to increase by about $317,000 and include Supplemental Security Income (SSI)/Social Security collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, which remain near 2014 budgeted levels of $708,000, an increase of $292,500 to $860,000 in collections for adult and children located at the State Mental Health Institute, and an increase of $25,300 to $38,900 in the Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements based on a reallocation to reflect current year actuals.

Personnel costs increase by approximately $295,100 to $3,612,200, mainly for the cost to continue for the 29.39 FTE staff assigned to this program. The budget includes 5.00 Clinical Therapists that are new in 2015. These position classifications may claim a higher Medicaid reimbursement rate, and perform cross-program treatments for clients seeking treatment for mental health and substance abuse problems. The creation of 1.00 FTE Clinical Therapist offsets the abolishment of a 1.00 FTE Senior Developmental Disabilities (DD) Counselor reassigned from the Child with Special Needs program in anticipation of the expansion of children enrolled in the CCS Program, and the refunding of 1.00 FTE Clinical Therapist from a position that was previously unfunded. The budget also encompasses the reclassification of 2.00 FTE Substance Abuse Counselors to Clinical Therapists to reflect service provision to clients with co-occurring conditions, as well as the abolishment of 1.00 FTE Substance Abuse Counselor, offset by the creation of 1.00 FTE Clinical Therapist (the $248,500 decrease in the Alcohol and Other Drug Abuse (AODA) program area is mainly due to the 3.00 FTE Substance Abuse Counselors previously budgeted in the (AODA) program area, that are now budgeted in Mental Health Clinical programs to better reflect staffing potential to serve clients with mental health and substance abuse treatment needs). In addition, a 0.50 FTE Registered Nurse position is transferred to the Mental Health Center, partially offset by the transferring in of 1.00 FTE Licensed Practical Nurse position. A psychiatrist position is also increased from 0.63 FTE to 1.00 FTE in anticipation of the additional child psychiatry due to the expansion of children in the CCS program.

Operating Expenditures reflect a net increase of $368,200 to nearly $4,156,600 which includes an increase of Mental Health and AODA related pharmaceutical costs of $124,700 in part due to increased use of long-acting injectable formulations and newly released treatments. In addition, adults placed at the State Mental Health Institutes result in a budgeted increase of $458,900 to $1,169,000 related to an increase in the number of days by 391. This increase is partially offset by a decrease of $350,700 to $400,000 for children placed at the State Mental Health Institutes related to a decrease in the number of days of care by 419, based on current utilization patterns. In addition, this includes an increase of 2% to contracted vendors. The reduction in child placements at Winnebago Mental Health Institute is associated with the program enhancements in Crisis Intervention Services aimed at diverting youth from involuntary hospitalizations.

Interdepartmental Charges reflects a net decrease of about $27,100 to $280,100 which includes a reduction in Sheriff interdepartmental transportation costs of $46,300 or 50% due to the continued use of video conferencing initiative, an increase of $14,900 to $84,200 in collection charges to reflect our greater referral activity and overall technology replacement and maintenance fees decrease slightly by $100 from 2014 budgeted levels to $83,400.

Mental Health Outpatient-Clinical: Program Units

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
State Mental Health Institutes						
Revenues	$935,509	$567,622	$719,489	$860,048	$292,426	51.5%
County Tax Levy	$994,045	$893,203	$893,203	$708,952	($184,251)	-20.6%
Expenditures	$2,009,717	$1,460,825	$1,570,161	$1,569,000	$108,175	7.4%
Rev. Over (Under) Exp.	($80,162)	$0	$42,531	$0	-	N/A
Alcohol and Other Drug Abuse (AODA) & Intoxicated Driver Program (IDP)						
Revenues	$1,299,093	$1,270,402	$1,278,728	$1,290,402	$20,000	1.6%
County Tax Levy	$571,494	$591,262	$591,262	$342,778	($248,484)	-42.0%
Expenditures	$1,934,070	$1,861,664	$1,786,749	$1,633,180	($228,484)	-12.3%
Rev. Over (Under) Exp.	($63,484)	$0	$83,241	$0	-	N/A
Mental Health Clinical						
Revenues	$1,504,356	$1,484,942	$1,428,966	$1,643,339	$158,397	10.7%
County Tax Levy	$2,486,137	$2,605,099	$2,605,099	$3,203,286	$598,187	23.0%
Expenditures	$3,861,265	$4,090,041	$4,270,864	$4,846,625	$756,584	18.5%
Rev. Over (Under) Exp.	$129,228	$0	($236,799)	$0	-	N/A
Mental Health Outpatient-Clinical Total						
Revenues	**$3,738,958**	**$3,322,966**	**$3,427,183**	**$3,793,789**	**$470,823**	**14.2%**
County Tax Levy	**$4,051,676**	**$4,089,564**	**$4,089,564**	**$4,255,016**	**$165,452**	**4.0%**
Expenditures	**$7,805,052**	**$7,412,530**	**$7,627,774**	**$8,048,805**	**$636,275**	**8.6%**
Rev. Over (Under) Exp.	**($14,418)**	**$0**	**($111,027)**	**$0**	**-**	**N/A**

Mental Health Outpatient-Clinical (cont.)

County-Wide Key Strategic Outcome: A County that Provides Quality Programs and Services

1 Objective: As identified in client surveys, improve Clinical outcomes by at least 5% in at least two outcome areas in which substance abuse services can be revised or improved.

Key Outcome Indicator: Utilizing the STAR-QI (Strengthening Treatment Access and Retention-Quality Improvement) Program, staff will introduce, conduct and complete one change project per year aimed at improving clinical outcomes by 5%. Following the project, staff will monitor and review to maintain improved outcomes.

Performance Measure:	2014 Pre-Test	STAR-QI Project	2014 Post-Test	2015 Target
Patient report of relapse with alcohol	17%	The 17 % of relapses to alcohol during treatment was higher than other drugs so counselors spent more time teaching about cross-addiction concerns	10%	<12%
Patient report of Employment	60%	The 40% of patients who were unemployed was significantly higher than the general population. Counselors agreed to spend additional time coaching patients, processing job search strategies, and making referrals including a DWD job fair.	72%	>65%

County-Wide Key Strategic Outcome: Cost Effective Services Delivered with Competence and Skill

2 Objective: Involuntary admissions of children and adolescents to inpatient psychiatric treatment will be reduced by 5% each year from the 2012 baseline.

Key Outcome Indicator: Track data on all involuntary admissions by the Crisis Team, as well as involuntary diversions.

Performance Measure:	2012 Actual	2013 Actual	2014 Target	2014 Estimate	2015 Target
# of Emergency Detentions of Youth	191	171	172	<160	162
Percentage Reduction from 2012	NA	11%	10%	16%	15%

3 Objective: Reduce the occurrence of no shows for clients discharged from the Inpatient hospital for Outpatient Clinical sessions by 3%. This is a new objective in 2015.

Key Outcome Indicator: Track admit/readmit data gathered by HHS staff to establish a baseline of data to compare against future outpatient care.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Reduction of Outpatient No-Shows %	N/A	N/A	TBD	TBD

Activity – MH Outpatient Clinical	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Outpatient – MH - Unduplicated count	2,690	2,300	2,400	2,450	150
Outpatient – MH – Visit	15,882	17,000	17,000	17,500	500
Outpatient – AODA – Unduplicated Count	1,101	1,070	1,100	1,100	30
Outpatient AODA Visits	12,831	13,000	13,000	13,000	0
Clients Receiving Detox	136	140	125	140	0
Detoxification: Days of Care	267	280	250	280	0
AODA Halfway House: Days of Care	6,651	5,800	5,800	5,800	0
State Institutes Payments: Days of Care (children)	766	717	298	298	(419)
State Institutes Payments: Days of Care (adults)	1,092	696	1,087	1,087	391

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient Intensive Unit (located at the Mental Health Center) is comprised of two units: The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through two state certified programs, Comprehensive Community Services (CCS) and Adult Mental Health Day Treatment. Additional services are provided through Targeted Case Management, Community Options Program (COP) and Community Recovery Services (CRS) benefits for eligible clients. The second unit is the State certified Community Support Program (CSP). This also utilizes Community Options Program and Community Recovery Services benefits for eligible clients.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**23.67**	**23.52**	**23.52**	**21.97**	**(1.55)**
General Government	$539,609	$547,838	$567,663	$547,838	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,482,151	$2,760,708	$2,961,847	$3,348,018	$587,310
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$320,103	$367,300	$271,883	$271,883	($95,417)
Appr. Fund Balance	$366	$0	$0	$0	$0
County Tax Levy	**$4,405,461**	**$4,603,307**	**$4,603,307**	**$4,150,091**	**($453,216)**
Total Revenues	**$7,747,690**	**$8,279,153**	**$8,404,700**	**$8,317,830**	**$38,677**
Personnel Costs	$2,029,057	$1,985,959	$1,975,334	$1,957,967	($27,992)
Operating Expenses	$5,562,397	$6,056,104	$5,785,316	$6,119,269	$63,165
Interdept. Charges	$239,126	$237,090	$236,977	$240,594	$3,504
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$7,830,580**	**$8,279,153**	**$7,997,627**	**$8,317,830**	**$38,677**
Rev. Over (Under) Exp.	($82,890)	$0	$407,073	$0	$0

Residential Care in group homes, adult family homes and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

Mental Health Outpatient-Intensive: Program Units

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Comprehensive Community Support (CCS)						
Revenues	$1,197,477	$1,095,683	$1,352,271	$1,708,550	$612,867	55.9%
County Tax Levy	$571,220	$582,424	$582,424	$155,357	($427,067)	-73.3%
Expenditures	$1,516,965	$1,678,107	$1,728,579	$1,863,907	$185,800	11.1%
Rev. Over (Under) Exp.	$251,732	$0	$206,116	$0	-	N/A
Community Recovery Services (CRS)						
Revenues	$588,622	$755,760	$669,443	$710,203	($45,557)	-6.0%
County Tax Levy	$905,657	$1,116,957	$1,116,957	$1,154,886	$37,929	3.4%
Expenditures	$1,760,487	$1,872,717	$1,792,791	$1,865,089	($7,628)	-0.4%
Rev. Over (Under) Exp.	($266,208)	$0	($6,391)	$0	-	N/A
Community Support Program (CSP) & Community Options Program (COP)						
Revenues	$1,556,130	$1,824,403	$1,779,679	$1,748,986	($75,417)	-4.1%
County Tax Levy	$2,928,584	$2,903,926	$2,903,926	$2,839,848	($64,078)	-2.2%
Expenditures	$4,553,128	$4,728,329	$4,476,257	$4,588,834	($139,495)	-3.0%
Rev. Over (Under) Exp.	($68,414)	$0	$207,348	$0	-	N/A
Mental Health Outpatient-Intensive Total						
Revenues	**$3,342,229**	**$3,675,846**	**$3,801,393**	**$4,167,739**	**$491,893**	**13.4%**
County Tax Levy	**$4,405,461**	**$4,603,307**	**$4,603,307**	**$4,150,091**	**($453,216)**	**-9.8%**
Expenditures	**$7,830,580**	**$8,279,153**	**$7,997,627**	**$8,317,830**	**$38,677**	**0.5%**
Rev. Over (Under) Exp.	**($82,890)**	**$0**	**$407,073**	**$0**	**-**	**N/A**

Mental Health Outpatient-Intensive (cont.)

Program Highlights

General Government revenue includes funding for Community Options Program of nearly $398,600, an allocation of Basic County Allocation for the Community Support Program funding of about $88,600, and a State allocation for the Community Support Program to enable Medicaid clients eligible for CSP services to access these critical services to reduce the wait list of approximately $60,600. All state allocations remain at the 2014 budget level of about $547,800.

Charges for Service revenues are budgeted to increase by about $587,300 to $3.35 million. This reflects a budgeted increase in client fee revenue for services billed to Medical Assistance for the Comprehensive Community Services (CCS) program by nearly $613,000 to $1.71 million. This program provides psychosocial rehabilitative treatment in the community and in residential care settings. Effective July 1, 2014, the Wisconsin 2013-15 biennial budget (Act 20) authorized the Department of Health Services to increase funding for Comprehensive Community Services (CCS) by providing for both the federal and non-federal share of Medicaid costs to counties, including services provided to children. This offsets a decrease in client fee revenue for the Community Recovery Services (CRS) by about $45,600 to $710,200. This program provides community living support services, including employment and peer supports through psychosocial rehabilitation.

Other Revenues are budgeted to decrease by nearly $95,500 to $271,900 from the State of Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursement-based reallocation to reflect current year actuals.

Personnel costs are budgeted to decrease by about $28,000, this reflects a net cost to continue for the 23.52 FTE staff, the 0.50 FTE reduction of the Human Services Supervisor per Enrolled Ordinance 168-083, the reduction of 0.20 FTE of the Mental Health Administrator position to the Mental Health Center Inpatient Hospital to better align the work assignments, the creation of a 1.00 FTE Senior Mental Health Counselor from a long-term limited term employee, and the transfer of 2.00 FTE clerical staff to Administrative Services to reflect the change in supervision. The budget also encompasses the reclassification of 2.00 FTE Senior Mental Health Counselors to Clinical Therapist position titles to reflect service provision to clients with co-occurring conditions and transition age youth.

Operating expenditures are budgeted to increase by about $63,200 to nearly $6,119,300. This reflects an increase in the room and board and treatment component of $167,900 for the CCS program, a decrease of $145,100 for residential treatment costs, and a decrease of about $7,600 for room and board and treatment costs for the CRS program. The budget also reflects a 3% increase for nine contracted program staff positions and additional contracted supervision services of $95,100 to assure compliance with CSP and CCS expansion. In addition there is a decrease of $69,400 in medications due to continued coordination of benefits utilizing Medicare Part D.

Interdepartmental Charges reflects a net increase of nearly $3,500 mainly from building maintenance costs to reflect one-time expenditures for carpet replacement and repairs to exterior stucco.

County-Wide Key Strategic Outcome: Cost Effective Services Delivered with Competence and Skill

1 Objective: Optimize use of the new regional CCS benefit to expand service to children, adolescents and transition age adults experiencing Severe Emotional Disorders (SED).
Key Outcome Indicator: Increase the number of children, adolescents and transition age adults experiencing Severe Emotional Disorders (SED) being provided services within the new regional CCS benefit program.

Performance Measure:	2013 Actual	2014 Target	2015 Target
Number of active participants in CCS who are under the age of 21.	6	6	15

Activity – MH Outpatient Intensive	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Comprehensive Community Services Clients	118	115	119	134	19
Community Support Program Clients	188	191	188	191	0
Case Management Clients	71	70	68	70	0
Total Residential Days of Care	29,623	31,875	34,365	34,793	2,918
Subtotal: CCS Program	12,634	14,235	14,733	14,600	365
Subtotal: CRS Program	7,996	8,030	8,374	8,395	365
CRS (Hours of Care)	8,993	10,582	11,258	11,798	1,216

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and State/Federal reporting including federal/state Medicare Cost Report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis and treatment for individuals with acute and chronic mental illnesses requiring diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Detoxification management services are also provided. The facility has a capacity of 28 on two 14 bed units, and serves court-involved and voluntary patients.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**49.36**	**49.51**	**49.51**	**47.73**	**(1.78)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,732,098	$2,688,839	$2,606,091	$2,717,540	$28,701
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$81,021	$34,725	$37,870	$132,050	$97,325
County Tax Levy	**$3,531,734**	**$3,480,995**	**$3,480,995**	**$3,351,591**	**($129,404)**
Total Revenues	**$6,344,853**	**$6,204,559**	**$6,124,956**	**$6,201,181**	**($3,378)**
Personnel Costs	$4,364,480	$4,351,818	$4,324,564	$4,368,513	$16,695
Operating Expenses	$1,107,898	$1,064,306	$1,001,669	$1,018,606	($45,700)
Interdept. Charges	$731,421	$764,435	$756,993	$814,062	$49,627
Fixed Assets	$13,902	$24,000	$37,027	$0	($24,000)
Total Expenditures	**$6,217,701**	**$6,204,559**	**$6,120,253**	**$6,201,181**	**($3,378)**

Rev. Over (Under) Exp.	$127,152	$0	$4,703	$0	$0

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: Cost Effective Services Delivered with Competence and Skill

1-Objective: Reduce the readmission rate during the 30 days post release by 1%.

Key Outcome Indicator: The re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The care standard of the Mental Health Center is to have a readmission rate that is less than 10%.

Performance Measure:	2013 Actual	2014 Target	2015 Target
1) 30 Day Readmission Rate	10.4	<10.0	9.4

2-Objective: Expand the use of Certified Peer Specialists (CPS) to include services to consumers of the Mental Health Center inpatient unit.

Key Outcome Indicator: Collect the frequency and duration of CPS services, along with a review of patient satisfaction survey. Program will start in 2014 and be sustained and enhanced in 2015-2016. CPS services will be integarated a minimum of 1 day per week by September 30, 2014, with the goal of a minimum of 2 days per week by 2016.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
CPS services days per week	N/A	1	1	1

3-Objective: Increase the percentage of completed information transmittals by 10%. This is a new objective in 2015.

Key Outcome Indicator: Timely transmittal of information to aftercare providers is a measure of continuity of care. A newly adopted care standard of the Mental Health Center is to have discharge information transmitted to the patient's designated aftercare provider within 5 days of discharge.

Performance Measure:	2013 Actual	2014 Target	2015 Target
Continuity of Care Transmittals	NA	75%	85%

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Target	Budget Change
Days of Care	6204	6,200	5800	6175	(25)
Admissions	862	925	800	875	(50)
Discharges	877	925	800	875	(50)
Average Length of Stay (Days)	7.4	6.6	7.2	7.1	0.5

Program Highlights

Charges for services consist mostly of client fee revenues related to the 28 bed adult psychiatric hospital for the acute treatment of mental health including symptom stabilization, medication adjustment and emergency detentions (voluntary or involuntary) including insurance, Medicare/Medicaid and self pay reimbursements, which increases by about $28,700 to about $2,717,500 based on a rate increase of about $36 per day.

Appropriated Fund Balance increases by $97,300 to $132,100 and is budgeted to cover equipment replacement and building improvement items that are needed to remain in compliance with State/Federal hospital regulations (facility is inspected annually). The 2015 appropriation is budgeted to cover the following replacement items: $95,000 for carpet replacement and building stucco repair, $19,550 for HIPAA Compliant Records Shelving, $7,850 for Building and Lobby Chairs, $5,200 for ongoing equipment replacement needs, and $4,500 for card access readers.

Personnel costs increase by $16,700 to about $4,368,500 which includes the net cost to continue for 49.51 FTE positions. Personnel costs reflect the reduction of 2.00 FTE positions being transferred out of the MHC budget into Administrative Services to reflect the changes in the supervision assignment to the HHS Centralized Records Supervisor. In addition, a Licensed Practial Nurse is transferred to the Mental Health Outpatient-Clinical program area, partially offset by the transferring in of 0.20 FTE Mental Health Center Administrator's time from the Mental Health Outpatient-Intensive program area to better reflect the actual operational time spent for this program. Personnel costs also reflect the creation of 1.00 FTE Registered Nurse from a limited term employee to provide Quality Assurance/Performance Improvement duties for compliance with licensing and insurance standards.

Operating expenditures decrease by about $45,700 from $1,064,300 to $1,018,600, mainly due to $29,100 decrease in contracted physician time fees to reflect that a current 1.0 FTE psychiatrist is cross-trained to provide coverage within the inpatient unit during pre-planned vacation or training absences by the staff psychiatrists. Consulting Services decrease by $53,100 as there were previously two positions, a medical coder and quality assurance position, that were formerly contracted and in 2014 moved to full-time status. Operating expenses also reflect an increase of nearly $20,000 to $365,000 in medications due to increased use of new long-acting injectable formulations and newly released treatments.

Interdepartmental Charges are budgeted to increase by nearly $49,700 to $814,100, mainly due to increases in building maintenance by about $57,500 related to physical plant repairs and maintenance projects. This increase in interdepartmental changes is partially offset by decreases in Sheriff's transportation costs by utilizing more intakes by greater use of video conferencing equipment, resulting in a budgeted decrease of $19,100. The Department of Administration (DOA) – Collection Services Charges increased by nearly $10,000 to reflect anticipated 2015 referral levels. For each dollar collected from past due accounts, H&HS retains $0.78, and $0.22 is charged by DOA Collections.

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$416,958	$383,424	$286,693	$231,645	($151,779)	-39.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$70,275	$78,244	$72,328	$49,655	($28,589)	-36.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$28,897	$0	$28,897	$0	0.0%
County Tax Levy	**$972,946**	**$1,022,946**	**$1,022,946**	**$1,025,862**	**$2,916**	**0.3%**
Total Revenue Sources	**$1,460,179**	**$1,513,511**	**$1,381,967**	**$1,336,059**	**($177,452)**	**-11.7%**
Expenditures						
Personnel Costs	$103,810	$106,846	$107,011	$109,887	$3,041	2.8%
Operating Expenses	$1,359,710	$1,374,004	$1,264,373	$1,206,044	($167,960)	-12.2%
Interdept. Charges	$12,458	$32,661	$23,054	$20,128	($12,533)	-38.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,475,978**	**$1,513,511**	**$1,394,438**	**$1,336,059**	**($177,452)**	**-11.7%**
Rev. Over (Under) Exp.	($15,799)	$0	($12,471)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	1.00	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	1.00	1.00	1.00	1.00	0.00	

Note: The 2014 budget includes a reallocation of $56,788 related to the Community Transition Program from CJCC to the HHS – Mental Health Outpatient budget. The 2013 actual has been restated for comparative purposes.

Program Highlights

General Government revenue is budgeted to decrease by about $151,800 to $231,600, mainly due to a $260,900 reduction in the federally grant-funded expansion of the Alcohol Treatment Court program, which ends September 30, 2014. Also, the Drug Treatment Court grant is budgeted to decrease by $34,400. The CJCC was approved for a nine-month, no-cost extension through 6/30/15 for approximately $86,400 in unspent grant funds. In addition, the State Department of Corrections revenue for the Community Services Options Program increases by about $700 to approximately $23,100. Also, the 2015 budget includes an additional $142,900 of expenditures and revenues related to the state Treatment Alternatives and Diversion (TAD) Grant; the acceptance of this grant was approved with enrolled ordinance 168-O-081. The CJCC accepted the $142,000 grant for the 1-year period of January 1 through December 31, 2014, with the same level of continuation funding available in 2015 and 2016.

Charges for Services are budgeted to decrease by about $28,600 to $49,700 due to lower than anticipated fee revenue from the Alcohol Treatment Court and Day Report Center Programs as a result of decreasing program enrollment. Alcohol Treatment Court participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. Day Report Center participants are charged a flat fee based on length of stay in the program, which was implemented in October 2010 and is mandatory for all program participants.

CJCC (cont.)

Fund balance of $28,897 is budgeted to continue the drug court for the 3rd quarter of 2015.

Personnel costs are budgeted to increase by approximately $3,000 to $109,800 for salary and benefits associated with the Coordinator position.

Operating expenses are budgeted to decrease by about $167,900 to $1,206,000, mainly due to a decrease of about $301,900 in operating expenditures for the Alcohol Treatment Court (ATC) expansion grant, which ends 9/30/14. Also, the Drug Treatment Court grant is budgeted to decrease by $27,700. Also, operating expenses for the Treatment Alternatives and Diversion (TAD) Grant is budgeted at $142,900 in 2015.

In addition, this budget includes an increase to contracted services provided by Wisconsin Community Services (WCS), excluding the federal and state grant-funded Drug Treatment Court program, of about $15,900 to $858,700, allowing for a 2% increase to most contracts, except for the Correct Care Solutions contracts that will increase by approximately 3%, per the Sheriff's Department Medical Services contract agreement.

Interdepartmental charges are budgeted to decrease by approximately $12,500 to $20,100, mostly as a result of reduced indirect cost recovery from the federal grants.

Major CJCC Strategic Outcomes and Objectives for 2015

Countywide Key Strategic Outcome: A safe county

1 Objective: Promote the effective and efficient administration of the local criminal justice system.

Key Outcome Indicator: Demonstrate criminal justice system cost savings/cost avoidance based on the combined number of Main Jail and Huber Facility jail days saved as a direct result of programming implemented through the CJCC.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI) Program)	17,841	17,500	15,334	15,000
Number of Jail Days Saved – Pretrial Supervision Program	9,063	10,500	5,694	5,500
Number of Jail Days Saved – Alcohol Treatment Court Program	5,249	8,200	3,919	2,000
Number of Jail Days Saved – Day Report Center Program	12,516	16,000	10,042	10,000
Number of Jail Days Saved – Community Service Options Program	2,776	4,500	2,968	2,900
Total Number of Jail Days Saved for all programming	47,445	56,700	37,957*	35,400

*Includes 22.3% reduction in jail days saved for post-conviction programs, per 2014 internal audit recommendations, to reflect potential good time earned by inmates.

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

2 Objective: Provide effective programming for at-risk offenders that promote accountability while enhancing public safety.

Key Outcome Indicator: Decrease impact at-risk offenders have upon criminal justice system resources through high rates of compliance.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	463 (79%)	80%	480 (79%)	80%
% of Participants Compliant with Pretrial Supervision Program Requirements	223 (73%)	73%	170 (71%)	73%

Activity Workload Data

Alcohol Treatment Court Program*

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Participants Enrolled	135	175	94	70
Number of Program Graduates**	56	73	50	45

** The federal grant, which allowed for the expansion of the Alcohol Treatment Court Program for a fourth OWI offense, is scheduled to end 9/30/2014. The 2014 budget provides for fourth quarter tax levy funding for the expanded program, but the program will reduce capacity in January 2015 to pre-grant levels.*

*** The program length is approximately 12-18 months*

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Community Service Hours Completed	35,547	41,500	36,192	35,500
Total Clients Served	514	500	516	500

Drug Treatment Court Program

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders, including intensive judicial oversight and an emphasis on treatment, in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Participants Enrolled*	45	45	59	55
Number of Program Graduates**	10	15	7	10

**The Drug Treatment Court Program was implemented in March 2012 with a federal grant effective 10/1/2011-9/30/2014. The CJCC was approved for a nine-month, no-cost extension request, which extends the grant through 6/30/2015.*

*** The program length is approximately 12-18 months*

The total participants enrolled and the number of program graduates is mutually exclusive of each other.

Day Report Center Program

Intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total New Clients Admitted (unduplicated)	320	340	270	275
Total Clients Supervised (unduplicated)	395	450	378	375

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total New Clients Admitted	561	600	534	530
Total Clients Supervised (unduplicated)	903	900	875	875
OWI Re-Arrests During Program Supervision	9 (1%)	13 (1.5%)	14 (1.6%)	1.5%

Jail Adult Basic Education (ABE) Program

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail. WCTC has received federal funding for a 3rd year through the Adult Education and Family Literacy Act for Institutionalized Individuals for the 2014-2015 federal fiscal year to offset $20,000 in County levy for the program.

	2012/2013 Actual	2013/2014 Actual	2013/2014 Target	2014/2015 Target
Number of Inmates Served	278	239	150	150
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	19	16	22	18
% Improving Academic Literacy Skills	94%	86%	85%	85%

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Clients Admitted	351	340	316	325
Successful Discharge	223 (73%)	(75%)	170 (71%)	73%

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Inmates Interviewed	2,209	2,100	2,242	2,100
Declined Interviews	37 (2%)	48 (2%)	56 (2%)	48 (2%)
Reports Completed	2,246	2,200	2,298	2,148
Interviews/Reports Verified	793 (35%)	726 (33%)	584 (25%)	752 (35%)

Jail Alcohol and Other Drug Abuse (AODA) Services Program

A life skills program offered to inmates in the jail with an emphasis on AODA education, to include:

- Anger Management
- Relapse Prevention
- Coping Skills
- Release Planning
- Characteristics of Addiction
- Goal Setting

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Inmates Served	888	650	480	550
Number of Program Modules Completed*	107	200	160	175

*(1 Module = 12 hours class time)

Reentry Employment Program*

Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Clients Served	229	N/A	284	250
Full-Time Placements	29	N/A	26	25
Part-Time Placements	23	N/A	16	20

*New outcomes – program previously funded through CDBG

Division Summary

The primary purpose of Public Health Services is to address aggregate populations who are at-risk for diseases or injuries that are within the scope of prevention, protection or control.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$819,329	$846,059	$875,291	$877,684	$31,625	3.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$378,768	$397,513	$342,537	$351,120	($46,393)	-11.7%
Interdepartmental	$6,943	$1,000	$3,912	$3,565	$2,565	256.5%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$2,395,950**	**$2,415,646**	**$2,415,646**	**$2,420,013**	**$4,367**	**0.2%**
Total Revenue Sources	**$3,600,990**	**$3,660,218**	**$3,637,386**	**$3,652,382**	**($7,836)**	**-0.2%**
Expenditures						
Personnel Costs	$3,112,013	$3,091,498	$3,089,088	$3,083,167	($8,331)	-0.3%
Operating Expenses	$274,944	$336,552	$326,704	$343,028	$6,476	1.9%
Interdept. Charges	$218,213	$232,168	$229,069	$226,187	($5,981)	-2.6%
Fixed Assets	$4,670	$0	$0	$0	$0	N/A
Total Expenditures	**$3,609,840**	**$3,660,218**	**$3,644,861**	**$3,652,382**	**($7,836)**	**-0.2%**
Rev. Over (Under) Exp.	($8,850)	$0	($7,475)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	37.84	36.84	36.84	34.84	(2.00)	
Extra Help	2.32	2.32	2.32	2.48	0.16	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	40.16	39.16	39.16	37.32	(1.84)	

County-Wide Key Strategic Outcome: A Safe County

1 Objective: Increase communicable disease and preparedness competencies and skills to meet Federal and State requirements for public health employees to ensure an effective response to communicable disease, outbreaks, natural disasters and/or international biological threats.

Key Outcome Indicator: Assure that all 80 CDC required nationally reportable diseases are investigated.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of communicable disease reports that are followed up and investigated.	2,134	2,200	2,251	2,200

County-Wide Key Strategic Outcome: Provide Quality Programs & Services

2 Objective: Ensure surveillance and analysis of county-wide public health problems and collaborate with community partners to remediate identified issues.

Key Outcome Indicator: Completion of Community Health Assessment identifying major Waukesha County health problems and implementation of a Community Health Improvement Plan.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of Community Health Improvement Plan (CHIPP) completed.	50%	75%	75%	100%

County-Wide Key Strategic Outcome: Provide Cost-Effective Services

3 Objective: Provide cost effective public health (PH) services to assure compliance with the State of Wisconsin Public Health Statutes to maintain a level II public health department through 140 certification every 5 years and prepare for national accreditation status.

Key Outcome Indicator: Position and track progress of the Public Health Division in meeting State of Wisconsin 140 certification and national accreditation standards required by 2020.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Compliance with level II 140 certification.	100%	100%	100%	100%
Percentage of national accreditation standards met	5%	20%	20%	40%

County-Wide Key Strategic Outcome: Assist At-Risk Citizens

4 Objective: Increase early identification and case management of chronic diseases through public health screenings and targeted outreach efforts.

Key Outcome Indicator: 85% of clients with identified chronic diseases will be referred for medical treatment and their disease stabilization will be managed.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of clients screened for chronic diseases	590	615	600	590
Number of clients provided with case management and proper referral after identification of chronic diseases.	40	45	40	45

Public Health (Cont.)

5 Objective: Provide comprehensive preventative health services across the life span to improve health, quality of life and growth and development.

Key Outcome Indicator: 95% of infants enrolled in public health services born at healthy birth weight; 90% of children enrolled in WIC identified as nutrition deficient have successful remediation; 90% of children at-risk for abuse and neglect have optimized growth and development through Public Health programs.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
% of infants born at a healthy birth weight.	80%	95%	85%	95%
% of children enrolled in WIC successfully remediated	90%	90%	90%	90%
% of at-risk children with optimized growth and development through Public Health programing.	85%	90%	88%	90%

Program Descriptions

The Public Health Administration staff provides administrative support to the Public Health sections; provides public health assessment, program development and evaluation, and provides timely reports for accountability. Additionally, the staff are responsible for the maintenance of the State of Wisconsin Level II certification status and the future national accreditation.

The purpose of Child Health Program services is to ensure healthy Waukesha County at-risk children. The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, arrested growth and development and medical problems due to neglect or abuse. Childhood Lead Poisoning screenings, HealthCheck physical examination screenings and Child-at-Risk (CAR) physical assessments and case management for possible physical abuse or medical neglect are offered.

The purpose of the Maternal Health Prenatal Care Coordination Program is to ensure healthy birth outcomes of Waukesha at-risk pregnant women. The Maternal Health Program is directed toward high-risk pregnant women at risk for delivering malformed and/or developmentally delayed infants due to malnutrition and low birth weight, alcohol and drug abuse, cigarette smoking and sexually transmitted diseases.

The Women, Infants and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding vouchers specifically outlining food purchases that will remedy nutritional deficits.

Chronic Disease Prevention and Control program provides health screenings and case management in the community, clinics and in the home. Services are directed at early identification of the preventable chronic diseases such as vision, hearing problems in children and adults for diabetes, heart diseases, hypertension, anemia and cancer. Adolescent and adult urine drug screening is available to support the recovery of individuals with addictions to alcohol, opioids and methamphetamines. These programs are required for Level II Public Health status.

The Community Health and Disease Surveillance program (CHDS) is responsible for the monitoring of the incidence and prevalence rates of emerging County-wide public health problems, preventable chronic diseases, and communicable disease related issues. This program provides statistical assessment, analysis and evaluation, which is found in the County Health Report Card and in the Community Health Assessment and Improvement Plan (CHIP). This program recommends public health interventions to control or contain County diseases and/or identified public health problems effecting aggregate populations.

The Communicable Disease Control and Prevention Program executes State of Wisconsin public health statutes to control local communicable diseases through surveillance, prevention and implementation of control measures. Food borne outbreaks are controlled through integrated services with the Environmental Health Division of the Waukesha County Parks and Land Use Department. As emergency first responders, the Public Health Division responds to all communicable disease outbreaks and is required to be trained in the Incident Command System of emergency government to control these large scale outbreaks. Communicable disease assessments are provided to all age groups along with health education, counseling and referral. This area also includes the Sexually Transmitted Diseases (STD) program, which is designed to identify, track and contain the spread of sexually transmitted diseases. Additionally, the Public Health Division tracks incidence and prevalence rates of STDs in Waukesha County. STD clinics are available for assessment, laboratory testing and treatment and counseling. Anonymous Human Immunodeficiency Virus (HIV) testing is made available to identify HIV infections. Persons with Acquired Immune Deficiency Syndrome (AIDS) disease are followed up for disease control, education and linking to community resources.

PUBLIC HEALTH: Program Units

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Public Health Administration						
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**2.47**	**-0.53**	
Revenues	$10,928	$15,000	$15,000	$6,824	($8,176)	-54.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$351,107	$363,916	$363,916	$338,581	($25,335)	-7.0%
Expenditures	$361,474	$378,916	$371,159	$345,405	($33,511)	-8.8%
Rev. Over (Under) Exp.	$561	$0	$7,757	$0	-	N/A
Child Health						
Staffing (FTE)	**3.94**	**3.55**	**3.55**	**3.40**	**-0.15**	
Revenues	$182,260	$182,450	$177,674	$173,993	($8,457)	-4.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$161,989	$117,473	$117,473	$151,205	$33,732	28.7%
Expenditures	$330,016	$299,923	$303,334	$325,198	$25,275	8.4%
Rev. Over (Under) Exp.	$14,233	$0	($8,187)	$0	-	N/A
Maternal Health						
Staffing (FTE)	**5.51**	**4.71**	**4.71**	**4.71**	**0.00**	
Revenues	$108,771	$112,591	$107,591	$105,268	($7,323)	-6.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$363,383	$306,330	$306,330	$329,785	$23,455	7.7%
Expenditures	$476,376	$418,921	$412,252	$435,053	$16,132	3.9%
Rev. Over (Under) Exp.	($4,222)	$0	$1,669	$0	-	N/A
Women, Infants, Children Nutrition Program (WIC)						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.89**	**0.00**	
Revenues	$429,847	$439,136	$463,771	$467,649	$28,513	6.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$431,988	$439,136	$463,771	$467,649	$28,513	6.5%
Rev. Over (Under) Exp.	($2,141)	$0	$0	$0	-	N/A
Community Health						
Staffing (FTE)	**7.60**	**8.14**	**8.14**	**8.12**	**-0.02**	
Revenues	$226,289	$241,195	$245,852	$247,388	$6,193	2.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$410,073	$466,588	$466,588	$489,739	$23,151	5.0%
Expenditures	$632,614	$707,783	$716,460	$737,127	$29,344	4.1%
Rev. Over (Under) Exp.	$3,748	$0	($4,020)	$0	-	N/A
Communicable Disease Control						
Staffing (FTE)	**14.22**	**13.87**	**13.87**	**12.73**	**-1.14**	
Revenues	$246,945	$254,200	$211,852	$231,247	($22,953)	-9.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$1,109,398	$1,161,339	$1,161,339	$1,110,703	($50,636)	-4.4%
Expenditures	$1,377,372	$1,415,539	$1,377,885	$1,341,950	($73,589)	-5.2%
Rev. Over (Under) Exp.	($21,029)	$0	($4,694)	$0	-	N/A
Total Public Health Division						
Revenues	$1,205,040	$1,244,572	$1,221,740	$1,232,369	($12,203)	-1.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$2,395,950	$2,415,646	$2,415,646	$2,420,013	$4,367	0.2%
Expenditures	$3,609,840	$3,660,218	$3,644,861	$3,652,382	($7,836)	-0.2%
Rev. Over (Under) Exp.	($8,850)	$0	($7,475)	$0	-	N/A

Position Summary (FTE)					
Regular Positions	37.84	36.84	36.84	34.84	(2.00)
Extra Help	2.32	2.32	2.32	2.48	0.16
Overtime	0.00	0.00	0.00	0.00	0.00
Total	40.16	39.16	39.16	37.32	(1.84)

Program Highlights

Public Health Administration revenues are budgeted at $6,824 which is a decrease of nearly $8,200 that is due to a decrease in General Government revenues related to a decline in funding from the Preventive Health and Health Service grant. Public Health Administration expenditures are budgeted at nearly $345,500 which is a decrease of approximately $33,500. Personnel costs decrease about $29,000 mainly due to 0.53 FTE personnel transferred to the Community Health program related to the Preparedness Grant and a decrease in Operating costs of nearly $8,200 mainly due to a decrease in contracted services as a result of the decrease in General Government revenue. Interdepartmental charges are budgeted to increase by about $3,700 due primarily to an increase in the general liability insurance allocation. Due to the above changes, the County Tax Levy funding for Public Health Administration is decreased by about $25,300 to $338,581.

Child Health revenues are budgeted at almost $174,000 which is a decrease of approximately $8,500 mainly due to a decrease in Charges for Services revenues of $10,280 due to HealthCheck examination fee revenues. Child Health expenditures are budgeted at nearly $325,200 which is an increase of nearly $25,300 mainly due to an increase in Operating expenses that are budgeted to increase by about $24,000 due to increases in medical supplies of $20,000 for lead kits, $3,000 for dental varnishing; and $3,000 for interpretation services. Personnel costs increase almost $2,300 due to the cost to continue for current staff, offset by the abolishment of 0.15 FTE Public Health Technician position. Interdepartmental charges decreased $1,000 due to decreases in fixed phone and computer maintenance charges. Due to the above changes, the County Tax levy for Child Health increases by about $33,700 to approximately $151,200.

Maternal Health revenues are budgeted at nearly $105,300 which is a decrease of about $7,300 mainly due to a decrease in Prenatal Care Coordination (PNCC) Charges for Services resulting from a decrease in clients. Maternal Health expenditures are budgeted at about $435,000 which is an increase of approximately $16,100. Maternal Health Personnel Costs will increase about $12,100 due to the cost to continue for existing staff. Operating expenses will increase about $4,300 mainly due to a $3,000 increase in interpretation services. Due to the above changes, the County Tax Levy funding for Maternal Health is budgeted to increase by approximately $23,500 to $329,785.

Women, Infants and Children Nutrition revenues are budgeted at about $467,600 which is an increase of almost $28,500 or 6.5%, due to an increase in the General Government revenue Women, Infant, and Children federal grant funding allocation. Women, Infants and Children Nutrition expenditures are budgeted at approximately $467,600 which is an increase of $28,500 mainly due to Personnel costs increase about $35,500 primarily due to a $14,000 increase in health insurance based on employee selections and costs to continue the 5.89 FTE assigned to this program. Operating Expenses decrease almost $7,800 mainly due to a reduction of interpretation services. Interdepartmental charges are budgeted to increase by about $800 to about $36,800 mainly due to an increase in postage costs. The Tax Levy for Women, Infants and Children Nutrition remains at zero.

Community Health revenues are budgeted at approximately $247,400 which is an increase of about $6,200. General Government revenues increase almost $4,800 due to an increase in the Cities Readiness Initiative Grant and an Interdepartmental revenue increase of $1,440 related to County employee CPR classes. Community Health expenditures are budgeted at about $737,200 which is an increase of about $29,300 or 4.0%, mainly due to a Personnel costs increase of nearly $41,400 to $676,900 related to the cost to continue for current staff, as well as, the realignment of grant personnel in which a 1.0 FTE Administrative Assistant is transferred into this program from the Communicable Disease Control program and 0.53 FTE of an Administrative Specialist is transferred in from Public Health Administration. This is offset by the transfer of 0.15 FTE Public Health Supervisor to Communicable Disease Control. Also, 0.85 FTE Public Health Technician and 0.20 FTE Public Health Nurse are abolished. Also, extra help is reduced by $22,200 for a 0.35 FTE reduction in this program area. Operating expenses are budgeted at $35,600 which is a decrease of about $8,500 due to the reduction of Cities Readiness Initiative Grant operating expenditures that offsets the increase in Cities Readiness Initiative Grant personnel. Interdepartmental charges decrease nearly $3,600 to about $24,600 mainly due to a decrease in the allocation of computer maintenance costs. Due to the above changes, the County Tax Levy for Community Health increases about $23,200 to approximately $489,750.

Communicable Disease Control revenues are budgeted at nearly $231,300 which is a decrease of almost $23,000. The decrease is due to a Charges for Services revenue decrease of over $26,100 resulting from declining client numbers in the Flu, Occupational Hepatitis B, Travel, and Childhood Immunization Clinic programs. Community Clinic utilization has declined by approximately 25 to 30% due to the increased utilization of the walk-in clinic within the new HHS Building and the implementation of the Affordable Care Act that provides coverage and access to adult and childhood immunizations from primary care providers. Due to these changes, the Public Health Division will evaluate the cost-effectiveness of the community clinics in 2015. The revenue decreases are offset by an approximate increase of $2,000 to General Government revenues for the Immunization Grant. Communicable Disease Control expenditures are budgeted at nearly $1,342,000 which is a decrease of about $73,600. Personnel costs decreased almost $70,600 mostly due to the abolishment of a Public Health Nurse of which 0.80 FTE is allocated to this program. Also, a 1.0 FTE Administrative Assistant is transferred out to the Community Health Program. This is offset by a 0.51 FTE increase in temporary extra help and a transfer in of 0.15 FTE of a Public Health Supervisor from the Community Health program. Operating expenses are budgeted to increase nearly $2,600 due to interpretation services charges. Interdepartmental charges decrease about $5,600 mainly due to the elimination of the vehicle replacement charge and lower cell phone fixed costs. Due to the above changes, the County Tax Levy for Communicable Disease Control decreases over $50,600 to $1.11 million.

Activities: Public Health Administration

In May 2014, the Waukesha County Community Health Assessment and Improvement Plan was officially approved by the CHIP Steering Committee. Twelve community public, private and not-for-profit agencies continue with remediation programs to arrest CHIP identified county health problems. HHS interdivisional cooperation developed Public Health Division urine drug screening for the monitoring of recovering individuals who have alcohol, opioid, and methamphetamine additions.

Activities: Child Health

Workload - Output Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Number of children tested for lead poisoning	1,705	1,650	1,600	1,550	(100)
Total number of children treated for lead poisoning	10	9	10	9	0
Number of Healthcheck examinations	2,375	2,100	2,100	2,050	(50)
Number of children referred with medical conditions	166	160	140	145	(15)

Activities: Maternal Health: Prenatal Care Coordination Program (PNCC)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
I. **Medicaid Program:** Number of pregnant women PNCC screened	315	320	306	300	(20)
A. Number of women enrolled	125	130	115	120	(10)
B. Number of women who delivered full term infants of average birth weight	120	120	100	110	(10)
II. **Non-Medicaid Program:** Number of pregnant women PNCC screened	85	90	80	85	(5)
A. Number of women enrolled	80	85	75	75	(10)
B. Number of women who delivered full term infants of average birth weight	72	80	70	70	(10)

Activities: (WIC)

	2013 Actual (b)	2014 Budget	2014 Estimate	2015 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,700	4,180	4,700	4,700	520
Total number of mothers, infants/children served per year in the WIC Program	3,770	3,800	3,600	3,600	(200)
Annual number of infants/children nutritionally deficient enrolled in the WIC program	2,700	2,300	2,700	2,700	400
The annual number of children with improved nutritional status after WIC program intervention	2,700	2,300	2,700	2,700	400
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,342	2,177	2,170	2,170	(7)

(a) Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2013 through December 31, 2013 WIC food vouchers supplemented Waukesha County retail food vendors by $2,042,011 and local Waukesha County produce farmers by $9,921.

Activities: Health

Chronic Disease Prevention: Level I	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Community preventative health screenings and health fairs	590	615	600	590	(25)
Numbers of medical problems identified and remediated from health screens	40	45	40	45	0

Activities: Community Health

CDC Medical Prophylaxis/Medical Supplies Inventory Management: Trainings, Drills and Exercises to maintain skill sets.

Preparedness: Level I	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Training Skill Sets (69 competencies)	94%	91%	89%	92%	1%
Drills/Exercises	5	5	5	5	0
N95 Fit Testing	54	56	52	52	(4)
ICS Courses Maintained	54	53	50	50	(3)

Activities: Community Health

Cities Readiness Initiative

In 2014, the Public Health Division participated in a state-wide State of Wisconsin bioterrorism Antrax exercise. This preparedness exercise required the activation of a fully staffed EOC with county executive, cabinet, and multiple county first responders. Additionally, the Public Health Division Cities Readiness Initiative local response received a 100% from the Centers for Disease Control and Prevention.

Activities: Communicable Disease Control/STD

Communicable Disease Control: Level I	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Crisis CD Clients: Category I	143	90	120	140	50
General CD Clients: Category II	626	735	648	700	(35)
Public Health Episodic Investigations	58	90	104	100	10
Tuberculosis (TB) Clients	171	195	212	200	5
TB Skin Tests	1,091	1,080	1,100	1,100	20
Children Immunized	1,197	1,093	859	825	(268)
Childhood Vaccines Administered	2,053	2,187	1,725	1,650	(537)
Adults Immunized	1,597	2,000	1,570	1,480	(520)
Adults Vaccines Administered	2,634	2,994	2,100	2,005	(989)

Activities: Communicable Disease Control/STD

Sexually Transmitted Disease: Level I	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Individuals Screened by the STD Clinic	183	260	180	186	(74)
Number of infections identified in the STD Clinic	45	50	45	49	(1)
STD Investigations (community reported)	749	760	780	780	20

Division Summary

It is the mission of the Waukesha County Department of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Department ensures that clients obtain all available and appropriate benefits for which they are entitled. The Department staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service departments in the State by providing maximum service to its clientele.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$13,000	$13,000	$13,000	$13,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$282,595**	**$274,074**	**$274,074**	**$284,085**	**$10,011**	**3.7%**
Total Revenue Sources	**$295,595**	**$287,074**	**$287,074**	**$297,085**	**$10,011**	**3.5%**
Expenditures						
Personnel Costs	$219,834	$226,529	$225,442	$233,481	$6,952	3.1%
Operating Expenses	$29,018	$42,905	$40,977	$42,905	$0	0.0%
Interdept. Charges	$16,774	$17,640	$17,363	$20,699	$3,059	17.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$265,626**	**$287,074**	**$283,782**	**$297,085**	**$10,011**	**3.5%**
Rev. Over (Under) Exp.	$29,969	$0	$3,292	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.70	3.70	3.70	3.70	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	3.70	3.70	3.70	3.70	0.00	

HEALTH AND HUMAN SERVICES (Veterans' Services)

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Information Assistance						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$271,202	$262,681	$262,681	$272,692	$10,011	3.8%
Expenditures	$257,861	$275,681	$272,421	$285,692	$10,011	3.6%
Rev. Over (Under) Exp.	$26,341	$0	$3,260	$0	-	N/A
Veteran's Service Commission						
Revenues	$0	$0	$0	$0	$0	N/A
County Tax Levy	$11,393	$11,393	$11,393	$11,393	$0	0.0%
Expenditures	$7,765	$11,393	$11,361	$11,393	$0	0.0%
Rev. Over (Under) Exp.	$3,628	$0	$32	$0	-	N/A
Veterans' Services Division Total						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$282,595	$274,074	$274,074	$284,085	$10,011	3.7%
Expenditures	$265,626	$287,074	$283,782	$297,085	$10,011	3.5%
Rev. Over (Under) Exp.	$29,969	$0	$3,292	$0	-	N/A

Program Descriptions

The Veterans' Service Division counsels and assists veterans and their dependents in applying for all Federal and State veterans' entitlements. Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

County-Wide Key Strategic Outcome: Quality Programs & Services

1 Objective: Provide an America flag and marker to identified veterans grave sites in Waukesha County.

Key Outcome Indicator: Distribute flags and markers with accuracy compared to the number procured and distributed.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage accuracy of distribution.	94%	95%	96%	95%

County-Wide Key Strategic Outcome: Provide Cost-Effective Services

2 Objective: Inform Waukesha County veterans of all benefits they are qualified for.

Key Outcome Indicator: Provide onsite benefit briefings to Service Organizations, Assisted Living Centers and Senior Housing Complexes yearly

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Onsite Presentation.	49	36	43	36

Program Highlights

General Government revenues of $13,000 consist of a grant from the State and remains unchanged from 2014 budget levels. Personnel Costs increase nearly $7,000 due to the cost to continue of 3.70 FTE positions, and Interdepartmental charges increase about $3,100 mainly due to increased technology maintenance and replacement charges related to a new computer to be utilized for meetings and conferences. Operating Expenses are budgeted at about $42,900, and remains unchanged from 2014 budget levels. This includes the Veterans' Services costs related to grave flags and markers of nearly $13,400, as well as relief expended by the Veterans' Service Commission budgeted at $10,000, unchanged from 2014.

The Veterans' Service Commission met only three times in 2013 and four times so far in 2014. Funding procured from other civic or veteran service organizations was approximately $3,400. Total direct assistance provided was about $10,700 of which 68% was tax levy and 32% private sources.

The Veterans' Services Division recently updated benefit brochures and placed them online. The division also added the QR (Quick Response) Reader symbol to the brochures, business cards, and e-mail signature line and created a Waukesha County Veterans' Services page on Facebook.

Activity - Output Indicators

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total dollars to Waukesha County veterans (a)	$238 mil	$205 mil	$240 mil	$241 mil	$36 mil
Clients interviewed and counseled (In Office) (b)	3,403	3,600	3,600	3,600	0
Number of appearances on behalf of veterans	49	50	55	50	0
Miles traveled on veterans' affairs	3,913	3,330	3,330	3,300	0
Incoming phone calls answered	8,188	7,950	8,000	8,000	50
Contacts by E-Mail (requiring a response)	6,148	5,700	7,000	7,000	1,300

(a) This figure reflects the value of all Federal and State benefits awarded to county veterans. Based on the 2013 data this would equate to $841 of benefit returned for each tax levy dollar expended.

(b) Increase use of e-mail and phones has resulted in a decrease of onsite interviews. Additionally, it is difficult to contact recently discharged veteran when we do not know who they are or where they reside. We no longer receive the list of newly discharged veterans from the State.

Division Summary

Health & Human Services – Aging & Disability Resource Center (ADRC) General Fund operations are responsible for planning, providing, and coordinating programs that address the needs of Waukesha County at-risk adults, older adults, people with disabilities, and their caregivers. The General Fund is comprised of four program areas: Adult Protective Services(APS), Transportation, Community Services and Nutrition.

The General Fund includes APS activities as the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County. This fund provides services to vulnerable adults who are not eligible for the State's Family Care Benefit.

Transportation services are contracted for accessible transportation for older adults and adults with disabilities.

Community Services incudes information and assistance/case management, community supports and ADRC administration. Programs encourage collaboration and coordination of resources, activities, and services.

The Aging and Disability Resource Center's Senior Dining and Home Delivered Meals programs function under the provisions of the Title IIIC-1 and C-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population.

County-Wide Key Strategic Outcome: A Safe County

1 Objective: Along with community partners, distribute emergency kits to at-risk adults and adults with disabilities. to provide resources to assist during an emergency.

Key Outcome Indicator: Distribute 200 emergency kits annually.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of emergency kits distributed	125	200	200	200

County-Wide Key Strategic Outcome: Provide quality Programs & Services

2 Objective: Implement statewide county best practices for Mild Cognitive Impairment Screens.

Key Outcome Indicator: Train all ADRC Specialist staff in best practices for Mild Cognitive Impairment Screens .

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of staff trained	N/A	N/A	N/A	100%

*New objective-no prior data

3 Objective: Participate in Thriving Waukesha with community partners to improve unmet transportation needs.

Key Outcome Indicator: Develop an action plan and implement at least one new initiative each year.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of action plan completed	N/A	N/A	N/A	1

*New objective-no prior data

County-Wide Key Strategic Outcome: Provide quality Programs & Services

4 Objective: Provide yearly assessments of Waukesha County high-risk adults at the Clearview Facility for alternate placement.

Key Outcome Indicator: All residents or guardians receive counseling to make them aware of alternate placement options.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of residents assessed.	N/A	100%	100%	100%

*New objective-no prior data

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$2,559,059	$2,541,072	$2,532,340	$2,540,503	($569)	**0.0%**
Fine/Licenses	$0	$0	$0	$0	$0	**N/A**
Charges for Services	$87,114	$101,000	$96,303	$101,000	$0	**0.0%**
Interdepartmental	$0	$0	$0	$0	$0	**N/A**
Other Revenue	$446,535	$435,353	$444,323	$459,260	$23,907	**5.5%**
Appr. Fund Balance	$15,339	$2,100	$6,660	$8,200	$6,100	**290.5%**
County Tax Levy	**$2,573,175**	**$2,812,319**	**$2,812,319**	**$2,556,788**	**($255,531)**	**-9.1%**
Total Revenue Sources	**$5,681,222**	**$5,891,844**	**$5,891,945**	**$5,665,751**	**($226,093)**	**-3.8%**
Expenditures						
Personnel Costs	$1,804,383	$1,872,492	$1,849,275	$1,862,726	($9,766)	**-0.5%**
Operating Expenses	$3,596,133	$3,804,671	$3,627,336	$3,552,299	($252,372)	**-6.6%**
Interdept. Charges	$245,662	$214,681	$250,638	$250,726	$36,045	**16.8%**
Fixed Assets	$0	$0	$0	$0	$0	**N/A**
Total Expenditures	**$5,646,178**	**$5,891,844**	**$5,727,249**	**$5,665,751**	**($226,093)**	**-3.8%**
Rev. Over (Under) Exp.	$35,044	$0	$164,696	$0	**$0**	**N/A**
Position Summary (FTE)						
Regular Positions	24.64	24.64	24.64	23.98	(0.66)	
Extra Help	2.81	2.81	2.81	2.81	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	27.45	27.45	27.45	26.79	(0.66)	

ADRC General: Program Units

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Adult Protective Services						
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**	
Revenues	$585,664	$599,862	$595,429	$600,126	$264	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$1,492,219	$1,845,475	$1,845,475	$1,642,023	($203,452)	-11.0%
Expenditures	$2,406,207	$2,445,337	$2,446,505	$2,242,149	($203,188)	-8.3%
Rev. Over (Under) Exp.	($328,324)	$0	($5,601)	$0	-	N/A
Transportation Services						
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.30**	**0.20**	
Revenues	$812,567	$826,697	$818,469	$842,073	$15,376	1.9%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$337,377	$247,301	$247,301	$256,073	$8,772	3.5%
Expenditures	$1,006,588	$1,073,998	$1,009,324	$1,098,146	$24,148	2.2%
Rev. Over (Under) Exp.	$143,356	$0	$56,446	$0	-	N/A
Community Services						
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.24**	**-0.66**	
Revenues	$530,066	$531,591	$487,231	$499,183	($32,408)	-6.1%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$407,551	$413,182	$413,182	$426,493	$13,311	3.2%
Expenditures	$835,307	$944,773	$908,030	$925,676	($19,097)	-2.0%
Rev. Over (Under) Exp.	$102,310	$0	($7,617)	$0	-	N/A
Nutrition						
Staffing (FTE)	**9.46**	**9.46**	**9.46**	**9.25**	**-0.21**	
Revenues	$1,164,411	$1,119,275	$1,171,837	$1,159,381	$40,106	3.6%
Appr. Fund Balance	$15,339	$2,100	$6,660	$8,200	$6,100	290.5%
County Tax Levy	$336,028	$306,361	$306,361	$232,199	($74,162)	-24.2%
Expenditures	$1,398,076	$1,427,736	$1,363,390	$1,399,780	($27,956)	-2.0%
Rev. Over (Under) Exp.	$117,702	$0	$121,468	$0	-	N/A
Total ADRC						
Revenues	$3,092,708	$3,077,425	$3,072,966	$3,100,763	$23,338	0.8%
Appr. Fund Balance	$15,339	$2,100	$6,660	$8,200	$6,100	290.5%
County Tax Levy	$2,573,175	$2,812,319	$2,812,319	$2,556,788	($255,531)	-9.1%
Expenditures	$5,646,178	$5,891,844	$5,727,249	$5,665,751	($226,093)	-3.8%
Rev. Over (Under) Exp.	$35,044	$0	$164,696	$0	-	N/A

Position Summary (FTE)					
Regular Positions	24.64	24.64	24.64	23.98	(0.66)
Extra Help	2.81	2.81	2.81	2.81	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	27.45	27.45	27.45	26.79	(0.66)

Adult Protective Services

Program Description

Provides cost effective service intervention for vulnerable adults to ensure their safety and well-being, protects them from exploitation and harm, and preserves their maximum level of personal independence.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$86,984	$101,000	$96,303	$101,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$11,974	$12,156	$12,420	$12,420	$264
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,492,219**	**$1,845,475**	**$1,845,475**	**$1,642,023**	**($203,452)**
Total Revenues	**$2,077,883**	**$2,445,337**	**$2,440,904**	**$2,242,149**	**($203,188)**
Personnel Costs	$881,108	$916,870	$920,567	$938,115	$21,245
Operating Expenses	$1,375,792	$1,411,656	$1,370,720	$1,146,629	($265,027)
Interdept. Charges	$149,307	$116,811	$155,218	$157,405	$40,594
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,406,207**	**$2,445,337**	**$2,446,505**	**$2,242,149**	**($203,188)**
Rev. Over (Under) Exp.	($328,324)	$0	($5,601)	$0	$0

Program Highlights

General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2015 budget.

Charges for Services for guardians are budgeted to remain at $101,000 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. Law Enforcement and Adult Protective Services (APS) utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue includes social security reimbursements for clients served by this program where the County is the protective payee.

Net personnel costs are budgeted to increase by $21,250 or about 2% to $938,100, primarily for the cost to continue the 11.00 FTE assigned to this program.

Net operating expenditures are budgeted to decrease by about $265,000 to $1,146,600 mainly due to a $336,000 decrease in payment of $502,200 for Marsh Country Health Alliance for Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. The decrease is based on Waukesha County's Assessment Rate decrease due to the Alliance "certified loss" related to the 2013 filed Clearview Medicaid nursing home cost report for the approximately 24 Waukesha County residents who reside at the facility. As a member of the Alliance, Waukesha County has the ability to place additional residents if the need arises. In addition, contracted services related to expenditures for the program increases by $69,800 to $621,100, based on the current year trending and an anticipation of more clients requiring more services.

Interdepartmental charges overall are budgeted to increase about $40,600 primarily due to budgeted increase in Corporation Counsel legal fees of $38,200.

Adult Protective Services (continued)

Activity

	2013 Act.	2014 Bud.	2014 Est.	2015 Bud.	Change
Number of Watts Court Ordered Assessment	297	310	349	375	65
Average Caseload for seven Dispositional Workers	30	36	42	46	10
Emergency Protective Placements	50	48	48	52	4
Chapter 51.67	27	NA	30	35	N/A
Comprehensive Evals	56	77	65	70	(7)
At Risk Cases Reported in WITS*	80	122	84	90	(32)

*Wisconsin Incident Tracking System

Transportation Services

Program Description

Contracts for accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine) for older people and individuals with disabilities.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.30**	**0.20**
General Government	$812,567	$826,697	$818,469	$842,073	$15,376
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	**$337,377**	**$247,301**	**$247,301**	**$256,073**	**$8,772**
Total Revenues	**$1,149,944**	**$1,073,998**	**$1,065,770**	**$1,098,146**	**$24,148**
Personnel Costs	$70,133	$72,212	$72,400	$92,861	$20,649
Operating Expenses	$926,441	$991,357	$927,457	$994,614	$3,257
Interdept. Charges	$10,014	$10,429	$9,467	$10,671	$242
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,006,588**	**$1,073,998**	**$1,009,324**	**$1,098,146**	**$24,148**
Rev. Over (Under) Exp.	$143,356	$0	$56,446	$0	$0

Program Highlights

General Government revenues are budgeted to increase $15,400 related to the State of Wisconsin Department of Transportation (WIDOT) Specialized Transportation grant. The WIDOT grant requires a 20% local cash match or tax levy funding, which the County significantly overmatches in order to provide adequate transport services to our at risk elderly and disabled.

County Tax Levy for this program area increases in the 2015 budget by about $8,800, mainly due to increases in expenses (noted below).

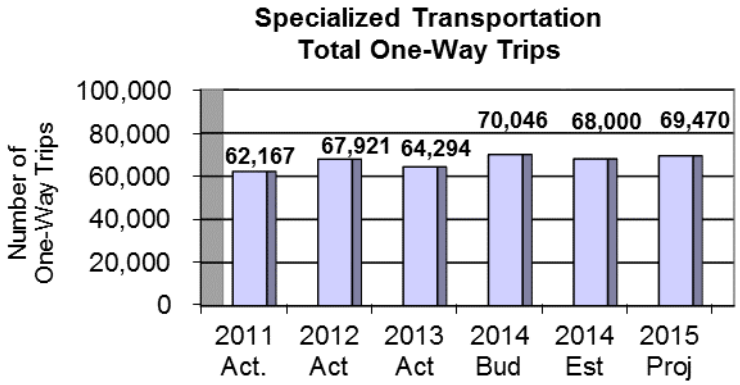
Net personnel costs are budgeted to increase $20,600 due to costs to continue staff allocated to this program. Also, the FTE is increased by 0.20 FTE as staff is reallocated from the Nutrition program.

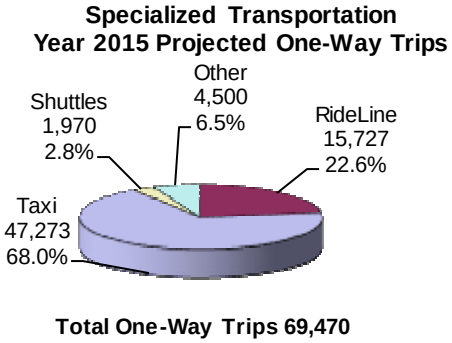
Operating expenses are budgeted to slightly increase by $3,300 mostly due to an increase in Shared Fare Taxi one-way trips by 1,800 or $23,000 over the 2014 budget, offset by a decrease in Rideline trips projected to decrease by 1,300 or about $21,200.

Transportation Services (continued)

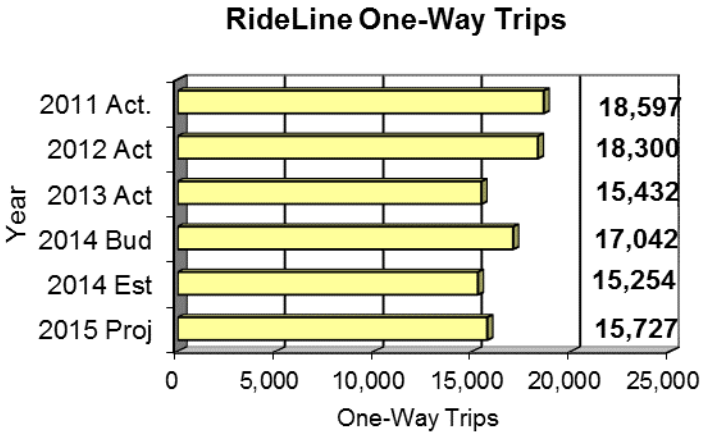
Activity

Net Average Cost Per One-Way Trip						
	2011 Act.	**2012 Act.**	**2013 Act**	**2014 Bud.**	**2014 Est.**	**2015 Bud.**
Shared-Fare Taxi	$5.27	$5.51	$5.56	$5.65	$5.63	$5.67
RideLine	$29.57	$31.40	$32.64	$34.11	$34.07	$35.37

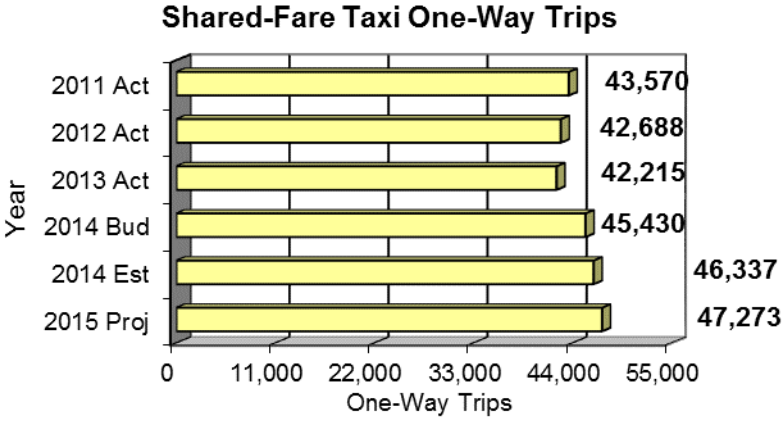




Overall, the 2015 Specialized Transportation Program budget includes a decrease of 576 one-way trips from the 2014 Budget, but a 2.2% increase of 1,470 one-way trips from the 2014 Estimate, for a total of 69,470.



The number of one-way RideLine trips is expected to decrease from the 2014 Budget level, but increase from the 2014 Estimate by 473 trips or 3.1%.



Shared-fare taxi service is expected to increase by 1,843 one-way trips from the 2014 Budget level, and increase by 936 one-way trips or 2.0% from the 2014 Estimate.

Program Description

Entry point for accessing services and filing reports of elder abuse/neglect. Provides information, assistance and short term case management. Includes needs assessments, counseling, assistance regarding available resources and service options, and support that empower older adults, caregivers, and the community to make informed choices.

Services include a wide range of short-term and long-term supportive home care, adult day center care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services. Evidence based prevention programs and older adult education to foster safe independent community living.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.89**	**5.89**	**5.89**	**5.24**	**(0.66)**
General Government	$509,091	$507,424	$465,700	$475,503	($31,921)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$130	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20,845	$24,167	$21,531	$23,680	($487)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$407,551**	**$413,182**	**$413,182**	**$426,493**	**$13,311**
Total Revenues	**$937,617**	**$944,773**	**$900,413**	**$925,676**	**($19,097)**
Personnel Costs	$403,376	$414,685	$411,509	$385,304	($29,381)
Operating Expenses	$394,835	$494,298	$460,964	$500,379	$6,081
Interdept. Charges	$37,096	$35,790	$35,557	$39,993	$4,203
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$835,307**	**$944,773**	**$908,030**	**$925,676**	**($19,097)**

Rev. Over (Under) Exp.	$102,310	$0	($7,617)	$0	$0

Program Highlights

General Government revenues overall decreased by $31,900 due to a decrease from Federal Title IIIB Supportive Services grant funding of $19,600 to $188,800, as well as a Federal Title IIIE National Family Caregiver Support Program funding decrease of $11,250 from $134,600 to $123,300. This also includes a decrease of $1,100 in Title IIID Health Promotion.

Other revenues decrease $500 to $23,700 due to an anticipated reduction in general donations for volunteer recognition event.

The increase of tax levy funding by $13,300 is mainly related to a net decrease in General Government Revenues and other revenues.

Net personnel costs decrease $29,400 mostly related to health insurance which decreases $18,500 mostly related to employee selections of plans. Also, the FTE decreases as 0.66 FTE is reallocated from this fund to the General Fund Community Service program.

Operating expenses overall increased by about $6,100 from $494,300 to $500,400. Expenditures increase in Home Health Care by $7,500 to $99,100, Personal Care by $6,400 to $71,600 and contracted services of $11,800. These increases are partially offset by decreases in office supplies, $2,800; outside postage, $2,400; managed print service, $4,800; outside printing, $3,600; and adult day care, $6,200.

Interdepartmental charges increase by about $4,200 mostly due to an increase in computer maintenance costs.

Activity

Clients Receiving Community Services				
2013 Act.	**2014 Bud.**	**2014 Est.**	**2015 Budget**	**Change from 2014 Budget**
1,239	978	1,235	1,235	257

Clients Receiving Case Management Services				
2013 Act.	**2014 Bud.**	**2014 Est.**	**2015 Budget**	**Change from 2014 Budget**
1,289	1,200	1,413	1,400	200

Case management may include discussion of multiple issues; assessment or establishing of a care plan only; or individual/group counseling of an older adult and/or caregivers. Clients may receive more than one type of contact.

Volunteer Activities					
	2013 Act	**2014 Bud.**	**2014 Est.**	**2015 Bud.**	**Change from 2014 Budget**
Number of Volunteers	864	863	781	800	(63)
Valuation	$620,430	$624,750	$560,829	$574,484	($50,266)
Number of Hours	34,758	35,000	31,419	32,184	(2,816)

The hourly valuation for all Waukesha County volunteers was established at $17.85 per hour (determined by D.O.A.)

Program Description

The nutrition program includes the home delivered meals and senior dining center meals. Older Americans Act programs are not means tested and mandates a donation based program; therefore a standard fee cannot be charged for a meal.

Home delivery provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through home visits, and supportive service intervention.

Senior Dining Center meals provide a nutritious meal with socialization, education, and health/wellness programs at community centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**9.46**	**9.46**	**9.46**	**9.25**	**(0.21)**
General Government	$750,695	$720,245	$761,465	$736,221	$15,976
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$413,716	$399,030	$410,372	$423,160	$24,130
Appr. Fund Balance	$15,339	$2,100	$6,660	$8,200	$6,100
County Tax Levy	**$336,028**	**$306,361**	**$306,361**	**$232,199**	**($74,162)**
Total Revenues	**$1,515,778**	**$1,427,736**	**$1,484,858**	**$1,399,780**	**($27,956)**
Personnel Costs	$449,766	$468,725	$444,799	$446,446	($22,279)
Operating Expenses	$899,065	$907,360	$868,195	$910,677	$3,317
Interdept. Charges	$49,245	$51,651	$50,396	$42,657	($8,994)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,398,076**	**$1,427,736**	**$1,363,390**	**$1,399,780**	**($27,956)**
Rev. Over (Under) Exp.	$117,702	$0	$121,468	$0	$0

HEALTH AND HUMAN SERVICES (NUTRITION)

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Home Delivered Meals						
Revenues	$713,985	$625,950	$719,251	$685,516	$59,566	9.5%
County Tax Levy	$336,028	$306,361	$306,361	$232,199	($74,162)	-24.2%
Expenditures	$934,412	$932,311	$904,144	$917,715	($14,596)	-1.6%
Rev. Over (Under) Exp.	$115,601	$0	$121,468	$0	-	N/A
Senior Dining						
Revenues	$465,765	$495,425	$459,246	$482,065	($13,360)	-2.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$463,665	$495,425	$459,246	$482,065	($13,360)	-2.7%
Rev. Over (Under) Exp.	$2,099	$0	$0	$0	-	N/A

Nutrition (Continued)

Program Highlights

General Government revenues overall are budgeted to increase by about $16,000 to $736,200. This increase is primarily due to an estimated increase in the Nutrition Services Incentive Program (NSIP) which is anticipated to increase $16,900 from $88,100 to $105,000. This increase is offset by a $1,500 decrease to $428,100 in the Older Americans Act III-C-1 funding for congregate meals.

Other revenue is budgeted to increase about $24,100 primarily due to a projected $33,200 increase to $104,000 for additional meals expected to be delivered to Managed Care Organization (MCO) clients, and an increase of $3,700 from $218,800 to $222,400 for home delivered meal client donations. To offset these increases, a $12,500 decrease in senior dining center client meal donations from $109,300 to $96,800 resulting from an anticipated decrease in the projected number of meals served, and a revenue reduction in the actual client donation per meal. General Fund balance of $8,200 is appropriated for a one-time purchase of a commercial dish machine, one steam table, and gel packs to assist with temperature control for the delivery of hot meals. County tax levy in the nutrition program is anticipated to decrease by $74,162 mainly due to general government and other revenue increases, coupled with program expenditure decreases. There is no County tax levy in the Senior Dining Program.

Net personnel costs decrease $22,300 mostly reflecting staff turnover being replaced at lower costs. In addition, 0.21 FTE is transferred out of this program to the transportation program. These decreases are offset by costs to continue the remaining 9.26 FTE allocated to this program.

Operating expenses overall reflect a net increase of $3,317 primarily due to increases in small equipment of $6,100 and mileage reimbursement of $4,100. These increases are partially offset by a decrease of $7,800 in food service cost.

Interdepartmental charges decrease approximately $9,000 mostly due to reduced end user computer maintenance fees of $8,100.

Activity

The Nutrition Screen includes Older Americans Act core nutrition risk definitions that identify nutrition problems that could impact future health and independence. A “Very High” risk score indicates a need for focused nutrition intervention. An ADRC strategic objective addresses the need to reduce high and very high risk scores. Risk is assessed annually or more frequently if warranted.

NUTRITION SCREEN	
Risk	**Score**
Low	0 – 5
High	6 – 15
Very High	16 or more

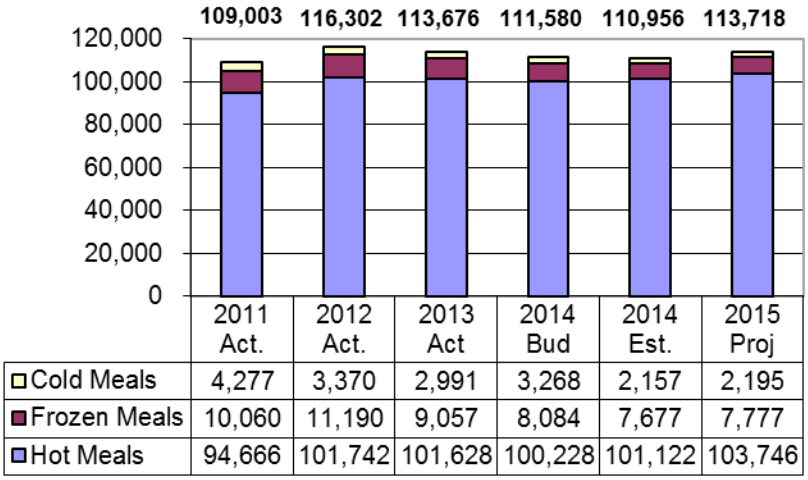
Home Delivered Meal (HDM) Participant Responses to Survey Questions					
	2013 Act.	**2014 Act.**	**2014 Bud.**	**2014 Est.**	**2015 Bud.**
HDMs help to live independently in home (201 responses)	94.3%	89%	NA	89%	89%
Feel HDMs have improved quality of life (193 responses)	NA	91.7%	NA	91.7%	90%
Half or more daily food intake provided by meal (196 responses)	68%	66.3%	NA	66.3%	65%

Nutrition (Continued)

Home Delivered Meal Cost Summary					
	2012 Act.	**2013 Act.**	**2014 Bud.**	**2014 Est.**	**2015 Bud.**
Gross Cost Per Meal	$7.99	$8.26	$8.36	$8.15	$8.07
Average Client Donation Per Meal	$1.99	$2.19	$2.11	$2.17	$2.17
Net cost Per Meal	$6.00	$6.07	$6.25	$5.98	$5.90

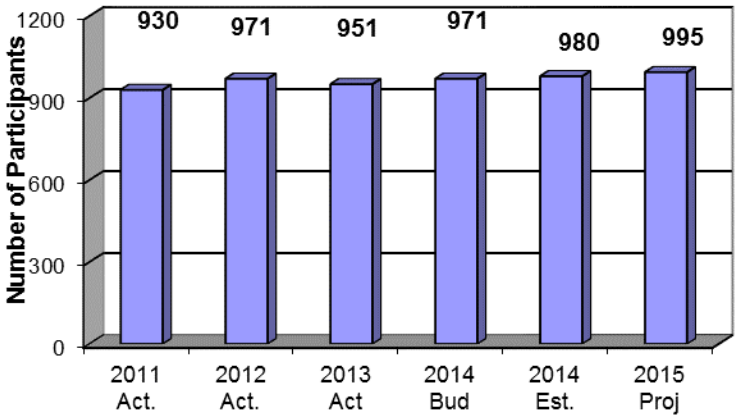
Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

Total Home Delivered Meals Served



Projected number of home delivered meals for 2015 anticipates an increase of 2,138 meals from the 2014 budgeted number of meals to be served. This projected increase in number of meals is based on actual experience for the first half of 2014.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2013 and during the first half of 2014, the number of projected home delivered meal recipients in 2015 is expected to be at 995. This is an increase of 24 from the 2014 budgeted level.

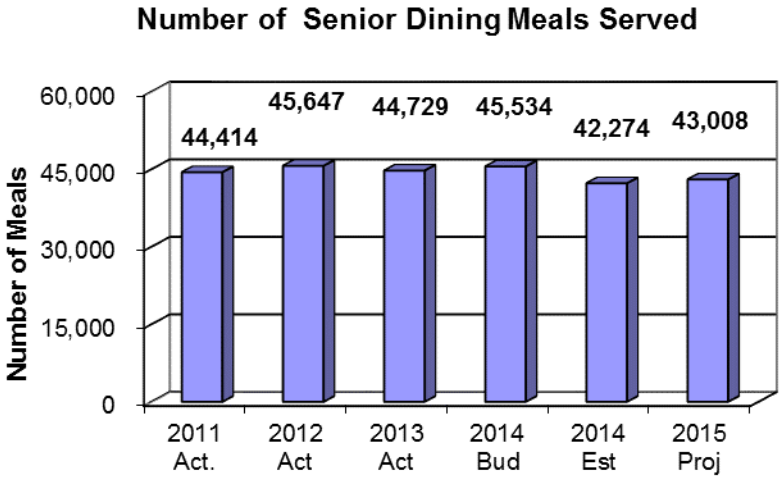
Nutrition (Continued)

Activity

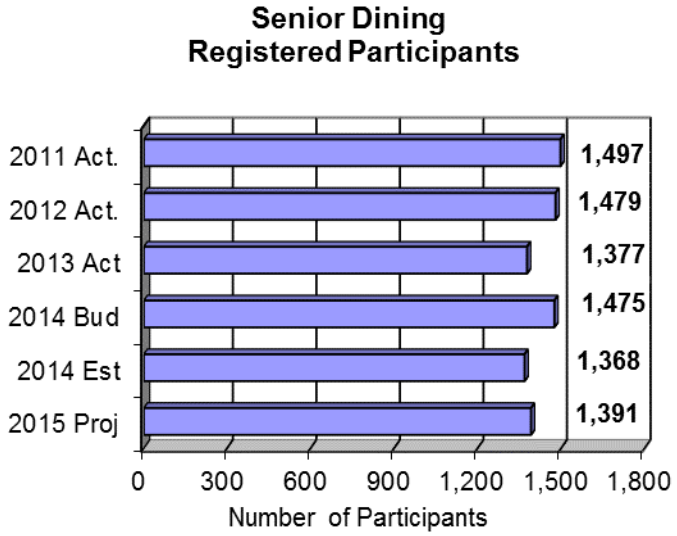
Senior Dining Center Meal Cost Summary					
	2012 Act.	**2013 Act.**	**2014 Bud.**	**2014 Est.**	**2015 Bud.**
Gross Cost Per Meal	$10.38	$10.37	$10.88	$10.86	$11.21
Average Donation Per Meal	$2.43	$2.23	$2.40	$2.20	$2.25
Net Cost Per Meal	$7.95	$8.14	$8.48	$8.66	$8.96

Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.

Percent of Senior Dining Participants Responding to Survey					
	2013 Act.	**2014 Act.**	**2014 Bud.**	**2014 Est.**	**2015 Bud.**
Half or more daily food intake provided by meal (202 responses)	64%	70.7%	NA	70.7%	70.%
Improved quality of life (195 responses)	NA	87.6%	NA	87.6%	85.%



The 2015 Senior Dining Program is expected to decrease by 2,526 meals from 2014 budget, but increase 734 meals from 2014 estimate.



Based on actual experience during 2013 and during the first half of 2014, the number of Senior Dining participants is projected at 1,391 in 2015. This is a 84 participant decrease from the 2014 budgeted number of participants.

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Contract Fund is a Special Revenue Fund operation providing the public with information related to aging or living with a disability. Programs provide specialized counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, health care financing, and reverse mortgages. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$2,786,154	$3,083,823	$3,026,641	$3,485,185	$401,362	13.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,786,154**	**$3,083,823**	**$3,026,641**	**$3,485,185**	**$401,362**	**13.0%**
Expenditures						
Personnel Costs	$1,984,922	$2,194,944	$2,073,200	$2,160,127	($34,817)	-1.6%
Operating Expenses (a)	$437,034	$519,811	$581,624	$936,870	$417,059	80.2%
Interdept. Charges	$364,238	$369,068	$371,817	$388,188	$19,120	5.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,786,194**	**$3,083,823**	**$3,026,641**	**$3,485,185**	**$401,362**	**13.0%**
Rev. Over (Under) Exp.	($40)	$0	$0	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	24.40	24.40	24.40	25.06	0.66	
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	24.40	24.40	24.40	25.06	0.66	

(a) The 2014 operating expenses are estimated to exceed the 2014 budget related to higher contracted service costs. A funds transfer will be requested during the year if the expenditures materialize.

Program Highlights

General Government revenue for the ADRC Contract fund is budgeted to increase $401,400 from $3,083,800 to $3,485,200 due to increased program related expenses which are identified below.

Personnel costs are budgeted to decrease $34,800 for 25.06 FTE. This decrease is mostly related to a $32,300 decrease in health insurance as a result of employee selections. Also, there were several position vacancies that were filled at lower levels resulting in lower salary costs. These reductions are offset with cost to continue increases. Also, the FTE increases 0.66 related to a reallocation of existing staff to this fund from the General Fund Community Service program.

Operating expenses reflect a net increase of $417,100 primarily due to the addition of four contracted ADRC Specialists in the amount of $315,600 and one Dementia Care Specialist in the amount of $65,100. Increases in operating expenses also include additional promotion/PR supplies, printing and postage and other miscellaneous supplies.

Interdepartmental charges increase $19,100 primarily due to increased end-user technology computer charges for maintenance and computer replacement.

Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

	2013 Act	2014 Bud	2014 Est.	2015 Proj.
Information & Assistance Contacts	17,813	18,500	18,892	19,000
Long-Term Care Options Counseling Contacts	8,892	10,000	7,986	8,000
Functional Screen Contacts	608	800	652	675
Elder Benefits Counseling Contacts (a) (c)	2,561	3,000	2,588	3,000
Disability Benefits Counseling Contacts (b) (c)	3,400	4,000	4,000	4,000

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) The Elder Benefit specialist helped County residents to receive $1,645,752 in benefits and the Disability Benefit Specialist helped County residents receive $898,300 in benefits.

Outreach and Marketing Activities					
	2013 Act	2014 Bud.	2014 Est.	2015 Bud.	Change from 2014 Budget
Annual Newsletter Distribution (a)(b)	9,480(a)	8,700	16,000(b)	24,000(b)	14,520
ADRC Resource Guide (c)	14,000	8,000	8,000	8,000	0
Presentation/Display Audience	2,521	1,600	2,186	2,500	900

(a) Newsletter distribution includes monthly distribution of caregiver newsletter.
(b) Monthly ADRC newsletter published beginning in April, 2014.
(c) Increased use of technological resources has decreased the demand for printed ADRC resource guides.

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Parks, Environment, Education, & Land Use

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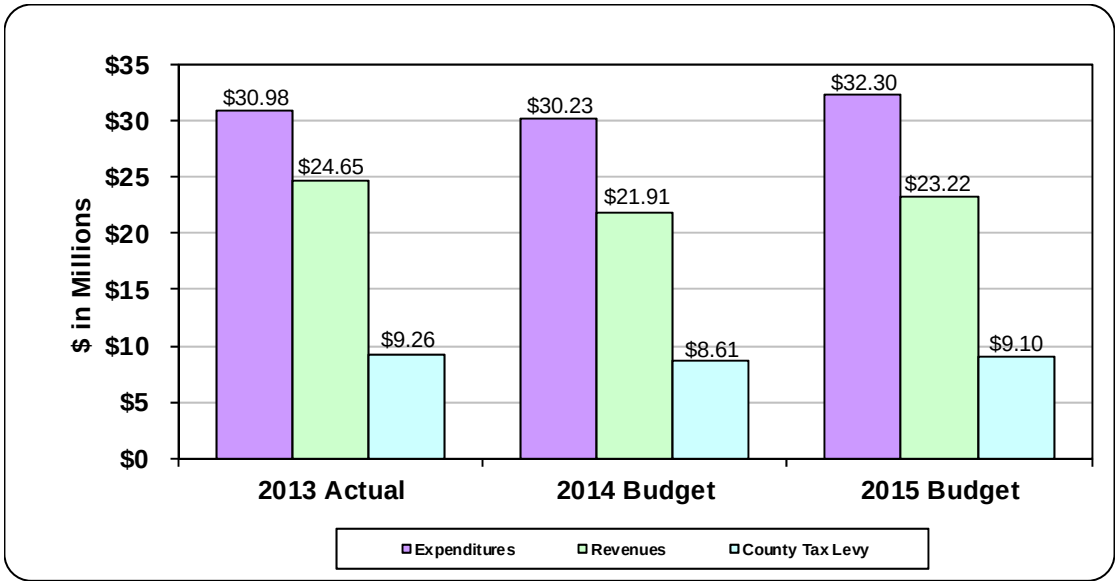
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects and enhances the County's natural resources 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 2015 Expenditure Budget for this functional area totals approximately $32,295,800, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly $2,062,600 or 6.8% from the 2014 Adopted Budget. Revenues in the 2015 Budget total about $23,224,100, after including $1,830,500 of various Fund Balance appropriations, which is an increase of about $1,318,000 or 6.0% from the 2014 base budget of $21,906,117. The Tax Levy necessary to fund this functional area totals $9,103,832, an increase of $495,432 or 5.8% from the 2014 Budget. This functional area uses about 9% of the total County tax levy.

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

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE***						
Revenues (a)(b)	$24,315,090	$21,906,117	$22,106,770	$23,224,139	$1,318,022	6.0%
County Tax Levy	$9,260,376	$8,608,400	$8,608,400	$9,103,832	$495,432	5.8%
Expenditure (a)	$30,975,379	$30,233,247	$30,093,787	$32,295,829	$2,062,582	6.8%
Rev. Over (Under) Exp. (e)	$2,167,479	$51,100	$201,551	$40,000	($11,100)	-21.7%
Oper Income/(Loss) (d)	$432,608	$230,170	$419,832	($7,858)	($238,028)	-103.4%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$3,104,001	$3,422,360	$3,184,000	$3,395,533	($26,827)	-0.8%
County Tax Levy (d)	($1,394,301)	($1,981,301)	($1,981,301)	($1,956,301)	$25,000	N/A
Expenditure	$1,323,479	$1,441,059	$1,411,031	$1,439,232	($1,827)	-0.1%
Rev. Over (Under) Exp.(d)	$386,221	$0	($208,332)	$0	$0	N/A
UW EXTENSION						
Revenues (a)(b)	$396,690	$314,551	$283,910	$208,715	($105,836)	-33.6%
County Tax Levy	$343,063	$348,063	$348,063	$349,763	$1,700	0.5%
Expenditure (a)	$698,415	$662,614	$598,677	$558,478	($104,136)	-15.7%
Rev. Over (Under) Exp.	$41,338	$0	$33,296	$0	$0	N/A
LIBRARY						
Revenues (a)(b)	$1,797,855	$1,812,869	$1,756,698	$1,713,264	($99,605)	-5.5%
County Tax Levy	$2,930,604	$2,965,628	$2,965,628	$3,424,360	$458,732	15.5%
Expenditure (a)	$4,568,903	$4,727,397	$4,615,050	$5,097,624	$370,227	7.8%
Rev. Over (Under) Exp. (e)	$159,556	$51,100	$107,276	$40,000	($11,100)	-21.7%
PARKS AND LAND USE						
Revenues (a)(b)	$19,016,544	$16,356,337	$16,882,162	$17,906,627	$1,550,290	9.5%
County Tax Levy	$7,381,010	$7,276,010	$7,276,010	$7,286,010	$10,000	0.1%
Expenditure (a)	$24,384,582	$23,402,177	$23,469,029	$25,200,495	$1,798,318	7.7%
Rev. Over (Under) Exp.	$1,580,364	$0	$269,311	$0	$0	N/A
Oper Income/(Loss) (c)	$432,608	$230,170	$419,832	($7,858)	($238,028)	-103.4%

(a) The 2014 estimates exceed the 2014 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2015 Budget includes various Fund Balance appropriations totaling 2,347,600 which includes $1,100,000 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $800,000 from the Parks Tarmann Parkland Acquisition Fund; $300,000 in Register of Deeds from the General Fund; $69,300 in the Federated State Aids, Federal and Misc. Fund; $67,100 in Parks and Land Use from the General Fund; $25,000 from the Ice Arenas Fund; and $11,200 from UW Extension. The 2014 Budget includes various Fund Balance appropriations totaling 1,830,500 which includes $973,700 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $700,000 from the Parks Tarmann Parkland Acquisition Fund; $69,300 in the Federated State Aids, Federal and Misc. Fund; $65,000 in Parks and Land Use from the General Fund; $17,500 from UW Extension and $5,000 from the Ice Arenas Fund.

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

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

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

- **Parks and Land Use – Material Recovery Facility (MRF) Fund** budget will experience a significant year of transition in 2015, implementing a joint agreement with the City of Milwaukee to process single-stream recyclable materials in a facility remodeled funded through Capital Project 201409 for $7.7 million. Expenditures are budgeted to increase $1.7 million to $4.34 million, mainly due to the per-ton fee to be paid to the County's vendor to process recyclable materials under the new contract, budgeted at $1.04 million, as well as an increase in the community dividend payments that are budgeted to increase approximately $582K to $1.8 million. The increase in dividend payments is to assist communities with obtaining new recycling bins that are more conducive to single stream recycling efforts, and assist municipal efforts in direct hauling recyclable materials to the joint MRF in the City of Milwaukee and away from the previous MRF located in the City of Waukesha. The increases in costs are offset by several new changes in 2015, including an increase in material sales revenue sharing between the County and the County's private processing contractor from 50% to 80% of material sales, or an increase of $1.1 million. The budget also includes $100,000 of landfill siting fee revenues to assist in covering transition costs. Several other revenue accounts (including MRF Fund Balance) increase a total of nearly $106K, resulting in a budgeted operating income of approximately $183,900 in 2015.

- The **Federated Library System County Library Tax Levy** increases by about $458,700 or 15.5% to $3,424,360 in 2015. The increase in library tax levy is primarily due to a one-time modification to the formula as a result of the dissolution of the Sussex-Lisbon joint library. This modification will count the Town of Lisbon as a True Non-Resident (TNR) community, and relax the distribution caps to provide additional funding to libraries based on their net lending effort to the Town of Lisbon, resulting in an increase of approximately $453,400. <u>The special library tax levy is distinct from, and has no impact on the County General Tax Levy</u>.

- The **Federated Library System State Aids Fund** expenditures decrease approximately $36,400 or 2.7% to $1.33 million, mainly due to reductions in personnel costs of $75,200 due to the unfunding of a 1.00 FTE Administrative Assistant position at a total cost of approximately $61,700 and the abolishment of 1.00 FTE Library Services Specialist partially offset with the creation of 1.00 FTE Librarian at a budgeted cost savings of $42,400. These decreases are partially offset by the cost to continue remaining library staff. In addition, Operating expenditures increase $54K, related to the Federated Library System budgeting for e-magazine subscription service of $35,000 and a one-year pilot project subscription to *Gale Courses* for $40,000, allowing member libraries to offer instructor led, self-paced online classes in various subject areas to Waukesha County citizens. This is partially offset by a decrease in building rent costs of $24,200 as staff will be relocating to a new office space in downtown Waukesha in Fall 2014.

- **Register of Deeds** (ROD) budget includes a Tax Levy Credit from revenues which exceed expenditures. This levy credit decreases $25,000 to $1.96 million and is used to offset Tax Levy funding required for other County general fund operations. This is largely due to a $400,000 decrease in budgeted redaction fee revenues as part of the 2013-15 Wisconsin State Budget allowing Counties the use of redaction fee revenues in 2014 for general purposes. This is partially offset by an increase of $300,000 of fund balance in 2015, to be phased in future years. In addition, Real Estate Transfer fees are budgeted to increase nearly $152,200 due to an increase in home sales, reflecting improving conditions in the real estate market, partially offset by a decrease in document recording fee revenues of $75,000 related to a reduction in home mortgage refinancing activity.

- **Parks and Land Use General Fund** charges for services revenue is budgeted to increase by nearly $48,100 to about $2.03 million mainly due to an increase in various Parks revenues including annual stickers and entrance fees of $20,850 and an increase in Subdivision and storm water permit fees of $16,700 related to an increase in real estate development activity. Fines and License Revenues are budgeted to increase by about $23,000 related to an increase in Restaurant and Retail Food inspections of $13,000 and Septic System Permits of $15,000 reflecting an increase in real estate market activity and development in areas that have private sewer systems. Decreases in Other Revenues of about $51,000 is mainly due to a decrease in donations revenue of $40,000 related to an Interpretive Signage project at the Retzer Nature Center and Mukwonago Dog Park improvements, completed in 2014.

- Also, **Parks and Land Use General Fund** Fixed Assets are budgeted to decrease $74,400 to $244,100 and include: signage updates at various County facilities of $30,000, the removal of the barn Ryan Park of $28,000, updated signage, lighting and landscaping at Naga-Waukee Park of $22,000, $24,000 for the painting of offices at Minooka and Mukwonago Parks, $15,000 for new waterlines and a meter pit at Muskego Park, $16,850 for painting and weatherproofing the Northview Shed, in addition to several smaller projects.

- **Parks and Land Use General Fund** Personnel budget increases $72,200 or less than 1% and includes a 1.00 FTE reduction for the unfunding of an Environmental Health Sanitarian position of approximately $73,000, a 2.09 FTE decrease in extra help mainly at various County Parks partially due to a shift in budgeting fewer position classifications at an increased rate, and a slight reduction of 0.08 FTE overtime, offset by the cost to continue remaining staff levels.

- **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 budgeted to increase from 2014 budgeted levels for both the Community Development Block Grant (CDBG) program by about $84,100 to $1,334,000 and the HOME program by nearly $55,900 to $1,104,800. In addition, Revolving Loan and Program Income funding for CDBG programming is reduced $105,000 to $460,000 to better reflect prior year actuals.

- **Parks and Land Use Land Information Systems (LIS) Fund** charges for services revenue decreases $32,000 to $720,000 to reflect a decrease in document recording fee revenues mainly as a result of home mortgage refinancing activity. This is mainly offset by an increased budgeted allocation of Landfill Siting Fee revenue of nearly $35,200.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the same $1 million amount as the 2014 Budget. This includes 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. Tarmann Fund Balance is increased $100,000 to offset budget decreases in interest income and landfill siting fee revenues of $50,000 each.

- **Parks and Land Use – Golf Courses and Ice Arenas**

    - **The Golf Course Fund** estimates a cash flow of $56,800 (revenues – expenditures: excluding depreciation expense). Budgeted fixed asset purchases of $49,000 include: $18,000 for irrigation pumps at Moor Downs Golf Course; as well as $6,000 for clubhouse improvements, $15,000 for clubhouse roof repairs at Wanaki Golf Course, and $10,000 for tee box improvements at Naga-Waukee Golf Course.

    - **The Ice Arena Fund** estimates a cash flow of about $50,300. Operating expenses are budgeted to increase about $27,500, mainly due to a mold removal project on the exterior of Naga-Waukee Ice Arena of $25,000.

- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) decrease by about $105,800. This is mainly due to several funding sources from 2014 related to grants and donations for program projects that are completed or not continued in 2015, totaling nearly $126,000. This decrease is partially offset by the department budgeting $30,000 in grant funding to provide business education and technical assistance training to clients at the Wisconsin Women's Business Initiative Center (WWBIC). In addition, 1.00 FTE Office Services Coordinator is reclassified to a Programs and Projects Analyst. This position will be assuming some of the duties previously assigned to the 0.25 FTE 133 Contract Educator & Co-Director position, removed in 2015.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
REGISTER OF DEEDS	General	18.60	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	6.00	6.00	6.00	5.25	(0.75)
	CAFÉ Shared Automation Fund	1.00	1.00	1.00	0.75	(0.25)
	Subtotal Federated Library	7.00	7.00	7.00	6.00	(1.00)
PARKS & LAND USE	General	80.39	79.89	79.89	78.89	(1.00)
	Community Development	2.35	2.85	2.85	2.85	0.00
	Golf Courses	8.80	8.80	8.80	8.80	0.00
	Ice Arenas	4.91	4.91	4.91	4.91	0.00
	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	104.60	104.60	104.60	103.60	(1.00)
TOTAL REGULAR POSITIONS		133.20	133.20	133.20	131.20	(2.00)
TOTAL EXTRA HELP		75.17	75.92	75.92	70.50	(5.42)
TOTAL OVERTIME		3.87	2.63	2.63	2.34	(0.28)
TOTAL BUDGETED POSITIONS		212.24	211.75	211.75	204.05	(7.70)

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

2015 BUDGET ACTIONS:

Parks - CDBG
Increase: 0.04 FTE Overtime

Parks - General
Unfund: 1.00 FTE Environmental Health Sanitarian
Decrease: 2.08 FTE Extra Temporary Help
Decrease: 0.07 FTE Overtime

Parks - Golf
Decrease: 2.93 FTE Extra Temporary Help
Decrease: 0.31 FTE Overtime

Parks - Ice Areans
Decrease: 0.39 FTE Extra Temporary Help

Parks - MRF
Decrease: 0.10 FTE Extra Temporary Help

Register of Deeds
Increase: 0.06 FTE Overtime

UW-Extension
Reclass: 1.00 FTE Office Serivces Coordinator to 1.0 FTE Programs and Projects Analyst

Federated Library
Create: 1.0 FTE Librarian
Abolish: 1.0 FTE Library Specialist
Unfund: 1.00 FTE Administrative Assistant
Increase: 0.08 FTE Extra Help

2014 CURRENT YEAR ACTIONS
None

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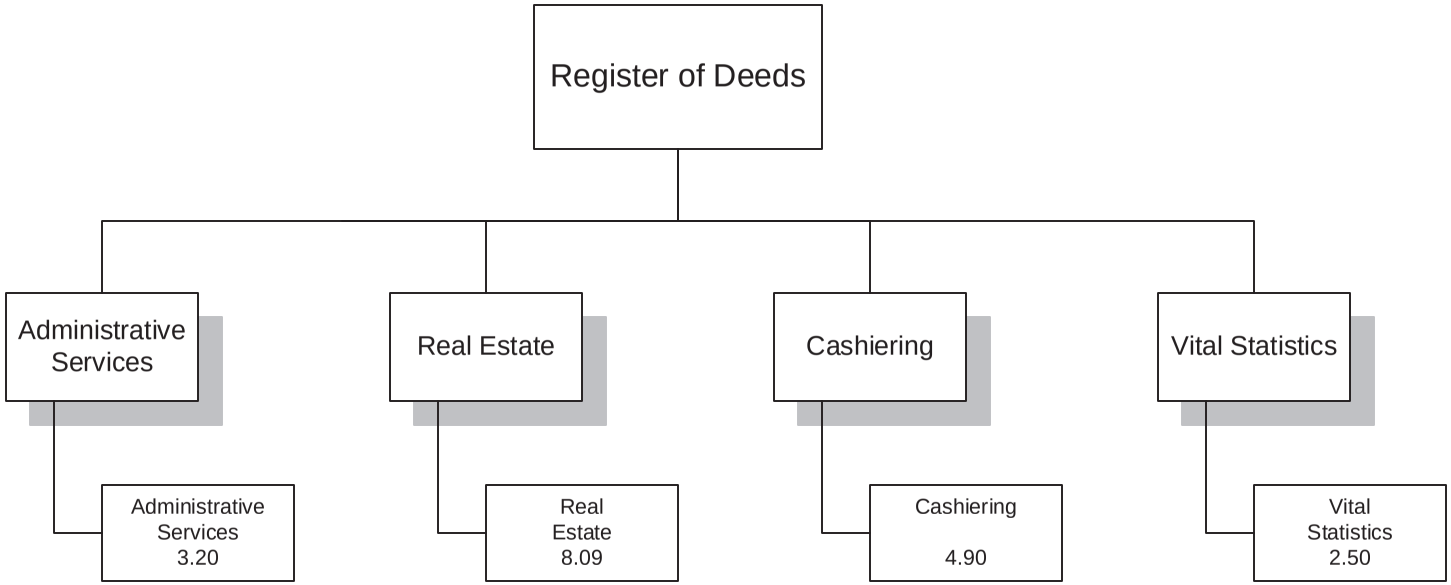
Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



18.69 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.

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,102,597	$3,422,360	$3,184,000	$3,095,533	($326,827)	-9.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$20	$0	$0	$0	$0	N/A
Appr. Fund Balance	$1,384	$0	$0	$300,000	$300,000	N/A
County Tax Levy (Credit)(a)	**($1,394,301)**	**($1,981,301)**	**($1,981,301)**	**($1,956,301)**	**$25,000**	**N/A**
Total Revenue Sources	**$1,709,700**	**$1,441,059**	**$1,202,699**	**$1,439,232**	**($1,827)**	**-0.1%**
Expenditures						
Personnel Costs	$1,030,650	$1,107,427	$1,105,116	$1,136,101	$28,674	2.6%
Operating Expenses	$59,170	$86,013	$69,405	$70,340	($15,673)	-18.2%
Interdept. Charges	$233,659	$242,419	$231,310	$227,591	($14,828)	-6.1%
Fixed Assets	$0	$5,200	$5,200	$5,200	$0	0.0%
Total Expenditures	**$1,323,479**	**$1,441,059**	**$1,411,031**	**$1,439,232**	**($1,827)**	**-0.1%**
Rev. Over (Under) Exp.	$386,221	$0	($208,332)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	18.60	18.60	18.60	18.60	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.03	0.03	0.03	0.09	0.06	
Total FTEs	18.63	18.63	18.63	18.69	0.06	

(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.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T= One-Time
200414	Countywide Cashiering (a)(c)	2014	$970,000	95%	35,000	A
201117	ROD Electronic Record Redaction (b)	2016	$1,350,000	20%	$0	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 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. No operating budget impact is anticipated in 2015. Due to a change in state statute, this fee will be collected for the State LIS fund beginning in 2015. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

(c) At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

1 Objective: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
# of days when a document is recorded after the benchmark of 6 business days*	37	5	22	10
# of days when a document is mailed out after the benchmark of 30 calendar days	66	0	15	5

* Benchmark was reduced from 8 to 6 days in 2011

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

2 Objective: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total transactions via Internet	4000	2,500	4000	5000*
Walk-in help requests	4650	4,200	4500	4400
Phone-in help requests	4588	5,000	5500	4500

* We anticipate an increase in Internet transactions after the implementation of a new Public Access software module in mid-2014

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

3 Objective: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
% Positive responses to survey	98%	98%	98%	99%

*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

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.20**	**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	$1,530,938	$1,247,360	$1,334,000	$1,402,533	$155,173
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$20	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit)(a)	**($717,260)**	**($917,072)**	**($917,072)**	**($1,073,411)**	**($156,339)**
Total Revenues	**$813,698**	**$330,288**	**$416,928**	**$329,122**	**($1,166)**
Personnel Costs	$284,307	$290,215	$291,360	$291,442	$1,227
Operating Expenses	$15,841	$19,810	$19,560	$19,170	($640)
Interdept. Charges	$27,659	$20,263	$19,618	$18,510	($1,753)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$327,807**	**$330,288**	**$330,538**	**$329,122**	**($1,166)**
Rev. Over (Under) Exp.	$485,891	$0	$86,390	$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 increase by about $155,200 to $1,402,500, mainly due to an increase in home sales which has resulted in increased transfer fees. 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 of properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties. Sales of large commercial properties can cause unpredictable spikes in revenue.

Personnel costs increase by $1,200 reflecting the cost to continue for 3.20 FTEs, and is partially offset by turnover in department staff. Operating expenditures decrease by about $600 mainly due to slight reductions in mileage reimbursement and travel costs. Interdepartmental charges are budgeted to decrease by about $1,750, mainly due to a savings in phone charges of $500, computer maintenance charges of $700 and reduction of nearly $500 in postage charges.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**8.03**	**8.03**	**8.03**	**8.09**	**0.06**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,371,491	$1,975,000	$1,640,000	$1,483,000	($492,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$1,384	$0	$0	$300,000	$300,000
County Tax Levy (Credit)(a)	**($955,753)**	**($1,341,372)**	**($1,341,372)**	**($1,174,887)**	**$166,485**
Total Revenues	**$417,122**	**$633,628**	**$298,628**	**$608,113**	**($25,515)**
Personnel Costs	$335,665	$402,750	$385,453	$405,226	$2,476
Operating Expenses	$37,314	$57,843	$40,050	$41,550	($16,293)
Interdept. Charges	$154,518	$167,835	$157,321	$156,137	($11,698)
Fixed Assets	$0	$5,200	$5,200	$5,200	$0
Total Expenditures	**$527,497**	**$633,628**	**$588,024**	**$608,113**	**($25,515)**
Rev. Over (Under) Exp.	($110,375)	$0	($289,396)	$0	$0

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

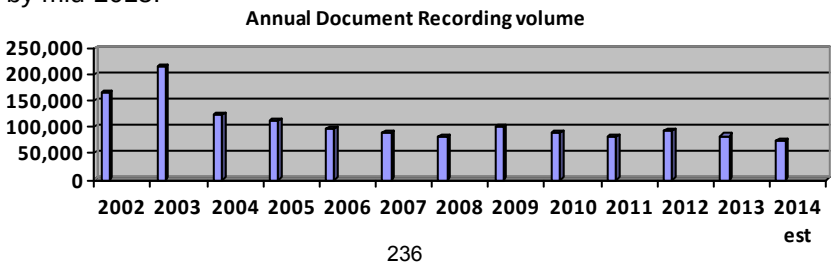
Program Highlights

Charges for services decrease by $492,000 to $1.48 million reflecting a budgeted decrease in document recordings based on 2013 and 2014 estimated document recordings, and removal of redaction fee revenue in accordance with changes to the state statute, moving the $5 redaction fee revenue from the County to the State. This decrease in revenue is partially offset by an increase to fund balance of $300,000, to be phased out over future years.

State and County Recording Fees	2013	2014	2015
State of Wisconsin	$2	$2	$7
County Land Info. Syst. Office	$8	$8	$8
ROD Retains	**$15**	**$20**	**$15**
Redaction Fee	$5	$0	$0
Total Fees	$30	$30	$30

Personnel costs are budgeted to increase by nearly $2,500 reflecting costs to continue for 8.09 FTE positions. Operating expenditures are budgeted to decrease by $16,300 mainly due to decreases in software maintenance of $13,400 and office supplies of $1,500, based on 2013 actual and 2014 projected expenses. Interdepartmental charges are budgeted to decrease by approximately $11,700 mainly due to decreases in microfilming charges linked to projected document recording estimates for 2015 of $7,100, and a decrease in budgeted computer maintenance and replacement charges of $3,100.

Fixed assets continue at $5,200 for the anticipated purchase of a new plat cabinet, as current cabinets are anticipated to be full by mid-2015.



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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.90**	**4.90**	**4.90**	**4.90**	**0.00**
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)	**$311,039**	**$314,405**	**$314,405**	**$323,981**	**$9,576**
Total Revenues	**$311,039**	**$314,405**	**$314,405**	**$323,981**	**$9,576**
Personnel Costs	$270,588	$274,740	$277,943	$284,412	$9,672
Operating Expenses	$2,471	$1,955	$2,770	$2,790	$835
Interdept. Charges	$35,805	$37,710	$37,610	$36,779	($931)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$308,864**	**$314,405**	**$318,323**	**$323,981**	**$9,576**

Rev. Over (Under) Exp.	$2,175	$0	($3,918)	$0	$0

Program Highlights

Personnel costs are budgeted to increase by approximately $9,700 to $284,400, reflecting costs to continue for 4.90 FTE positions. Operating expenditures increase slightly by $800 to $2,800 due to an increase in computer hardware repair dollars based on 2013 actual and 2014 projected charges, partially offset by a decrease in software license charges. Interdepartmental charges decrease slightly by $900, due to a decrease in computer maintenance and replacement charges of $1,700, partially offset by an increase in telephone charges of $900, based on prior year actuals and 2014 projected charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	134	130	150	145	15

Vital Statistics

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**2.50**	**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	$200,168	$200,000	$210,000	$210,000	$10,000
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)	**($32,327)**	**($37,262)**	**($37,262)**	**($31,984)**	**$5,278**
Total Revenues	**$167,841**	**$162,738**	**$172,738**	**$178,016**	**$15,278**
Personnel Costs	$140,090	$139,722	$150,360	$155,021	$15,299
Operating Expenses	$3,544	$6,405	$7,025	$6,830	$425
Interdept. Charges	$15,677	$16,611	$16,761	$16,165	($446)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$159,311**	**$162,738**	**$174,146**	**$178,016**	**$15,278**
Rev. Over (Under) Exp.	$8,530	$0	($1,408)	$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 $10,000 to $210,000, based on an upward trend over the last three years in vital record copy sales.

Personnel costs increase by nearly $15,300 due to a change in employee health insurance selection and the cost to continue 2.50 FTE positions. Operating expenses increase by about $400 to $6,800 reflecting an increase in printer maintenance and supplies, based on 2013 actuals and 2014 projected expenses. Interdepartmental charges decrease slightly by about $400 primarily due to decreases in computer maintenance and replacement charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Number of Certificates Filed					
Birth	4,070	4,000*	4100	4100	100
Death	3,680	3,200**	4,000	3,800	600
Marriage	1,837	1,800	1,500	1,500	-300
Domestic Partnership	14	12			
Number of Certified Copies Issued					
Birth	9,054	9,000	8,900	9,000	0
Death	37,611	36,000	41,478	38,000	2,000
Marriage	7,599	7,000	5,872	6,000	-1,000
Domestic Partnership	25	22	18	10	-12

* 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.

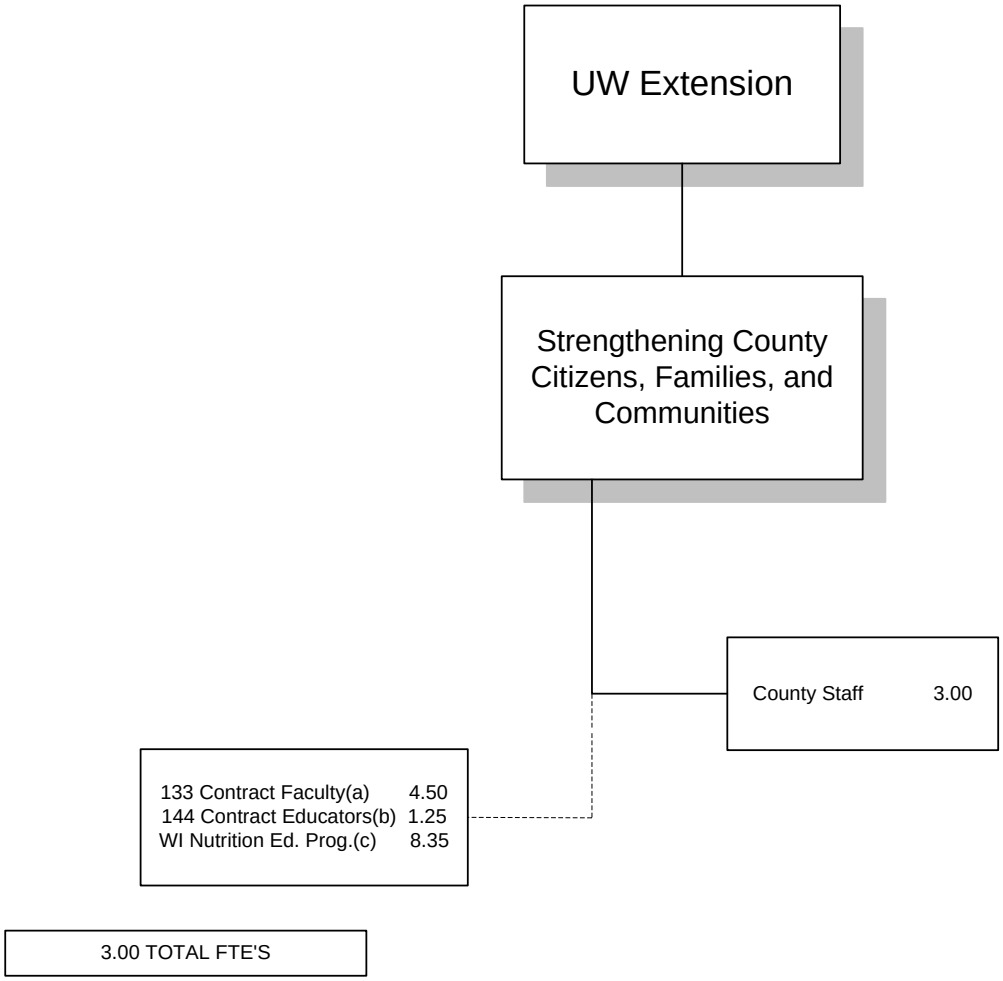
** Death certificates were incorporated into the state SVRIS system in Q4 of 2013. As a result, the ROD will no longer be required to accept and scan new death certificates, but will be required to review and approve each Certificate filed for Waukesha County.

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.

University of Wisconsin Extension

UW EXTENSION OFFICE

FUNCTION / PROGRAM CHART



(a) State 133 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.
(b) State 144 Contract educators are funded 100% through grants and other revenue sources, and are included in the County Budget.
(c) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget.

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 Extension

Statement of Purpose

Waukesha County University of Wisconsin Extension (UWEX), in partnership with the state UW Extension Office, delivers research based information to improve the quality of life for families in the areas of 4-H and youth development, family living, community resource development, agriculture, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$274,260	$166,348	$134,862	$107,417	($58,931)	-35.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$29,994	$55,473	$56,000	$54,198	($1,275)	-2.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$83,351	$75,230	$75,548	$35,900	($39,330)	-52.3%
Appr. Fund Balance	$9,085	$17,500	$17,500	$11,200	($6,300)	-36.0%
County Tax Levy	**$343,063**	**$348,063**	**$348,063**	**$349,763**	**$1,700**	**0.5%**
Total Revenue Sources	**$739,753**	**$662,614**	**$631,973**	**$558,478**	**($104,136)**	**-15.7%**
Expenditures						
Personnel Costs	$191,820	$175,163	$161,630	$169,293	($5,870)	-3.4%
Operating Expenses	$398,162	$379,980	$330,646	$293,328	($86,652)	-22.8%
Interdept. Charges	$108,433	$107,471	$106,401	$95,857	($11,614)	-10.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$698,415**	**$662,614**	**$598,677**	**$558,478**	**($104,136)**	**-15.7%**
Rev. Over (Under) Exp.	$41,338	$0	$33,296	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.00	3.00	3.00	3.00	0.00	
Extra Help	0.43	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	3.43	3.00	3.00	3.00	0.00	
Additional Human Res.						
State 133 Contract (a)	4.75	4.75	4.75	4.50	(0.25)	
Grant Funded State 144 Contract (b)	2.25	1.51	1.15	1.25	(0.26)	
Americorps/Americorps VISTA Workers	0.00	0.00	0.00	0.00	0.00	
WI Nutrition Education Program (c)	8.35	8.35	8.35	8.35	0.00	
State 4H Advisor (d)	1.00	1.00	0.25	0.00	(1.00)	
Total (Non-County)	**16.35**	**15.61**	**14.50**	**14.10**	**(1.51)**	

(a) State UW 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.

(b) The State 144 Contract for UW Extension community educators is paid 100% through grants and other revenue sources, and are included in the County Budget. Additional grants may be identified and requested for appropriation through ordinances during 2015 to increase the level of 144 Contract educator community support.

(c) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Extension Office.

(d) The state funded 4-H Advisor position ended July 31, 2014.

Strengthening County Citizens, Families & Communities

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

Program Description

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, youth, 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 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 2013 was 35,263 and estimated for 2014 is 35,500 and budgeted for 2015 is 36,000.

Program Highlights

General Government revenues are budgeted to decrease by $58,900 to about $107,400. This is mainly due to 2014 being the final year of the Lead Hazard Control Capacity Building Program grant, budgeted at $34,700 in 2014. This was a three year grant provided by HUD to the City of Waukesha, who subcontracted with UW-Extension to provide outreach services. In addition, two other projects including strategic planning efforts in the Haertel Field neighborhood (budgeted at $20,000 in 2014), and a service survey project for the Village of Summit ($12,800 in 2014) are not continued in 2015 due to estimated project completion in 2014. The budget also excludes approximately $28,350 of various grant funding or other revenue sources to be achieved or carried over for 2014.

These decreases are partially offset by a new grant in 2015 of $30,000 related to the Wisconsin Women's Business Initiative Center (WWBIC). WWBIC's purpose is to provide business education and business technical assistance to clients who are looking to start, expand or relocate a business in Waukesha County. UWEX will be responsible for assembling market information, and develop broader economic development strategies for each district so that the district develops a clearly defined market position complementary with other areas. In addition, the department is budgeting federal grant funding for the Sober Truth on Preventing Underage Drinking (STOP Act) grant (a Drug Free Communities related grant) of about $48,300 a nearly $6,800 increase from 2014 budget. This is a multi-year federal grant which began in 2013 and is projected to run through September 2016. The program seeks to prevent and reduce alcohol use among youth through the development of educational materials and the collection of survey data among local high school students at participating schools within the county.

Charges for services revenue is budgeted to decrease about $1,300 to $54,200. This is mainly due to department management budgeting nearly $30,300 or an $8,000 increase in Horticulture related programming developed by UW-Extension Horticulture staff. This is mainly due to the department budgeting $6,000 for the continuation of the Huber Gardens program, not included in the 2014 Adopted Budget. This is partially offset by a decrease of $3,600 in Family Living fees to better reflect program history and the 2014 estimate, as well as a $3,150 decrease in Community and Resource Development programming related to the department not budgeting Planning Commission workshops previously budgeted in 2014. Department management continues to budget $5,250 in participant fees for a strategic planning workshop geared towards non-profit agencies.

Other Revenues are budgeted to decrease $39,330, from $75,230 to $35,900, mainly due to uncertainties regarding the continuation of donated funds from ProHealth Care ($30,000) for neighborhood revitalization efforts. Department management indicates that this funding may continue in the future, but this entity has not made a firm commitment to continuing the program. The Greater Milwaukee Foundation donation of $25,000 is expected to continue in 2015. In addition, the department is still budgeting around $9,900 in recoveries revenues due to postage reimbursement from the State UW-Extension office and equipment/technology reimbursement from the 180 Juvenile program.

The department is budgeting general fund balance at $11,200. This fund balance request consists of estimated community donation revenues from the annual Drug Free Communities Coalition-Prescription Drug Collection in excess of estimated program expenditures in 2013, which are estimated to lapse to the General Fund balance at the end of 2014, and are requested to be appropriated for the same purpose in 2015. Program costs continue to be lower than revenues due to the federal Drug Enforcement Agency (DEA) covering the cost of medication disposal. Per Department management, 2015 is to be a year of transitioning away from 1-time annual collection and disposal, towards a year-round effort of purchasing, installing, and educating the public about six medication drop boxes to be used year-round. These boxes will be purchased and installed in the following participating communities (Menomonee Falls, Oconomowoc, Mukwonago, Waukesha, Brookfield, and Pewaukee) at a budgeted cost of $6,000. Remaining fund balance is projected to be completely used by the end of 2016, potentially purchasing more drop boxes and developing educational materials as drug collection programming is transitioned to participating municipalities.

The department is budgeting Personnel Costs at about $169,300, a decrease of about $5,900 or 3.4%, and reflects the cost-to-continue of 3.0 full-time FTE, offset by vacancy and turnover in the department occurring in late-2013 and early 2014. As well as the reclassification of 1.00 FTE Office Services Coordinator to a Programs and Projects Analyst. This position will be responsible for some of the duties previously assigned to the 0.25 FTE 133 Contract Educator-Co-Director position, removed in 2015.

Program Highlights (Continued)

Operating expenses are budgeted to decrease about $86,700 to $293,300 mainly due to the uncertainty and/or discontinuation of several grants in the 2015 budget process. This includes $30,000 due to donations from ProHealth Care for neighborhood revitalization efforts, the Lead Hazard Control Capacity Building Program of $34,700, $20,000 from the Haertel Field NRSA project and $12,800 from the CDBG-Village of Summit Survey grant, partially offset by increases in STOP Act funding of about $6,800.

Also, State-employed 133 Contract educators costs decrease by about $4,500, from $170,500 to $166,000, mostly due to a 0.25 FTE reduction in the Co-Director position, partially offset by a 1% projected increase in fringe benefits on 7/1/2015. 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 2015

County-Wide Key Strategic Outcome: An economically vibrant county

1. Objective: Conduct green industry professional training sessions.

Key Outcome Indicator: Increase workforce knowledge level of green industry employees in emerging pest issues and pesticide selection through educational workshop training sessions.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	78%	85%	80%	81%
Number of Employees in the Green Industry Trained	711	300	624	675
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	77%	80%	71%	75%

2. Objective: Develop and conduct training workshop for Waukesha County Board of Supervisors to increase their knowledge and skills to enhance their effectiveness and educate their constituents about county government in collaboration with Waukesha County Board of Supervisors Office.

Key Outcome Indicator: Percent of supervisors who engage in training, percent of supervisors who indicate that they felt knowledge learned to carry out their responsibilities and percent of supervisors who shared information learned with at least one constituent measured six months after the workshop.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent of Supervisors Who Engage in Training	N/A	N/A	N/A	80%
Percentage of Supervisors Who Felt That They Will Use Their Knowledge Learned to Carry Out their Responsibilities	N/A	N/A	N/A	85%
Percent of Supervisors Who Shared Information Learned with Constituents	N/A	N/A	N/A	80%

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

3. Objective: 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 (ESBA) (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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Community Partner Agencies	83	84	83	82
Number of Unduplicated Program Participants*	16,004	14,500	14,000	15,000
Number of Eating Smart Being Active Participants (ESBA)	71	65	70	70

* Lower 2014 estimate and 2015 target due to a change in state policy in method of reporting.

B. Collect evaluation data from participants of Supplemental Nutrition Assistance Program (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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	93%	90%	90%	90%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	80%	85%	85%	85%
Percent of Participants Who Report Increasing Whole Grain Consumption	48%	55%	60%	65%

4. Objective: Increase self-sufficiency through participation in community gardening.

Key Outcome Indicator: Assessment of Huber Facility inmate participation in the community garden educational program.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percentage of Huber Facility Inmates Who Learned Gardening Skills That They Used or Shared With Others	N/A*	90%	90%	90%
Percentage of Huber Facility Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	N/A*	80%	80%	80%
Percentage of Huber Facility Inmates Who Have Learned and Experienced the Importance of Teamwork	N/A*	90%	90%	90%
Percentage of Huber Facility Inmates Who Have Learned Financial Literacy Skills and that They Used or Shared with Others	N/A*	80%	80%	85%

*Huber Garden was not held in 2013 due to not being able to secure a funding partner.

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

5. Objective: Provide customized professional development opportunities on topics related to Demographics, Financial Literacy, Poverty Awareness for Community Engagement (PACE) Training, Poverty Simulation, Food Preservation, and Rethinking Nutrition in Childcare to County Departments, Businesses, Municipalities, Community Non-Profit Agencies and Childcare Providers.

Key Outcome Indicators: Percent of evaluations that show an increase in knowledge and percent of post-evaluations that show new knowledge applied.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Unduplicated Participants	N/A	350	365	400
Number of Unduplicated Spanish Speaking Participants	N/A	N/A	N/A	50
Percent of Evaluations that Show Increase in Knowledge	N/A	85%	90%	85%
Percent of Evaluations that Show New Knowledge Applied	N/A	70%	75%	75%

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

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

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Survey Analysis	75	70	65	75
Demographics & Strategic Planning	79	35	77	85
4-H Volunteer Training	210	200	200	160
Horticulture Business & Volunteer Training	246	355	308	300
UW Ext. Staff Professional Development	348	365	370	375
Food Preservation Consultation	45	50	55	60
Community Education Consultation	196	250	175	195
Total Hours of UWEX Specialist Support	1,195	1,310	1,250	1,250
Estimated dollar value (salary + benefits)	$89,925	$98,250	$93,750	$93,750

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

7. Objective: Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the adult volunteers of the 4-H Youth Development Program.

Key Outcome Indicator: Emphasis on Science, Technology, Engineering and Math (STEM) programming to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase of volunteer support of youth targeted services.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Certified Adult Leaders	393	395	360	370
Additional Adult Education	N/A	N/A	N/A	60
Traditional 4-H Members	723	720	670	680
Non 4-H Youth Contacts	185	305	30*	36
Percent of Youth Enrolled in STEM Projects That Report Mastery of at Least One STEM Skill	80%	85%	76%	80%

*2014 estimate has been reduced due to the cancellation of the Robotics Rally at the Wisconsin State Fair.

8. Objective: Recruit and retain volunteers to support educational programs and outreach.

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

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Volunteers	1,440	1,555	1,490	1,565
Number of Hours	53,280	57,615	55,000	57,250

9. Objective: Continue to enhance Drug Collection and Awareness Program to prevent the use of prescription drugs for non-medical uses. In collaboration with the Waukesha County Executive's Office, Waukesha County Metro Drug Unit, Waukesha County Medical Examiners Office and Waukesha County Drug Free Communities Coalition.

Key Outcome Indicator: Number of households participating in prescription drug collection; pounds of prescription drugs collected through the Drug Collection and Awareness Program, and number of drop boxes installed by municipal police departments for year round disposal.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Households Participating in Drug Collection	3,185	3,200	3,980	4,000
Pounds of Prescription Drugs Collected	6,115	6,200	6,416	6,500
Number of Municipalities with a Drug Collection Drop Box	N/A	2	2	8

10. Objective: Provide trainings on Latino culture and values to increase staff effectiveness in delivering culturally appropriate services for Latino individuals and families in cooperation with Waukesha County Health and Human Services.

Key Outcome Indicator: Increase the number of training programs and understanding of Latino culture.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Culture Training Program Participants	360	420	540	600
Percentage of Participants who Increased their Ability to Create a Culturally Welcoming Work Environment	95%	85%	95%	95%
Percent of Participants Who Increased their Awareness of their Own Personal Culture and their Relationship with Cultures Other Than their Own	96%	85%	95%	95%

11. Objective: The Department of Parks and Land Use with the Waukesha County University of Wisconsin Extension will coordinate on the development of a request for proposals and selection of a reservation system to replace the existing system used by the Department of Parks and Land Use which will no longer be supported by the vendor. The reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates online.

UW Extension

Grant Funding

Grant Title	Funding Source	Funding Administration	Amounts awarded for 2013	Amounts Awarded for 2014	Budgeted for 2015
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	$0	$20,000	$0
CDBG Sussex Community Development	CDBG	Village of Sussex	$5,000	$5,000	$5,000
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	$9,625	$38,633	$48,258
Lead Hazard Control Capacity Building Program	HUD	City of Waukesha	$38,560	$34,741	$0
Prescription Drug Grant – Clean Sweep	DATCP	State	$5,000	$3,100	$3,100
Farmer's Market Promotion Program	USDA	County	$20,355	$0	$0
Drug Free Communities Coalition Grant	US DH&HS	County	$125,000	$0	$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	$25,000	$25,000	$25,000
Town Bank Donation - Business Retention & Expansion Program	Private - Town Bank	County	$7,500	$0	$0
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	$30,000	$30,000	$0
On Farm Food Safety	USDA	USDA	$0	$15,359	$15,359
Survey Project	Village of Summit	Village of Summit	$0	$12,800	$0
Wisconsin Women's Business Innovation Center (WWBIC) (a)	WWBIC	WWBIC	$0	$0	$30,000
Sub Total County UW Ext. Administered Grants			**$266,040**	**$184,633**	**$96,717**
Subtotal State/Nonprofits/ Other Administered Grants (b)	Various	Various	$630,000	$630,000	$630,000
Total UW Extension Grants			**$896,040**	**$814,633**	**$726,717**

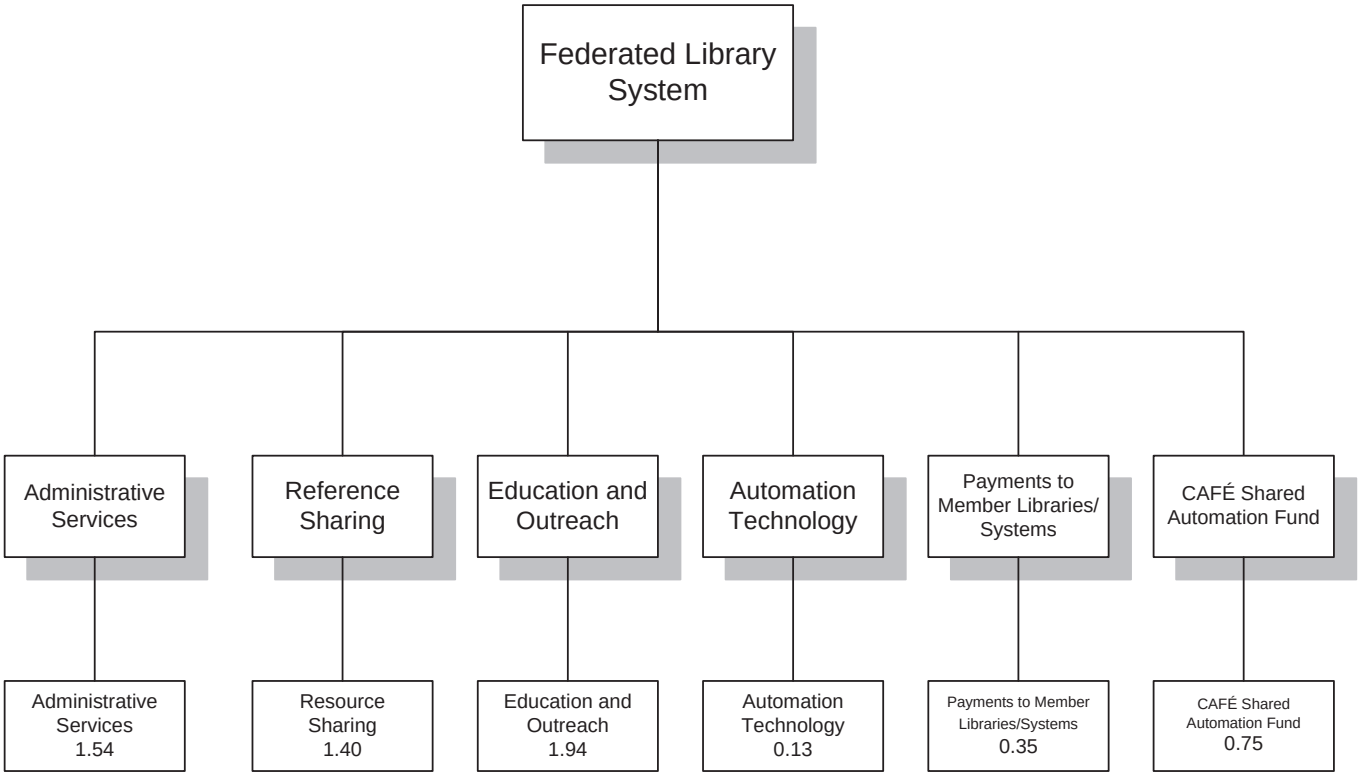
(a) Grant awards pending.

(b) 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 2013, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000). For the 2014 Budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000). For the 2015 Budget, this consists of WNEP funding of $630,000 (including SNAP education funding of $530,000 and EFNEP funding of $100,000).

Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



6.11 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

The mission of the Waukesha County Federated Library System (WCFLS) is to improve member libraries through leadership, collaboration, and support.

Financial Summary	2013 Actual (a)	2014 Adopted Budget (a)	2014 Estimate (a)	2015 Budget (a)	Change From 2014 Adopted Budget $	%
County Library Fund						
Revenue	$0	$0	$0	$0	$0	N/A
County Tax Levy (TNR)	$2,930,604	$2,965,628	$2,965,628	$3,424,360	$458,732	15.5%
Expenditures	$2,930,604	$2,965,628	$2,965,628	$3,424,360	$458,732	15.5%
Rev. Over (Under) Exp.	-	-	-	-	-	N/A
State Aids, Federal & Misc.						
Revenue (a)	$1,373,607	$1,368,669	$1,344,402	$1,332,275	($36,394)	-2.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,307,402	$1,368,669	$1,289,900	$1,332,275	($36,394)	-2.7%
Rev. Over (Under) Exp.	$66,205	-	$54,502	-	-	N/A
CAFÉ Shared Automation Fund						
Revenue	$424,248	$444,200	$412,296	$380,989	($63,211)	-14.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$330,897	$393,100	$359,522	$340,989	($52,111)	-13.3%
Rev. Over (Under) Exp.	$93,351	$51,100	$52,774	$40,000	($11,100)	-21.7%
Total All Funds						
Revenue (a)	$1,797,855	$1,812,869	$1,756,698	$1,713,264	($99,605)	-5.5%
County Tax Levy (TNR)	$2,930,604	$2,965,628	$2,965,628	$3,424,360	$458,732	15.5%
Expenditures	$4,568,903	$4,727,397	$4,615,050	$5,097,624	$370,227	7.8%
Rev. Over (Under) Exp.	$159,556	$51,100	$107,276	$40,000	($11,100)	-21.7%
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	6.00	(1.00)	
Extra Help	0.02	0.02	0.02	0.10	0.08	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.03	7.03	7.03	6.11	(0.92)	

(a) The 2014 budget included $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the "1,000 Books before Kindergarten" initiative. The 2015 budget includes $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, $6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and $4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog.

Federated Library

County Fund

Fund Purpose

This fund is for the special levy that charges residents that live in non-library (**T**rue **N**on-**R**esident – **TNR**) communities for borrowing privileges at any of the sixteen public libraries in the County as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

The joint library agreement between the Village of Sussex and the Town of Lisbon will be terminated at the end of 2014. It is expected that the Town of Lisbon will become a non-library community on January 1, 2015. The Town of Lisbon will cease providing direct payments to the Pauline Haass Public Library in Sussex and its more than 10,000 residents will become part of the TNR community in 2015. (More detail on exactly how that transition will be implemented follows below.)

Additionally, in 2008, Wisconsin State Statue 43.12 was modified to require all counties to pay for library use in adjacent counties. This legislation has been very beneficial to Waukesha County libraries, specifically those in close proximity to a county border. Those libraries serve large numbers of residents from adjacent counties. All libraries are reimbursed for TNR usage by citizens in neighboring counties. Some Waukesha County residents use libraries in adjacent counties. The reimbursement payments to adjacent county libraries is funded from the special library tax.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$2,930,604**	**$2,965,628**	**$2,965,628**	**$3,424,360**	**$458,732**	**15.5%**
Total Revenue Sources	**$2,930,604**	**$2,965,628**	**$2,965,628**	**$3,424,360**	**$458,732**	**15.5%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,930,604	$2,965,628	$2,965,628	$3,424,360	$458,732	15.5%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,930,604**	**$2,965,628**	**$2,965,628**	**$3,424,360**	**$458,732**	**15.5%**
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 all staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 libraries by residents of the 19 communities without libraries represents the largest portion of the County library fund budget. For purposes of the 2015 budget, the TNR residents borrowed 19.225% of the materials at libraries, and the ordinance calls for them to be taxed for 19.225% of the library operating costs as calculated by the ordinance. For 2015, this portion of the library tax levy increases by 15.5%. The increase is directly related to the end of the Sussex-Lisbon joint library agreement at the end of 2014.) Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). That portion of the Library Tax increases to $10,057 and is based on actual requests made by adjacent county libraries that have been verified by the Federated Library System Director.

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 TNR use (at 19.225% for 2015 after including the Town of Lisbon) and the product is the calculated funding level set forth in the ordinance.

There are two formulas, both specified in the County Code of Ordinances (sections 11-4,11-8), that relate to this special tax on non-library communities:

- The collection formula that determines the total tax to be levied on non-library communities, and
- The distribution formula that determines how much each member library receives of the total library tax levy.

Both parts of the formula need a one-time modification as a result of the dissolution of the joint library for Sussex-Lisbon. A solution for how to handle the change was prepared and was approved by the county board of supervisor's at their August board meeting.

As part of the approved solution, the collection formula will count the 2013 Town of Lisbon's circulations as TNR and the impact on the collection part of the forumula is shown in the table below:

Table 1: Estimated 2014 Library Tax Levy for 2015 Budget Purposes

			Before Counting Lisbon as TNR		Net Impact	After Counting Lisbon as TNR	
		2013 for 2014 Budget Purposes	2014 for 2015 Budget Purposes	Change from 2014 Budget	of Lisbon as a TNR Community	2014 for 2015 Budget Purposes	Change from 2014 Budget
Expenditures (2 years prior)		$17,157,182	$17,688,274	$531,092	$0	$17,688,274	$531,092
Revenues (2 years prior)	-	$17,667,905	$18,062,732	$394,827	$0	$18,062,732	$394,827
Overage or (lapse) - 2 years prior		($510,723)	($374,458)	$136,265	$0	($374,458)	$136,265
Projected budget - year prior	+	$17,464,851	$18,134,286	$669,435	$0	$18,134,286	$669,435
Allowable Library Expenditures (Excluding Capital)		$16,954,128	$17,759,828	$805,700		$17,759,828	$805,700
Countywide TNR Circulation as % of Total	x	17.464%	16.687%	-0.777%	2.538%	19.225%	1.761%
County levy (TNR % times allowable expenditures)	=	**$2,960,891**	**$2,963,592**	**$2,701**	**$450,711**	**$3,414,303**	**$453,412**
Intercounty Funding	+	$4,737	$10,057	$5,320		$10,057	$5,320
Total		**$2,965,628**	**$2,973,649**	**$8,021**		**$3,424,360**	**$458,732**

As illustrated in the table above, before Lisbon is counted as a non-library TNR community, the budget-to-budget levy increase for the county portion would have been about $2,700 or less than 0.1%.

The distribution part of the formula needs a one-time modification. The distribution formula, as it currently stands, caps changes to individual member library distributions at $5,000 or 5%, whichever is less (with some exceptions), in order to keep funding levels relatively stable and predictable. However, the additional $453,000 of library tax levy is an unusual, one-time situation, and the formula's restrictive caps would distort the ability to allocate funding according to member library lending efforts to residents in other communities. As a result, this additional $453,000 needs to be addressed separately, outside of the formula's caps.

The solution prepared considers both Act 150 minimum payment requirements and net lending effort. The distribution solution can be seen in Table 2 on the next page:

Activity	*2013 Budget*	*2014 Budget*	*2015 Budget*	*2014 - 2015 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	855,996	840,199	907,301	7.99%
Percent Non Library Community Borrowing of Total County Borrowing	17.51%	17.464%	19.225%	1.761%

How the 2015 County Special Library Tax Distribution Formula is Calculated:

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. 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). Shown below is the way the county library distribution formula works in a typical year. Even though there is a one-time modification requested for 2015, it is important to understand the underlying formula and rationale.

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 every year. 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.

For 2015, due to the end of the joint library agreement in Sussex-Lisbon, a one-time modification to the formula is required to provide for fair distribution of the funds. The distribution solution prepared for 2015 is shown in Table 2 below:

Table 2: Solution to Library Tax Levy Distribution Formula

		Under Existing Formula	Special One-Time Adjustment due to Lisbon as TNR			
Library	2014 Distribution	Levy Change from 2014 without Lisbon as TNR	Add'l Act 150 Minimum Compensation	Allocate Remaining for Change in Net Lending Effort	Total Proposed 2015 Distribution	Change From 2014 Distribution
Big Bend	$17,086	($854)	$0		**$16,232**	($854)
Brookfield	$285,577	($3,337)	$11,508		**$293,748**	$8,171
Butler	$3,633	$317	$231		**$4,181**	$548
Delafield	$286,473	$7,646	$1,966		**$296,085**	$9,612
Eagle	$26,247	($1,312)	$0		**$24,935**	($1,312)
Elm Grove	$29,959	($1,241)	$158		**$28,876**	($1,083)
Hartland	$226,017	($3,830)	$12,274		**$234,461**	$8,444
Menomonee Falls	$8,515	($426)	$17,296		**$25,385**	$16,870
Mukwonago	$364,756	$7,799	$363		**$372,918**	$8,162
Muskego	$50,452	($2,387)	$31		**$48,096**	($2,356)
New Berlin	$19,806	$862	$398		**$21,066**	$1,260
North Lake	$66,311	($3,316)	$10,854		**$73,849**	$7,538
Oconomowoc	$280,416	$1,753	$734		**$282,903**	$2,487
Pewaukee	$91,769	$5,135	$23,355		**$120,259**	$28,490
Sussex	$66,675	($3,166)	$191,679	$173,289	**$428,477**	$361,802
Waukesha	$1,137,199	($942)	$6,575		**$1,142,832**	$5,633
TOTAL	**$2,960,891**	**$2,701**	**$277,422**	**$173,289**	**$3,414,303**	**$453,412**

State Aids, Federal & Misc. Fund

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 and Technology (DLT) must approve the budget based on whether DLT 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 DLT 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	2013 Actual (a)	2014 Adopted Budget (a)	2014 Estimate (a)	2015 Budget (a)	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$996,197	$988,492	$993,162	$976,736	($11,756)	-1.2%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$278,493	$276,377	$258,440	$281,989	$5,612	2.0%
Interdepartmental	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Other Revenue	$12,517	$28,000	$17,000	$17,000	($11,000)	-39.3%
Appr. Fund Balance (a)	$79,900	$69,300	$69,300	$50,050	($19,250)	-27.8%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,373,607**	**$1,368,669**	**$1,344,402**	**$1,332,275**	**($36,394)**	**-2.7%**
Expenditures						
Personnel Costs	$517,156	$533,751	$468,588	$458,570	($75,181)	-14.1%
Operating Expenses	$690,774	$712,122	$699,182	$766,248	$54,126	7.6%
Interdept. Charges	$99,472	$105,396	$104,730	$107,457	$2,061	2.0%
Fixed Assets	$0	$17,400	$17,400	$0	($17,400)	-100.0%
Total Expenditures	**$1,307,402**	**$1,368,669**	**$1,289,900**	**$1,332,275**	**($36,394)**	**-2.7%**
Rev. Over (Under) Exp.	$66,205	$0	$54,502	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	6.00	6.00	6.00	5.25	(0.75)	
Extra Help	0.02	0.02	0.02	0.10	0.08	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total FTEs	6.03	6.03	6.03	5.36	(0.67)	

(a) The 2014 budget included $69,300 in appropriated State Aids Fund Balance, including $34,400 budgeted to partially cover potential staffing cost increases that may result from anticipated turnover of positions in this department (e.g., retirement sick leave payouts and changes in employee health plan selections), $20,600 to partially cover the costs of E-Book content purchases, and $14,300 to start the “1,000 Books before Kindergarten” initiative. The 2015 budget includes $50,050 in appropriated State Aids Fund Balance, including $40,000 for the Gale Courses Pilot Project which would provide unlimited access to hundreds of instructor-led, self-paced online classes for all Waukesha County citizens, $6,000 for a contracted entity to assist the Federated Library System with conducting a strategic planning study, and $4,050 for a study to examine the possibility of transitioning to a centralized cataloging model which we anticipate would result in significantly reduced costs for all libraries, greater efficiency, and a higher quality catalog.

Major Departmental Strategic Outcomes and Objectives for 2015

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

1 Objective: Complete a staff organizational study to examine all WCFLS staff positions in context of service priorities.

Key Outcome Indicator: A study was conducted by human resources staff and the recommendations were adopted in time for the 2015 budget process. Significant savings in personnel costs will be seen beginning in 2014 and continue into future budgets allowing the budget priorities to become tightly aligned with the stated service priorities of the libraries.

2 Objective: Ensure that each WCFLS employee has a training plan established to provide professional development and to ensure that services are delivered with competence and skill.

Key Outcome Indicator: All staff members will have multiple opportunities to get training in 2015 and the funding for those opportunities is reflected in the 2015 budget.

3 Objective: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County core values.

Key Outcome Indicator: Relocation of WCFLS office reduces annual operating expenditures while improving work environment for employees. A move is scheduled for September of 2014 and new costs are reflected in the 2015 budget.

County-Wide Key Strategic Outcome: A well planned county

1 Objective: Leverage WCFLS' ability to offer resource sharing opportunities to increase opportunities to increase the ability of libraries to provide valued content and services in a cost effective manner.

Key Outcome Indicator: Reviewed opportunities for enhanced value and shared services with those collaborative opportunities reflected in the 2015 budget for both the general WCFLS budget and the CAFE budget.

2 Objective: Effectively integrate strategic goals and objectives into the annual County budget process, staff goals, and performance evaluations.

Key Outcome Indicator: All budget initiatives for 2015 were considered against the WCFLS strategic goals and objectives. The decisions that were made that resulted in savings for the 2015 budget allowed a reprioritization of services based on the strategic plan.

State Aids, Federal & Misc. Fund

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

Program Descriptions

Payments to Member Libraries/Systems
Eighteen municipalities own and operate 16 libraries in Waukesha County. The County taxes the other 19 communities without libraries. The Payments to Member Libraries/Systems program is responsible for the Waukesha County Federated Library System (WCFLS) distributing 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 and in adjacent counties. The State then provides funds for additional services.

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

Resource Sharing
The Resource Sharing program of 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.

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

Education and Outreach
The Education and Outreach program provides 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.

FEDERATED LIBRARY - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Payments to Member Library Systems						
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.35**	**-0.01**	
Revenues	$263,883	$271,642	$271,642	$252,343	($19,299)	-7.1%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$283,215	$271,642	$270,566	$252,343	($19,299)	-7.1%
Rev. Over (Under) Exp.	($19,332)	$0	$1,076	$0	-	N/A
Administrative Services						
Staffing (FTE)	**1.46**	**1.46**	**1.46**	**1.54**	**0.08**	
Revenues	$438,222	$261,359	$285,162	$272,278	$10,919	4.2%
Appr. Fund Balance	$0	$34,400	$34,400	$6,000	($28,400)	-82.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$305,169	$295,759	$300,172	$278,278	($17,481)	-5.9%
Rev. Over (Under) Exp.	$133,053	$0	$19,390	$0	-	N/A
Resource Sharing						
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**1.40**	**-1.03**	
Revenues	$373,520	$453,901	$442,605	$438,663	($15,238)	-3.4%
Appr. Fund Balance	$45,300	$20,600	$20,600	$4,050	($16,550)	-80.3%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$482,580	$474,501	$452,775	$442,713	($31,788)	-6.7%
Rev. Over (Under) Exp.	($63,760)	$0	$10,430	$0	-	N/A
Automation Technology						
Staffing (FTE)	**0.05**	**0.05**	**0.05**	**0.13**	**0.08**	
Revenues	$43,065	$70,137	$70,137	$70,551	$414	0.6%
Appr. Fund Balance	$34,600	$0	$0	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$65,985	$70,137	$59,152	$70,551	$414	0.6%
Rev. Over (Under) Exp.	$11,680	$0	$10,985	$0	-	N/A
Education and Outreach						
Staffing (FTE)	**1.73**	**1.73**	**1.73**	**1.94**	**0.21**	
Revenues	$175,017	$242,330	$205,556	$248,390	$6,060	2.5%
Appr. Fund Balance	$0	$14,300	$14,300	$40,000	$25,700	179.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$170,453	$256,630	$207,235	$288,390	$31,760	12.4%
Rev. Over (Under) Exp.	$4,564	$0	$12,621	$0	-	N/A
Total Federated Library-State Aids, Federal & Misc. Fund						
Revenues	$1,293,707	$1,299,369	$1,275,102	$1,282,225	($17,144)	-1.3%
Appr. Fund Balance	$79,900	$69,300	$69,300	$50,050	($19,250)	-27.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,307,402	$1,368,669	$1,289,900	$1,332,275	($36,394)	-2.7%
Rev. Over (Under) Exp.	$66,205	$0	$54,502	$0	-	N/A

Position Summary (FTE)					
Regular Positions	6.00	6.00	6.00	5.25	(0.75)
Extra Help	0.02	0.02	0.02	0.10	0.08
Overtime	0.01	0.01	0.01	0.01	0.00
Total	6.03	6.03	6.03	5.36	(0.67)

Program Highlights

Payments to Member Libraries/Systems revenues decrease about $19,300, mainly as a result of decreases in general government revenues consisting of State Library aid revenues allocated to this program, which decreases by $25,900 to reflect a reduction of expenditures in this program. Total State Library Aid revenue allocated throughout the State Aids, Federal and Miscellaneous Fund budget is estimated to remain at the 2014 level of $958,600. Charges for Services consists of pass-through 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 nearly $6,600 to $163,000.

Payments to Member Libraries/Systems expenses decrease by about $19,300, mainly due to decreases in operating expenses related to a reduction of the Waukesha Public Library resource library contract budgeted in this program area of approximately $20,000 to better reflect actual costs associated with this contract.

Administrative Service revenues (including fund balance) decrease by about $17,500 mainly due to a decrease in fund balance of $28,400 related to retirement payouts budgeted in 2014, partially offset by $6,000 of State Aids Fund Balance in 2015 to be used to fund a strategic planning study. Expenditures in this category are being reduced primarily based on a significant reduction in the cost for office space after a planned relocation in September 2014 of $24,300 to $32,200. Other decreases are the result of not needing to fund a retirement payout in 2015 of $17,000, partially offset by the net cost to continue 1.54 FTEs of $10,200.

Resource Sharing revenues (including fund balance) decrease nearly $31,800 mostly due to General Government revenue budgeted to decrease by approximately $15,200 due to a decrease in the State Library aids revenue allocated to this program as a result of reduced expenditures. Charges for Services remain at 2014 budgeted levels of $100,000 and consist of member library contributions for full-text database subscription costs and new e-magazine e-content. Electronic magazines that can be read from devices and computers will allow any Waukesha County resident with a library card the ability to download some of the most popular magazines in a variety of categories including health and fitness, how-to, entertainment, computer, decorating, and news magazines. In addition, State Aids Fund Balance is reduced about $16,600 to approximately $4,100 for costs associated with a centralized cataloging study to improve processes and create efficiencies across member libraries.

Resource Sharing expenditures decrease $31,800 to $442,700 mainly due to a reduction in personnel costs of $69,300 as a result of the implementation of the organizational study conducted by Waukesha County Human Resources division, reflecting the unfunding of 0.80 FTE Administrative Assistant in 2015 (pending Waukesha County Board action), the abolishment of 0.05 FTE Library Services Specialist, as well as the transferring of staff between various programs. These decreases are partially offset by increases in operating expenses of $37,600 mainly due to the access fee for an e-magazine subscription service. This is a new expenditure in the 2015 budget and is estimated at $35,000. While member libraries are responsible for magazine subscription costs (about $10,000), WCFLS will cover costs associated with access fees. In addition, subscriptions for e-content increase about $5,000 to $38,000. A longstanding Library Services Technology Act (LSTA) grant to help defray the cost of e-content ended in 2014 resulting in an increase in e-book costs.

Automation Technology revenues increase slightly by $400 to $70,550 and consist of State Library Aids of nearly $52,500. The allocation to this program is increased to reflect the increased expenditures in this program area. This program also consists of $18,100 LSTA (Library Services Technology Act) grant funding, a slight increase from 2014 of $700, mainly used to cover costs associated charging stations for electronic mobile devices and tablets to be utilized at member libraries.

Automation Technology expenditures increase slightly by $400, mainly due to increases in personnel costs of $9,000 reflecting the shifting of 0.08 FTE of the Automation Coordinator's position being allocated to this program for the first time in 2015. In an effort to reduce member library CAFÉ fees, 25% of the salary and benefits of the Automation Coordinator were allocated to the general WCFLS budget (Fund 210). Operating expenses are budgeted to increase $8,300 related to increases in equipment repair and maintenance costs of $9,900. These increases are mainly offset by a decrease of $17,400 in fixed assets, budgeted for the purchase of open content servers in 2014.

Education and Outreach revenues (including fund balance) increase nearly $32,000 to $288,400. This increase is mainly due to a one-year pilot project for libraries to offer online classes through *Gale Courses,* which is being funded with State Aids Fund Balance in 2015, budgeted at $40,000 for an increase of $25,700. This subscription to *Gale Courses* allows libraries to offer hundreds of instructor-led, self-paced online classes in a variety of subject areas to Waukesha County citizens with CAFÉ library cards. The *Gale Courses* subscription is funded by reserves during its first, pilot year. After that pilot, libraries will determine if the subscription should be renewed and built into their local budgets.

Education and Outreach expenditures increase nearly $31,800, mainly due to the funding of a pilot project subscription to *Gale Courses* for $40,000, partially offset by a decrease in personnel costs of about $9,800 related to the unfunding of 0.20 FTE Administrative Assistant and the abolishment of 0.95 FTE Library Services Specialist to a Librarian, offset by the creation of 1.00 FTE Librarian.

CAFÉ Shared Automation Fund

Federated Library

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for the system's 16 libraries in the county. It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. 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 took place in April 2011.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$420,514	$429,200	$407,296	$375,989	($53,211)	-12.4%
Interdepartmental	$1,375	$0	$0	$0	$0	N/A
Other Revenue	$2,359	$15,000	$5,000	$5,000	($10,000)	-66.7%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$424,248**	**$444,200**	**$412,296**	**$380,989**	**($63,211)**	**-14.2%**
Expenditures						
Personnel Costs	$105,788	$107,752	$107,001	$80,873	($26,879)	-24.9%
Operating Expenses	$218,609	$278,848	$246,021	$253,616	($25,232)	-9.0%
Interdept. Charges	$6,500	$6,500	$6,500	$6,500	$0	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$330,897**	**$393,100**	**$359,522**	**$340,989**	**($52,111)**	**-13.3%**
Rev. Over (Under) Exp.	$93,351	$51,100	$52,774	$40,000	($11,100)	-21.7%

Position Summary (FTE)					
Regular Positions	1.00	1.00	1.00	0.75	(0.25)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	1.00	1.00	0.75	(0.25)

Program Highlights

Charges for Services decreases due to a planned effort to reduce local libraries' CAFÉ membership costs. The hardware and software equipment replacement fees were reduced in the CAFÉ budget and 25% of the automation coordinator's salary and benefits was moved to the Federated Library System's general budget. As a result, libraries annual membership fees were reduced between 7-8%.

Revenues in excess of expenditures consist of member library contributions to CAFÉ for software/equipment replacements. The amount is reduced to slow the growth of the reserve fund and reduce costs for member libraries. For 2015 budget purposes, this amount has been reduced by $11,000 to $40,000. It should be noted that all excess revenue will be retained and assigned in this special revenue fund and used to provide future software/equipment replacement and/or automation services to participating member libraries in future budget years.

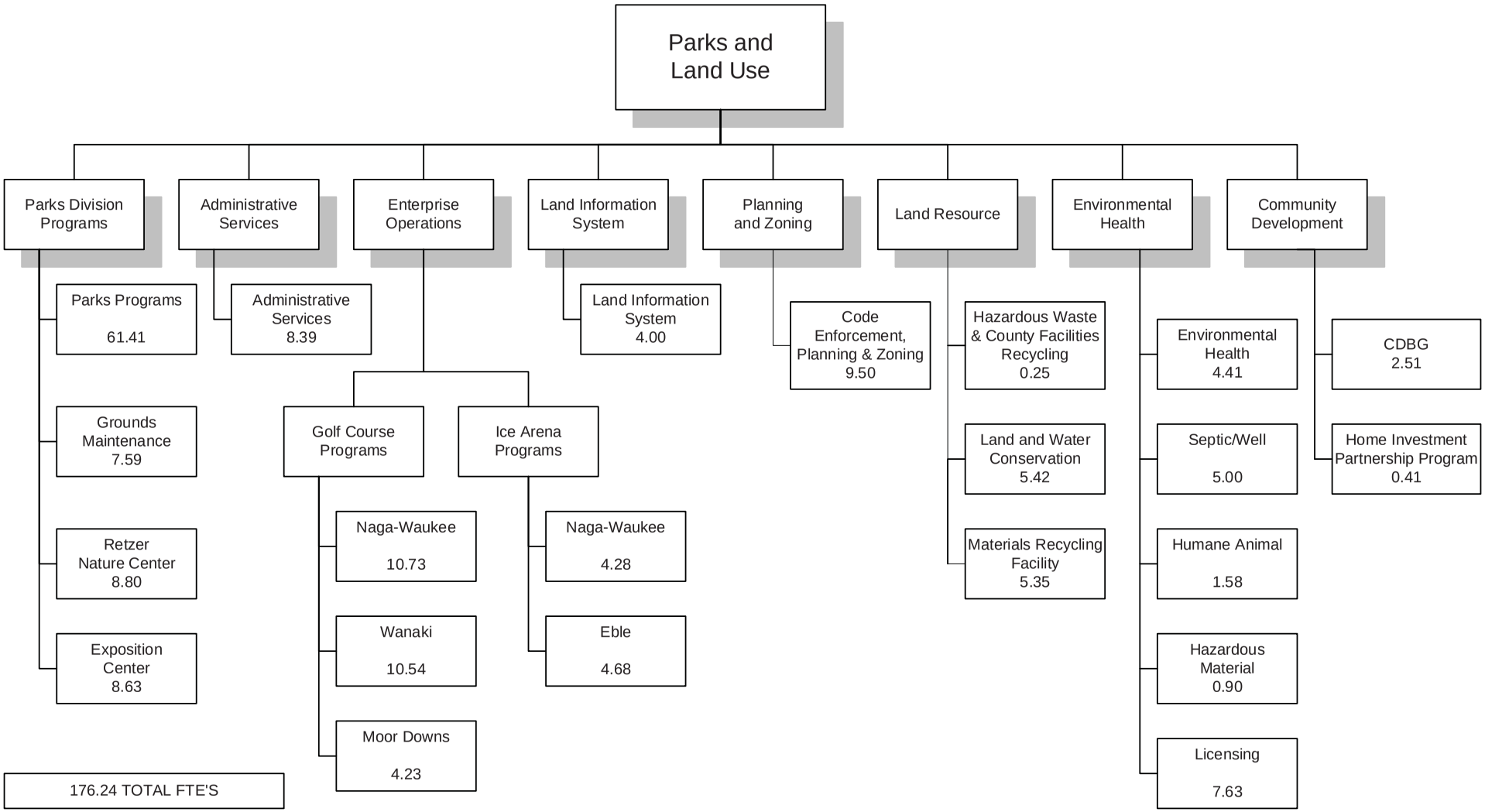
Parks

&

Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



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

Statement of Purpose

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

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate (a)	2015 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues (b)	$4,485,826	$4,275,970	$4,518,695	$4,314,050	$38,080	0.9%
County Tax Levy	$7,381,010	$7,276,010	$7,276,010	$7,286,010	$10,000	0.1%
Expenditures	$11,343,620	$11,551,980	$11,553,312	$11,600,060	$48,080	0.4%
Rev. Over (Under) Exp.	$523,216	$0	$241,393	$0	$0	N/A
Community Development						
Revenues (b)	$5,901,837	$3,072,108	$3,522,746	$3,066,944	($5,164)	-0.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (a)	$5,390,199	$3,072,108	$3,522,746	$3,066,944	($5,164)	-0.2%
Rev. Over (Under) Exp.	$511,638	$0	$0	$0	$0	N/A
Land Information System Fund						
Revenues	$708,926	$780,559	$749,861	$783,733	$3,174	0.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$712,260	$780,559	$749,861	$783,733	$3,174	0.4%
Rev. Over (Under) Exp.	($3,334)	$0	$0	$0	-	N/A
Tarmann Fund						
Revenues (b)	$932,095	$1,000,000	$827,198	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$383,251	$1,000,000	$799,280	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$548,844	$0	$27,918	$0	-	N/A
Golf Courses						
Revenues	$2,746,133	$3,095,000	$3,040,000	$3,115,000	$20,000	0.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$3,117,534	$3,219,767	$3,160,380	$3,225,242	$5,475	0.2%
Operating Inc./(Loss)	($371,401)	($124,767)	($120,380)	($110,242)	$14,525	N/A
Ice Arenas						
Revenues (b)	$1,079,134	$1,068,000	$1,081,000	$1,106,500	$38,500	3.6%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$1,085,089	$1,145,590	$1,135,577	$1,188,008	$42,418	3.7%
Operating Inc./(Loss)	($5,955)	($77,590)	($54,577)	($81,508)	($3,918)	N/A
Materials Recycling Fund						
Revenues (b)	$3,162,593	$3,064,700	$3,142,662	$4,520,400	$1,455,700	47.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (c)	$2,352,629	$2,632,173	$2,547,873	$4,336,508	$1,704,335	64.8%
Operating Inc./(Loss)	$809,964	$432,527	$594,789	$183,892	($248,635)	-57.5%
Total All Funds						
Revenues (b)	$19,016,544	$16,356,337	$16,882,162	$17,906,627	$1,550,290	9.5%
County Tax Levy	$7,381,010	$7,276,010	$7,276,010	$7,286,010	$10,000	0.1%
Expenditures (a)(c)	$24,384,582	$23,402,177	$23,469,029	$25,200,495	$1,798,318	7.7%
Rev. Over (Under) Exp.	$1,580,364	$0	$269,311	$0	-	N/A
Operating Inc./(Loss)	$432,608	$230,170	$419,832	($7,858)	($238,028)	-103.4%

Position Summary All Funds (FTE)					
Regular Positions	104.60	104.60	104.60	103.60	(1.00)
Extra Help	74.72	75.90	75.90	70.40	(5.50)
Overtime	3.83	2.59	2.59	2.24	(0.35)
Total	183.15	183.09	183.09	176.24	(6.85)

(a) 2014 estimates for expenditures exceed the adopted budget due to 2013 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2014 revenue budget includes Fund Balance appropriations totaling $1,768,700, including $65,000 for General Fund operations; $25,000 of General Fund balance for Community Development; $973,700 of Materials Recycling Facility (MRF) Fund balance;$5,000 for Ice Arena and $700,000 of Tarmann Parkland Acquisition Fund Balance. The 2015 revenue budget includes Fund Balance appropriations totals of $2,792,100, including $67,100 for general fund operations;$1,900,000 of Material Recycling Facility (MRF) Funds; $25,000 Ice Arena projects and $800,000 of Tarmann Fund balance.

(c) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform to 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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$328,589	$324,300	$328,300	$350,300	$26,000	8.0%
Fine/Licenses	$1,142,855	$996,000	$999,000	$1,019,000	$23,000	2.3%
Charges for Services	$2,143,936	$1,978,080	$2,009,300	$2,026,150	$48,070	2.4%
Interdepartmental	$250,552	$282,100	$279,000	$272,000	($10,100)	-3.6%
Other Revenue	$370,391	$630,490	$642,774	$579,500	($50,990)	-8.1%
Appr. Fund Balance (a)(b)	$249,503	$65,000	$260,321	$67,100	$2,100	3.2%
County Tax Levy	**$7,381,010**	**$7,276,010**	**$7,276,010**	**$7,286,010**	**$10,000**	**0.1%**
Total Revenue Sources	**$11,866,836**	**$11,551,980**	**$11,794,705**	**$11,600,060**	**$48,080**	**0.4%**
Expenditures						
Personnel Costs	$7,888,619	$7,922,815	$7,764,537	$7,994,989	$72,174	0.9%
Operating Expenses	$1,768,584	$1,885,185	$1,876,255	$1,943,322	$58,137	3.1%
Interdept. Charges	$1,373,788	$1,425,480	$1,408,520	$1,417,649	($7,831)	-0.5%
Fixed Assets (b)	$312,629	$318,500	$504,000	$244,100	($74,400)	-23.4%
Total Expenditures	**$11,343,620**	**$11,551,980**	**$11,553,312**	**$11,600,060**	**$48,080**	**0.4%**
Rev. Over (Under) Exp.	$523,216	$0	$241,393	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	80.39	79.89	79.89	78.89	(1.00)	
Extra Help	50.74	51.26	51.26	49.18	(2.08)	
Overtime	2.36	1.52	1.52	1.44	(0.07)	
Total FTEs	133.49	132.67	132.67	129.51	(3.15)	

(a) The 2014 revenue budget includes Fund Balance appropriations of $65,000: $30,000 to assist the funding of one time maintenance projects, $25,000 for the Brownfield recycling initiative, and $10,000 for chair and table replacements program at the Expo Center. The 2015 revenue budget includes Fund Balance appropriations of $67,100: $30,000 to assist the funding of one time maintenance projects, $25,000 for the Brownfield recycling initiative, $2,100 for planetarium maintenance and $10,000 for chair and table replacements program at the Expo Center.

(b) 2014 estimates for expenditures exceed the adopted budget due to 2013 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Total Parks and Land Use General: Positions					
Total Positions by Program	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget
Parks Programs	**63.70**	**62.90**	**62.90**	**61.41**	**-1.49**
Regular Positions	27.09	27.09	27.09	27.09	0.00
Extra Help/Overtime	36.61	35.81	35.81	34.32	-1.49
General County Grounds Maintenance	**7.90**	**7.73**	**7.73**	**7.59**	**-0.14**
Regular Positions	2.75	2.75	2.75	2.75	0.00
Extra Help/Overtime	5.15	4.98	4.98	4.84	-0.14
Retzer Nature Center	**8.84**	**8.99**	**8.99**	**8.80**	**-0.19**
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.34	4.49	4.49	4.30	-0.19
Exposition Center	**8.89**	**8.83**	**8.83**	**8.63**	**-0.20**
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.69	4.63	4.63	4.43	-0.20
Planning & Zoning, Enforcement	**9.50**	**9.50**	**9.50**	**9.50**	**0.00**
Regular Positions	9.50	9.50	9.50	9.50	0.00
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	**4.42**	**4.41**	**4.41**	**4.41**	**0.00**
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.42	0.41	0.41	0.41	0.00
Licensing	**7.58**	**7.64**	**7.64**	**7.63**	**-0.01**
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.48	0.54	0.54	0.53	-0.01
Septic/Well/Lab Programs	**6.00**	**6.00**	**6.00**	**5.00**	**-1.00**
Regular Positions	6.00	6.00	6.00	5.00	-1.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	**1.59**	**1.58**	**1.58**	**1.58**	**0.00**
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.59	0.58	0.58	0.58	0.00
Hazardous Material	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land & Water Conservation	**5.42**	**5.43**	**5.43**	**5.42**	**-0.01**
Regular Positions	4.60	4.60	4.60	4.60	0.00
Extra Help/Overtime	0.82	0.83	0.83	0.82	-0.01
Hazerdous Waste & County Facilities Recycling	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Serivces	**8.50**	**8.50**	**8.50**	**8.39**	**-0.11**
Regular Positions	8.50	8.00	8.00	8.00	0.00
Extra Help/Overtime	-	0.50	0.50	0.39	-0.11
Total Parks and Land Use General: Positions	**133.49**	**132.67**	**132.67**	**129.51**	**-3.15**
Regular Positions	80.39	79.89	79.89	78.89	-1.00
Extra Help	50.74	51.26	51.26	49.18	-2.08
Overtime	2.36	1.52	1.52	1.44	-0.07

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Total Parks General Fund						
Revenues	$4,236,323	$4,210,970	$4,258,374	$4,246,950	$35,980	0.9%
Appr. Fund Balance	$249,503	$65,000	$260,321	$67,100	$2,100	3.2%
County Tax Levy	**$7,381,010**	**$7,276,010**	**$7,276,010**	**$7,286,010**	**$10,000**	**0.1%**
Expenditures	$11,343,620	$11,551,980	$11,553,312	$11,600,060	$48,080	0.4%
Rev. Over (Under) Exp.	$1,172,284	$702,603	$975,122	$709,598	6,995	1.0%
Position Summary (FTE)						
Regular Positions	80.39	79.89	79.89	78.89	(1.00)	
Extra Help	50.74	51.26	51.26	49.18	(2.08)	
Overtime	2.36	1.52	1.52	1.44	(0.07)	
Total	133.49	132.67	132.67	129.51	(3.15)	
Parks Programs						
Staffing (FTE)	63.70	62.90	62.90	61.41	-1.49	-2.4%
Revenues	$1,357,417	$1,279,280	$1,279,500	$1,273,150	($6,130)	-0.5%
County Tax Levy	**$3,543,801**	**$3,534,134**	**$3,534,134**	**$3,578,122**	**$43,988**	**1.2%**
Expenditures	$4,747,514	$4,843,414	$4,838,090	$4,883,372	$39,958	0.8%
Rev. Over (Under) Exp.	$351,785	$0	$198,932	$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.90	7.73	7.73	7.59	-0.14	-1.8%
Revenues	$517	$0	$0	$0	$0	N/A
County Tax Levy	**$610,361**	**$618,599**	**$618,599**	**$641,521**	**$22,922**	**3.7%**
Expenditures	$697,526	$618,599	$632,973	$641,521	$22,922	3.7%
Rev. Over (Under) Exp.	($86,648)	$0	($14,374)	$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.84	8.99	8.99	8.80	-0.19	-2.1%
Revenues	$156,075	$135,200	$165,374	$135,200	$0	0.0%
County Tax Levy	**$535,146**	**$578,775**	**$578,775**	**$599,619**	**$20,844**	**3.6%**
Expenditures	$677,151	$713,975	$707,174	$734,819	$20,844	2.9%
Rev. Over (Under) Exp.	$26,814	$0	$36,975	$0	-	N/A
Exposition Center						
Staffing (FTE)	8.89	8.83	8.83	8.63	-0.20	-2.3%
Revenues	$549,831	$550,000	$550,000	$550,000	$0	0.0%
County Tax Levy	**$163,569**	**$142,603**	**$142,603**	**$149,598**	**$6,995**	**4.9%**
Expenditures	$687,434	$702,603	$718,166	$709,598	$6,995	1.0%
Rev. Over (Under) Exp.	$687,434	$702,603	$718,166	$709,598	6,995	1.0%
Museum						
Staffing (FTE)						
Revenues	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$215,000**	**$0**	**$0**	**$0**	**$0**	**N/A**
Expenditures	$215,000	$0	$0	$0	$0	N/A
Rev. Over (Under) Exp.	$0	$0	$0	$0	-	N/A
Planning & Zoning, Enforcement						
Staffing (FTE)	9.50	9.50	9.50	9.50	0.00	0.0%
Revenues	$142,560	$122,300	$136,000	$127,500	$5,200	4.3%
County Tax Levy	**$729,871**	**$746,017**	**$746,017**	**$753,287**	**$7,270**	**1.0%**
Expenditures	$837,799	$868,317	$872,703	$880,787	$12,470	1.4%
Rev. Over (Under) Exp.	$34,632	$0	$9,314	$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Environmental Health						
Staffing (FTE)	4.42	4.41	4.41	4.41	0.00	0.0%
Revenues	$118,098	$114,500	$116,000	$116,000	$1,500	1.3%
County Tax Levy	**$320,512**	**$329,301**	**$329,301**	**$332,844**	**$3,543**	**1.1%**
Expenditures	$423,072	$443,801	$462,144	$448,844	$5,043	1.1%
Rev. Over (Under) Exp.	$15,538	$0	($16,843)	$0	-	N/A
Licensing						
Staffing (FTE)	7.58	7.64	7.64	7.63	-0.01	-0.1%
Revenues	$702,928	$670,100	$670,100	$683,600	$13,500	2.0%
County Tax Levy	**($67,715)**	**($59,094)**	**($59,094)**	**($55,648)**	**$3,446**	**N/A**
Expenditures	$609,972	$611,006	$606,567	$627,952	$16,946	2.8%
Rev. Over (Under) Exp.	$25,241	$0	$4,439	$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	6.00	6.00	6.00	5.00	-1.00	-16.7%
Revenues	$361,973	$255,600	$255,600	$270,600	$15,000	5.9%
County Tax Levy	**$312,737**	**$320,519**	**$320,519**	**$215,251**	**($105,268)**	**-32.8%**
Expenditures	$539,232	$576,119	$554,537	$485,851	($90,268)	-15.7%
Rev. Over (Under) Exp.	$135,478	$0	$21,582	$0	-	N/A
Humane Animal						
Staffing (FTE)	1.59	1.58	1.58	1.58	0.00	0.0%
Revenues	$49,029	$50,000	$50,000	$50,000	$0	0.0%
County Tax Levy	**$84,899**	**$89,892**	**$89,892**	**$94,835**	**$4,943**	**5.5%**
Expenditures	$123,283	$139,892	$136,581	$144,835	$4,943	3.5%
Rev. Over (Under) Exp.	$10,645	$0	$3,311	$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	$0	$11,000	$11,000	$0	($11,000)	-100.0%
County Tax Levy	**$130,284**	**$135,070**	**$135,070**	**$137,764**	**$2,694**	**2.0%**
Expenditures	$144,647	$171,070	$164,918	$162,764	($8,306)	-4.9%
Rev. Over (Under) Exp.	$10,637	$0	$6,152	$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.42	5.43	5.43	5.42	-0.01	-0.2%
Revenues	$386,774	$402,300	$411,300	$429,300	$27,000	6.7%
County Tax Levy	**$259,562**	**$286,074**	**$286,074**	**$267,994**	**($18,080)**	**-6.3%**
Expenditures	$613,058	$688,374	$679,278	$697,294	$8,920	1.3%
Rev. Over (Under) Exp.	$33,278	$0	$18,096	$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	$273,306	$457,300	$453,300	$458,300	$1,000	0.2%
County Tax Levy/(Credit)	**($99,226)**	**($102,518)**	**($102,518)**	**($107,291)**	**($4,773)**	**N/A**
Expenditures	$214,376	$354,782	$376,558	$351,009	($3,773)	-1.1%
Rev. Over (Under) Exp.	($40,296)	$0	($25,776)	$0	-	N/A
Administrative Services						
Staffing (FTE)	8.50	8.50	8.50	8.39	-0.11	-1.3%
Revenues	$137,815	$163,390	$160,200	$153,300	($10,090)	-6.2%
County Tax Levy	**$642,209**	**$656,638**	**$656,638**	**$678,114**	**$21,476**	**3.3%**
Expenditures	$813,556	$820,028	$803,623	$831,414	$11,386	1.4%
Rev. Over (Under) Exp.	($32,254)	$0	$15,148	$0	-	N/A

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

County-wide Key Strategic Outcome: A safe county
1-Objective: Provide for year-round safety of customers and employees (PLU Strategic Plan objective 1.1)

Key Outcome Indicators:

a. Average Pavement PCI rating of greater than 70
b. Full time staff certified in life safety training
c. Food service inspections with no risk violations

County-wide Key Strategic Outcome: An economically vibrant county
2-Objective: Provide recreational, educational and entertainment venues, activities and events to users of the park system facilities, which will meet the expectations of the citizens. (PLU Strategic Plan objective 2.2)

Key Outcome Indicators:

a. Park Program and Facility User survey should result in at least 80% customer service satisfaction for clean, safe and well-maintained buildings and grounds
b. Achieve a 3-year average net increase in park system revenues of 2.5%

County-wide Key Strategic Outcome: An environmentally responsible County
3-Objective: Implement environmentally sustainable policies and procedures that are fiscally responsible (PLU Strategic Plan objective 3.2)

Key Outcome Indicator:

a. Reduce mowing of park areas and replace with native vegetation, such as wildflowers and grasses by 2 acres annually

County-wide Key Strategic Outcome: A county the provides customers with quality programs and services
4-Objective: Recruit and train volunteers to reduce operational costs and increase public involvement in the County Park System (Strategic Plan objective 6.2)

Key Outcome Indicator:

a. Increase volunteer hours by 5% annually

5-Objective: The Department of Parks and Land Use with the Waukesha County University of Wisconsin Extension– will coordinate on the development of a request for proposals and selection of a reservation system to replace the existing system used by the Department of Parks and Land Use which will no longer be supported by the vendor. The reservation system will allow the public to reserve park facilities, register for programs and events and purchase park stickers and gift certificates online. (Strategic Plan objective 6.3)

Key Outcome Indicator:

a. Provide access for customers to make online reservations and increase the percent of customers making online reservations by 50%

Performance Measure:

Objective-KOI	Performance Measure:	2014 Benchmark	2015 Goal	2016 Estimate
1-a	Average Pavement PCI Rating	>71	>71	>71
1-b	Full-time staff trained in life safety	100%	100%	100%
1-c	Food service inspection violations	67%	100%	100%
2-a	Customer Satisfaction	NA	80%	80%
2-b	Park System Revenues	$1,231,695	$1,262,488	$1,294,050
3-a	Acres of Native Grass restoration	5	7.5	10
4-a	Volunteer Hours annually	10,300	10,815	11,356
5-a	Percent of customers making online Reservations	NA	50%	75%

Parks Programs (continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**63.70**	**62.90**	**62.90**	**61.41**	**(1.49)**
General Government	$33,932	$30,000	$30,000	$35,000	$5,000
Fine/Licenses	$12,760	$10,000	$10,000	$10,000	$0
Charges for Services	$1,193,993	$1,087,480	$1,100,500	$1,116,350	$28,870
Interdepartmental	$81,037	$97,600	$97,600	$97,600	$0
Other Revenue	$35,695	$54,200	$41,400	$14,200	($40,000)
Appr. Fund Balance (a)(b)	$198,081	$30,000	$223,388	$32,100	$2,100
County Tax Levy	**$3,543,801**	**$3,534,134**	**$3,534,134**	**$3,578,122**	**$43,988**
Total Revenues	**$5,099,299**	**$4,843,414**	**$5,037,022**	**$4,883,372**	**$39,958**
Personnel Costs	$3,127,947	$3,152,321	$3,011,287	$3,215,606	$63,285
Operating Expenses (a)	$590,736	$613,930	$591,250	$658,135	$44,205
Interdept. Charges	$726,546	$773,663	$764,553	$776,781	$3,118
Fixed Assets (a)(b)	$302,285	$303,500	$471,000	$232,850	($70,650)
Total Expenditures	**$4,747,514**	**$4,843,414**	**$4,838,090**	**$4,883,372**	**$39,958**
Rev. Over (Under) Exp.	$351,785	$0	$198,932	$0	$0

(a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Budget and 2013 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from Retzer Nature Center, the Exposition Center, and the Grounds Maintenance program area to the Parks Programs area.

(b) 2014 estimates for expenditures exceed the adopted budget due to 2013 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General Governmental revenues, which consist of state grant funding to maintain snowmobile trails is budgeted at $35,000, an increase of $5,000 from the 2014 budget.

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

Charges for Service revenues increase by $28,900 to $1,116,400, and include the following; daily entrance - $309,600 an increase of $300; annual stickers - $303,500, an increase of $20,500; boat launch - $120,500; camping fee $103,500, an increase of $550; concessions - $86,000, a decrease of $500; reservation fee - $82,600; land lease - $95,300, an increase of about $8,000; pedal boat rental - $5,000 and Swim lessons - $10,000. Overall park fees are increased by approximately 3.3% and include the following; annual stickers increase 7.0%, reservation fees increase 6.1%, boat launch increases 7.3% and Camping fees decrease by 8.8%.

Interdepartmental Revenues are budgeted at $97,600 for Parks staff time reimbursement for management assistance to Department's enterprise operations.

Other revenues decrease $40,000 to $14,200 due to a General donation decrease of $10,000 related to the initial funding of a dog exercise area at Mukwonago Park in 2014 and a $30,000 decrease in donations for Retzer Nature center interpretive trail signage projects completed in 2014.

Personnel costs increase nearly $63,300 or 2% to about $3,215,600 and include the cost to continue of existing staffing level, and an approximately $13,000 increase in extra help and overtime costs. The 1.49 FTE decrease is related to a 1.43 decrease in extra help and 0.06 FTE decrease in overtime due to the department consolidating budgeted position classifications and the rates budgeted.

Operating expenditures increase approximately $44,200 to $658,100 mainly due to a $31,900 increase in the 3 Year Maintenance and Projects Plan (detailed in the following pages) and a $12,250 increase in utility costs.

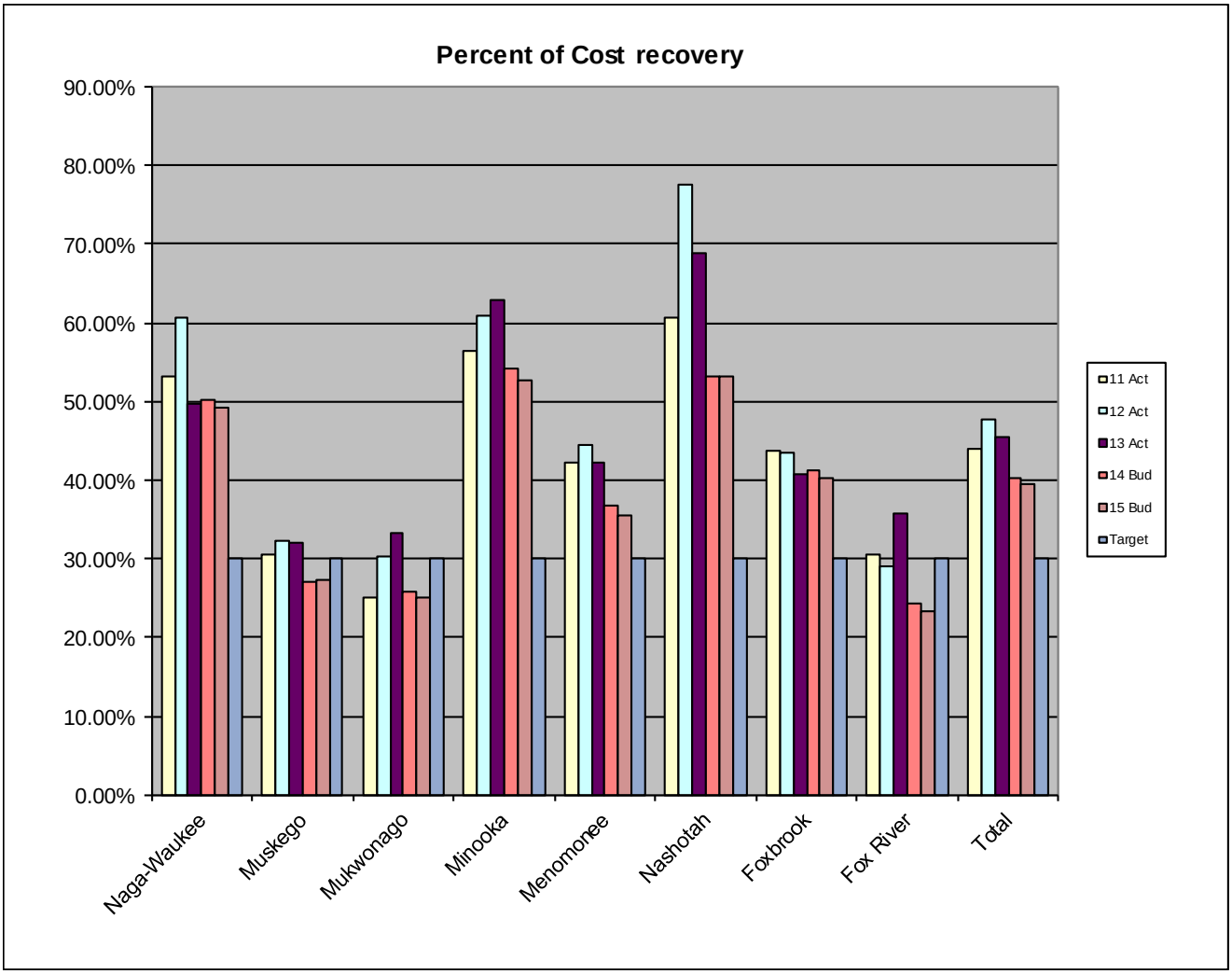
Interdepartmental charges are budgeted to increase by $3,100 to nearly $776,800 mainly due to an increase of nearly $7,000 for fuel costs, an increase of $2,000 for insurance costs and a $2,000 increase in telephone/communications costs, which are partially offset with reductions in worker compensation allocation of $8,500.

Fixed asset expenditures are budgeted to decrease by $70,650 to $232,850 partially due to a one-time $45,000 purchase of a new Parks Reservations System in 2014 as well as a reduction of $15,000 of beach house improvements at Muskego Park and Mukwonago Dog Park improvements of $10,000.

Parks Programs (Continued)

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Daily Entrance Stickers	80,138	82,600	81,300	82,600	-
Annual Stickers	15,025	13,650	13,950	13,650	-
Family Camping	3,741	3,900	3,900	3,900	-
Group Camping	1,886	1,600	1,600	1,600	-
Reserved Picnics/ Pavilion/Lodge Rental	1,335	1,060	1,070	1,060	-
Annual Boat Launch Stickers	453	470	470	470	-
Daily Boat Launch	13,045	12,450	12,450	12,450	-

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 expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 5 year average, at approximately 44.8% of expenditure. The 2015 budget includes a cost recovery rate of 39.4%.



3-Year Maintenance and Projects 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. Starting in budget year 2002, the department began including park facility maintenance recommendations contained in the County facility management plan.

Location	Project	2015 Plan	2016 Plan	2017 Plan
Expo Center	Facility repair and replacement	$23,000	$16,000	$16,000
	Indoor/outdoor sound System	$0	$50,000	$0
Grounds Maintenance	Facility repair and replacement	$36,350	$0	$0
	Grounds/landscaping improvements	$51,500	$15,000	$15,000
Retzer	Exit lights at Planetarium(a)	$2,100	$0	$0
	Boardwalk upgrades	$0	$36,000	$24,000
	Painting Learning Center	$0	$20,000	$0
Various Parks	Parking lot/pavement maintenance	$35,150	$18,600	$18,600
Fox Book Park	Facility repair and replacement	$12,500	$23,400	$7,500
	Plumbing/HVAC repairs and replacements	$0	$12,000	$46,000
	Grounds/landscaping improvements	$7,500	$5,000	$0
	Diving Dock Replacement	$0	$18,000	$0
	Facility repair and replacement	$3,000	$24,000	$0
	Plumbing/HVAC repairs and replacements	$0	$4,000	$0
	Grounds/landscaping improvements	$5,000	$0	$0
	Canoe Launch/Fishing Pier (b)	$0	$30,000	$0
Menomonee Park	Facility repair and replacement	$5,000	$0	$0
	Plumbing/HVAC repairs and replacements	$17,500	$0	$0
	Fertilizer Building Removal	$0	$0	$24,000
Minooka Park	Facility repair and replacement	$9,000	$3,000	$0
	Plumbing/HVAC repairs and replacements	$6,000	$0	$0
	Grounds/landscaping improvements	$5,000	$5,000	$0
Mukwonago Park	Facility repair and replacement	$21,500	$5,000	$44,000
	Plumbing/HVAC repairs and replacements	$0	$17,500	$3,000
	Grounds/landscaping improvements	$5,000	$15,000	$0
	Paint Barn	$0	$0	$25,000
	Bridge across nature trail	$0	$0	$29,400
Muskego Park	Facility repair and replacement	$0	$8,000	$0
	Plumbing/HVAC repairs and replacements	$18,000	$0	$0
	Grounds/landscaping improvements	$0	$5,000	$0
Nagawaukee Park	Facility repair and replacement	$0	$15,000	$26,000
	Plumbing/HVAC repairs and replacements	$7,700	$4,500	$0
	Grounds/landscaping improvements	$22,000	$5,000	$24,000
	Replace ramps at Nagawaukee boat launch (c)	$0	$0	$50,000
Nashotah Park	Facility repair and replacement	$9,300	$0	$0
	Plumbing/HVAC repairs and replacements	$2,000	$0	$0
	Grounds/landscaping improvements	$0	$0	$12,500
	Ryan Barn Demolition	$28,000	$0	$0
	Total	**$332,100**	**$355,000**	**$365,000**

(a)The 2015 plan includes $2,100 from Planetarium maintenance account.
(b)The 2016 plan includes $15,000 for DNR Stewardship grant funds (50% match).
(c)The 2017 plan includes 25,000 for Waterway Commission grant funds (50% match).

PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T=One-Time
200014	Bikeway Improvement	2014	$4,095,000	90%	TBD	A
200505	Restroom Renovations	2015	$3,705,000	85%	TBD	A
201106	Menomonee Main Building Demolition	2014	$325,000	100%	$0	T
201208	Energy Efficiency Improvements	2015	$1,435,200	90%	TBD	A
201407	Waukesha-Brookfield trail	2017	$2,980,400	0%	TBD	A
201408	Minooka Beach Area Renovation	2018	$989,000	0%	TBD	A
201406	Pavement Management	2022	3,500,000	0%	$0	NA
200824	Pavement Management Plan	2017	$500,000/Yr	Ongoing	$0	NA

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**7.90**	**7.73**	**7.73**	**7.59**	**(0.14)**
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	$517	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$0	$0	$0	$0
County Tax Levy	**$610,361**	**$618,599**	**$618,599**	**$641,521**	**$22,922**
Total Revenues	**$610,878**	**$618,599**	**$618,599**	**$641,521**	**$22,922**
Personnel Costs	$390,403	$324,260	$341,699	$331,072	$6,812
Operating Expenses (a)	$124,666	$110,400	$109,435	$123,520	$13,120
Interdept. Charges	$182,457	$183,939	$181,839	$186,929	$2,990
Fixed Assets (a)	$0	$0	$0	$0	$0
Total Expenditures	**$697,526**	**$618,599**	**$632,973**	**$641,521**	**$22,922**
Rev. Over (Under) Exp.	($86,648)	$0	($14,374)	$0	$0

a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Budget and 2013 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Grounds Maintenance program area to the Parks Programs area.

Program Highlights

Personnel costs increase about $6,800 due to the cost to continue existing staff levels which is partially offset with a slight reduction 0.14 FTE in extra help. Operating expenses increase $13,100 to about $123,500 mainly due to a $7,000 increase for salt and an approximate $5,000 increase for operating supplies. Interdepartmental charges increase about $3,000 to nearly $187,000, mostly due to an increase in fuel costs.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Linear Ft- Sidewalk/Entrances	33,200	33,200	33,200	33,200	-

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.

County-wide Key Strategic Outcome: An environmentally responsible County

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

Key Outcome Indicator:

a. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.

b. Increase number of attendees in environmental classes by 5% annually.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Program Attendance	5,747	6,800	6,500	6,825	25

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**8.84**	**8.99**	**8.99**	**8.80**	**(0.19)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$101,546	$77,200	$77,200	$77,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$54,529	$58,000	$88,174	$58,000	$0
Appr. Fund Balance (a)	$12,744	$0	$0	$0	$0
County Tax Levy	**$535,146**	**$578,775**	**$578,775**	**$599,619**	**$20,844**
Total Revenues	**$703,965**	**$713,975**	**$744,149**	**$734,819**	**$20,844**
Personnel Costs	$443,561	$456,181	$440,585	$469,068	$12,887
Operating Expenses (a)	$127,593	$140,150	$134,245	$153,050	$12,900
Interdept. Charges	$95,653	$102,644	$99,344	$101,451	($1,193)
Fixed Assets (a)	$10,344	$15,000	$33,000	$11,250	($3,750)
Total Expenditures	**$677,151**	**$713,975**	**$707,174**	**$734,819**	**$20,844**
Rev. Over (Under) Exp.	$26,814	$0	$36,975	$0	$0

(a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Budget and 2013 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from Retzer Nature Center to the Parks Programs area.

Program Highlights

Charges for Services revenues are budgeted to remain at 2014 budgeted levels of $77,200 and 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 are also budgeted to remain at 2014 budgeted levels of $58,000 and include $32,000 in birdseed sale; $18,000 of bookstore merchandise sale and $8,000 in miscellaneous revenue.

Personnel costs are budgeted to increase by approximately $12,900 to $469,100 to fund the cost to continue existing staffing levels which is a slight reduction of 0.19 FTE related to changes in budgeted rates and position classifications in temporary extra help. Operating costs increase $12,900 to $153,050 mainly due to an increase of $6,500 for small equipment and an increase of $6,000 for program promotion supplies which are partially offset by a $4,800 decrease in maintenance costs. Interdepartmental charges decrease approximately $1,200 to $101,500 mainly due to decreases related to postage of $2,500, fleet maintenance costs of $500 and fuel of $500, and are partially offset with increases in insurance costs of $400 and computer maintenance and replacement costs of nearly $2,000. Fixed asset expenses include $11,250 for a backup generator system.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Apple harvest festival attendance	4,333	5,000	5,000	5,000	-
Site Evaluations	4	5	5	5	-
Bird Seed Bags Sold	1,660	2,000	1,700	1,650	(350)

Exposition Center

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**8.89**	**8.83**	**8.83**	**8.63**	**(0.20)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$549,797	$550,000	$550,000	$550,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$34	$0	$0	$0	$0
Appr. Fund Balance (a)	$12,400	$10,000	$10,000	$10,000	$0
County Tax Levy	**$163,569**	**$142,603**	**$142,603**	**$149,598**	**$6,995**
Total Revenues	**$725,800**	**$702,603**	**$702,603**	**$709,598**	**$6,995**
Personnel Costs	$428,120	$437,440	$424,608	$448,222	$10,782
Operating Expenses (a)	$194,288	$207,225	$235,725	$208,600	$1,375
Interdept. Charges	$65,026	$57,938	$57,833	$52,776	($5,162)
Fixed Assets (a)	$0	$0	$0	$0	$0
Total Expenditures	**$687,434**	**$702,603**	**$718,166**	**$709,598**	**$6,995**
Rev. Over (Under) Exp.	$38,366	$0	($15,563)	$0	$0

(a) For comparability purposes, Operating Expenses, Fixed Assets, and Fund Balance for the 2014 Budget and 2013 Actuals are restated to recognize the shifting of Parks Three-year maintenance plan and project amounts from the Exposition Center to the Parks Programs area.

Program Highlights

Charges for services revenue remains at the 2014 level of $550,000. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of $10,000 is included in 2015 to fund expenditures for a table and chair replacement program.

Personnel costs increase approximately $10,800 mainly due to the cost to continue existing staff levels and a slight (0.20 FTE) reduction in overtime funding. Operating expenses increase $1,375, mainly due to an increase in waste disposal services of $2,000 based on prior year experience. Interdepartmental charges decrease $5,162 to about $52,800 mainly due to a $3,300 reduction in Worker Compensation charges and nearly $2,000 reduction in insurance charges.

Museum

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)			**No Staff Allocated**		
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	**$215,000**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$215,000**	**$0**	**$0**	**$0**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$215,000	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$215,000**	**$0**	**$0**	**$0**	**$0**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

*A program operations grant of $215,000 to the Waukesha County Historical Society Museum was discontinued in 2014.

Planning & Zoning, Enforcement

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 and update of the County Development Plan.

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. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews.

County-Wide Key Strategic Outcome: A well planned county

1-Objective: Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space.(PLU Strategic Plan objective 4.1)

Key Outcome Indicators:

a. Updated Farmland Preservation Zoning codes by 2015.
b. 100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.
c. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with the State's new Shoreland Zoning law, which requires an amended ordinance by 2016.

Performance Measures:

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning, Enforcement (continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**9.50**	**9.50**	**9.50**	**9.50**	**0.00**
General Government	$5,000	$0	$0	$0	$0
Fine/Licenses	$89,635	$90,500	$93,500	$85,000	($5,500)
Charges for Services	$46,234	$28,300	$40,000	$40,000	$11,700
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,691	$3,500	$2,500	$2,500	($1,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$729,871**	**$746,017**	**$746,017**	**$753,287**	**$7,270**
Total Revenues	**$872,431**	**$868,317**	**$882,017**	**$880,787**	**$12,470**
Personnel Costs	$759,792	$783,124	$791,545	$810,594	$27,470
Operating Expenses	$15,999	$22,250	$19,350	$19,500	($2,750)
Interdept. Charges	$62,008	$62,943	$61,808	$50,693	($12,250)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$837,799**	**$868,317**	**$872,703**	**$880,787**	**$12,470**
Rev. Over (Under) Exp.	$34,632	$0	$9,314	$0	$0

Program Highlights

Fines and license revenue, which include zoning permit fee revenues totaling $85,000, are budgeted to decrease $5,500. The decrease is mainly due to projecting that the Town of Genesee will likely adopt its own zoning code in year 2014. In addition, zoning permit processing for small projects maybe further decentralized and handled by some towns. Charges for service revenue increases $11,700 to $40,000 and consists of $15,000 of reimbursement for direct staff time providing planning assistance to municipalities and $25,000 for subdivision plat review fees. Subdivision revenues have been increased based on an increase in program activity. Other revenue of $2,500 is budgeted from the sale of maps, a decrease of $1,000 based on prior year experience and current year estimates.

Personnel costs are increasing $27,470 mainly due to the cost to continue existing staff levels and changes in an employee's plan selection of health insurance. Operating expenses are being decreased $2,750 to $19,500 mainly due to a slight reduction in office supplies and equipment. Interdepartmental charges decrease $12,250 mainly due to a reduction in record retrieval of $1,700 and the reallocation of computer ownership charges of $9,600.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
No. of Conditional Use reviews	25	30	20	20	(10)
No. of Zoning Violations pursued	114	140	130	130	(10)
Site Plan reviews	71	55	50	40	(15)

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
No. of Zoning Permits	525	450	450	400	(50)
No. of Board of Adjustment cases	35	40	50	45	5
No. of Certified Survey Maps (CSMs) reviewed	29	20	28	25	5
No. of Subdiv. Plat Reviews	27	15	34	32	17

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

1-Objective: 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.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
System samples	439	484	450	450
% sampled	100%	100%	100%	100%
% with coliform bacteria	5.0%	2.2%	2.5%	2.5%
% with nitrates	<.1%	.2%	<.1%	<.1%

County-Wide Key Strategic Outcome: An environmentally responsible county

2-Objective: Operate a mandatory maintenance program for the estimated 38,000 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.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Maintenance cards sent	7,850	9,600	9,600	10,000
Number returned	6,400	8,830	8,830	9,000
% Returned	82%	92%	92%	90%

3-Objective: 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.

Key Outcome Indicator: Continued maintenance of software related to permit tracking for Private On-site Waste Treatment Systems (POWTS) will allow the efficient inventory of the estimated 16,000 additional POWTS.
Performance Measure:

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Inventory Private Sewerage Systems Installed before July 1, 1979 (a)	85%	98%	90%	95%

(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)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.42**	**4.41**	**4.41**	**4.41**	**0.00**
General Government	$47,354	$50,000	$50,000	$50,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$70,396	$64,500	$66,000	$66,000	$1,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$348	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$320,512**	**$329,301**	**$329,301**	**$332,844**	**$3,543**
Total Revenues	**$438,610**	**$443,801**	**$445,301**	**$448,844**	**$5,043**
Personnel Costs	$332,965	$344,129	$363,152	$344,965	$836
Operating Expenses	$50,941	$58,000	$57,650	$61,300	$3,300
Interdept. Charges	$39,166	$41,672	$41,342	$42,579	$907
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$423,072**	**$443,801**	**$462,144**	**$448,844**	**$5,043**
Rev. Over (Under) Exp.	$15,538	$0	($16,843)	$0	$0

Program Highlights

General Government revenues of $50,000 include a $35,000 pass-through grant from the State for the Wisconsin Fund Septic System Replacement Program, intended to help lower-income County residents replace faulty septic systems. 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, unchanged from the 2014 budget. Charges for Service of $66,000 includes $50,000, in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act, a $1,500 increase from the prior year budget, $1,000 related to the lead program and $15,000 for radon kit sales, unchanged from 2014.

Personnel costs increase less than $900 related to the cost to continue of existing positions. Operating expenses increase $3,300 mainly due to an increase in software repair and maintenance costs of $2,500. Interdepartmental charges are budgeted to increase approximately $900 mainly due to increases in computer ownership cost allocation.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
WI Fund Grant (Septic Replacements)	6	9	4	5	(4)
# of on-site septic systems under Mandatory Maintenance (a)	35,000	37,000	37,000	38,000	1,000

(a) 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.

Licensing

Program Description

Provide protection to the public health by licensing, inspection, and education of restaurants, retail food establishments, hotels / hotels / tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

County-wide Key Strategic Outcome: A Safe County

1-Objective: Reduce occurrences of foodborne illness through reduction of risk factor violations. (PLU Strategic Plan objective 1.2)

Key Outcome Indicator: Using State of Wisconsin Guidance set forth in DHS 196 of the Wisconsin Administrative Code; amend the restaurant license categories so that they are based upon the complexity of the restaurant. The higher the number of risk factors, the higher the complexity. Update procedures regarding the current inspection frequency of once per year per establishment to risk-based inspection. Increase the inspection frequency of the moderate and complex food establishments while decreasing the inspection frequency of the pre-packaged and simple restaurants.

Performance Measure: 10% reduction in risk factor violation (identified by the Center of Disease Control as the most often responsible for foodborne illness outbreaks) average

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Risk Factor Violation Average	31%	28%	25%

2-Objective: 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**.**

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of licensed food establishments	1,627	1,550	1,550	1,550
Number of inspections & consultations	2,768	2,600	2,600	2,600
# of preinspections/inspections/consultations per Inspector	395	371	371	371

Licensing (continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**7.58**	**7.64**	**7.64**	**7.63**	**(0.01)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$698,727	$665,500	$665,500	$679,000	$13,500
Charges for Services	$1	$0	$0	$0	$0
Interdepartmental	$4,200	$4,100	$4,100	$4,100	$0
Other Revenue	$0	$500	$500	$500	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($67,715)**	**($59,094)**	**($59,094)**	**($55,648)**	**$3,446**
Total Revenues	**$635,213**	**$611,006**	**$611,006**	**$627,952**	**$16,946**
Personnel Costs	$545,630	$549,702	$545,588	$560,054	$10,352
Operating Expenses	$30,691	$27,500	$27,475	$31,200	$3,700
Interdept. Charges	$33,651	$33,804	$33,504	$36,698	$2,894
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$609,972**	**$611,006**	**$606,567**	**$627,952**	**$16,946**
Rev. Over (Under) Exp.	$25,241	$0	$4,439	$0	$0

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

Program Highlights

License revenues are budgeted at $679,000, an increase of $13,500. Restaurant license/inspection revenues increase by $10,000 to $460,000, mainly due to an approximately 1.5% increase in program fees. Lodging and campground license fee revenues have been increased $500 to $60,500 mainly due to an approximately 1.5% increase in program fees. Retail food license revenues have been increased $3,000 to $143,000 mainly due to an approximately 1.5% increase in fees.

Personnel costs increase about $10,350, mainly due to the cost to continue existing staff levels. Operating expenses increase $3,700 due to a $3,000 increase in mileage reimbursement costs, and a $700 increase for travel expenses. Interdepartmental charges increase nearly $2,900 mainly due to computer ownership cost allocation.

In mid-2013, Environmental Health made the transition to Health Space, a licensing and inspection program available at no cost as agents of the State. This has allowed Environmental Health to go paperless and eliminate its imaging fees while easing reporting to the State and encompassing all licensing programs as opposed to just the food programs.

Activity Data

# of Inspections/Consultations Performed	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
# of Restaurants	2,061	2,000	2,000	2,000	-
# of Retail Foods	707	600	625	625	25
# of School Food Services	124	120	120	120	-
# of Lodging	62	48	50	50	2
# of Public Pool, Camp & Rec/ED camp	286	295	275	275	(20)

# of Establishment Licenses issued	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Restaurants					
Temporary	133	120	120	120	-
Prepackaged	58	60	60	60	-
Full Service	959	925	925	925	-
Retail Food					
No Processing	133	120	120	120	-
Processing	331	315	315	315	-
Lodging					
Hotel/Motel	42	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	5	4	4	4	-
Recreation					
Public Pools	218	205	205	205	-
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

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

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

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

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of unsafe samples	115	50	75	75
Number of owner-collected samples	522	400	550	500
% Reported same day	100%	100%	100%	100%

County-wide Key Strategic Outcome: An environmentally responsible county

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

Key Outcome Indicator: After a sanitary permit is issued by the Division, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day prior to the needed inspection.

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

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of systems inspected	330	280	300	310
% systems inspected on same-day	100%	100%	100%	100%

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**5.00**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$292,704	$180,000	$180,000	$195,000	$15,000
Charges for Services	$69,269	$72,600	$72,600	$72,600	$0
Interdepartmental	$0	$2,000	$2,000	$2,000	$0
Other Revenue	$0	$1,000	$1,000	$1,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$312,737**	**$320,519**	**$320,519**	**$215,251**	**($105,268)**
Total Revenues	**$674,710**	**$576,119**	**$576,119**	**$485,851**	**($90,268)**
Personnel Costs	$467,623	$486,124	$470,067	$396,472	($89,652)
Operating Expenses	$31,053	$50,150	$44,775	$47,100	($3,050)
Interdept. Charges	$40,556	$39,845	$39,695	$42,279	$2,434
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$539,232**	**$576,119**	**$554,537**	**$485,851**	**($90,268)**
Rev. Over (Under) Exp.	$135,478	$0	$21,582	$0	$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues and increase $15,000 to $195,000, mainly due to an increase in program activity. Charges for Service revenues are budgeted at $72,600 and include $47,600 in water sample fees and $25,000 for Preliminary site assessment fees.

Personnel costs decrease about $89,700 and include the cost to continue existing positions which is more than offset by savings from staff turnover and the unfunding of 1.00 FTE Environment Health Sanitarian position. Operating expenses have been reduced $3,050, mainly due to a slight reduction in equipment and mileage reimbursement. Interdepartmental charges are budgeted to increase about $2,400 to nearly $42,300 mainly due to a $1,000 increase in workers compensation costs and a $1,900 increase in total cost of computer ownership charges.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	182	130	190	185	55
Mound	190	130	200	185	55
Holding Tank	28	25	30	30	5
At Grade	7	12	5	5	(7)
Pressure Distribution	4	2	5	5	3

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

1-Objective: When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment. (PLU Strategic Plan objective 1.4)

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: Within 48 hours 100% of reported bite victims are advised to seek medical advice.

	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of reported animal bites	584	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	47	30	40	40	10
Humane Investigations	209	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	851	800	800	800	-

Humane Animal (continued)

2-Objective: Reduce occurrences of animal abuse and neglect. (PLU Strategic Plan objective 1.5)

Key Outcome Indicator: Provide education, advice, and enforcement on animal welfare, neglect and cruelty, by investigating reported incidents within 48 hours. Provide public education opportunities regarding animal welfare. Refer criminal animal neglect and abuse to the local law enforcement authority. As the population of Waukesha County ages we anticipate encountering more occurrences of hoarding, a mental health disorder most often seen in the elderly. We will create a committee to address issues surrounding general and animal hoarding cases, which will consist of personnel from both Environmental Health and Health and Human Services. Monitor animal welfare cases to prevent re-occurrences from happening.

Performance Measure: a 10% reduction in behavior reversion of past offenders

Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
10% Reduction in behavior reversion	5.0%	4.5%	4.0%

Activity Data

	2013 Actual	2014 Target	2014 Estimate	2015 Target
# Reports animal abuse/neglect	184	225	225	225
% followed up within 48 hours	90%	90%	90%	90%

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.59**	**1.58**	**1.58**	**1.58**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$49,029	$50,000	$50,000	$50,000	$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	**$84,899**	**$89,892**	**$89,892**	**$94,835**	**$4,943**
Total Revenues	**$133,928**	**$139,892**	**$139,892**	**$144,835**	**$4,943**
Personnel Costs	$99,917	$107,512	$105,954	$109,657	$2,145
Operating Expenses	$11,004	$19,250	$17,500	$19,300	$50
Interdept. Charges	$12,362	$13,130	$13,127	$15,878	$2,748
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$123,283**	**$139,892**	**$136,581**	**$144,835**	**$4,943**
Rev. Over (Under) Exp.	$10,645	$0	$3,311	$0	$0

Program Highlights

License revenue consists of dog license surcharge revenues of $50,000.

Personnel costs increase about $2,150 due to the costs to continue existing staff levels. Interdepartmental charges increase nearly $2,750 mainly due to computer ownership cost allocations.

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.

Hazardous Material (continued)

County-Wide Key Strategic Outcome: An environmentally responsible county

1-Objective: To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities. (PLU Strategic Plan objective 3.4)
Key Outcome Indicator: Percent of sites with no violations noted on annual Department of Commerce Tank Inspection Reports for County facilities.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	95%	100%	100%

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.90**	**0.90**	**0.90**	**0.90**	**0.00**
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	$11,000	$11,000	$0	($11,000)
Appr. Fund Balance	$25,000	$25,000	$25,000	$25,000	$0
County Tax Levy	**$130,284**	**$135,070**	**$135,070**	**$137,764**	**$2,694**
Total Revenues	**$155,284**	**$171,070**	**$171,070**	**$162,764**	**($8,306)**
Personnel Costs	$89,660	$92,371	$92,444	$94,631	$2,260
Operating Expenses	$45,627	$68,300	$62,075	$57,300	($11,000)
Interdept. Charges	$9,360	$10,399	$10,399	$10,833	$434
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$144,647**	**$171,070**	**$164,918**	**$162,764**	**($8,306)**
Rev. Over (Under) Exp.	$10,637	$0	$6,152	$0	$0

Program Highlights

The 2014 budget included $11,000 of landfill fees in other revenues to fund one time Land Recycling Program costs, which is removed in the 2015 budget. General Fund Balance of $25,000 is budgeted to fund the Land Recycling Program. This program is designed to identify, clean up and market those tax delinquent properties having redevelopment potential.

Personnel costs increase $2,260 related to the cost to continue existing staff levels.

Operating expenses decrease $11,000 to $57,300 and 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 Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	58	50	80	60	10
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	53	53	53	53	-
Monitor for Compliance—Under Ground	6	6	6	6	-

Land & Water Conservation

Program Description

Control soil erosion, storm water runoff, flooding and water pollution from construction sites, land developments, farmland and non-metallic mining operations. Accomplish this by enforcing county ordinances and providing technical assistance, education programs and cost-sharing grants to landowners, municipalities, school and lake districts. Implement state nonpoint pollution performance standards on new construction sites and farmland mandated under Chapter NR 151, and mine reclamation regulations under Chapter NR 135. Facilitate watershed protection planning efforts to protect targeted water resources. Promote citizen action to protect water quality through a variety of conservation educational programs targeting youth and adult audiences, including citizen stream monitoring and a storm water education program mandated under Chapter NR 216. Preserve prime farmland and environmental corridors in cooperation with local land use, park and open space planning efforts. Assist farmers with crop damage caused by managed wildlife through a USDA contract.

Multi-year program objectives and planned activities are contained in the Waukesha County Land and Water Resource Management Plan. By state law (Chapter ATCP 50), this long-range plan is periodically updated and adopted by the County Board. Cooperative agreements with municipalities and partner organizations, and a variety of federal, state and local programs and grants help implement the plan.

County-Wide Key Strategic Outcome: An environmentally responsible county

1-Objective: Implement State urban and agricultural non-point pollution control performance standards and prohibitions under Chapters NR 151, NR 216 and ATCP 50 of Wisconsin Administrative Code.

Key Outcome Indicator: Complete storm water permit application reviews within benchmark response times specified in county ordinance (measured in working days).

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
For storm water permit sites >/= 1 acre. Benchmark = 20 working days.	10	10	12	10
For storm water permit sites< 1 acre. Benchmark = 10 working days.	4	8	6	8

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.42**	**5.43**	**5.43**	**5.42**	**(0.01)**
General Government	$178,812	$181,000	$185,000	$202,000	$21,000
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$110,268	$95,000	$100,000	$101,000	$6,000
Interdepartmental	$37,515	$15,300	$15,300	$15,300	$0
Other Revenue	$60,179	$111,000	$111,000	$111,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$259,562**	**$286,074**	**$286,074**	**$267,994**	**($18,080)**
Total Revenues	**$646,336**	**$688,374**	**$697,374**	**$697,294**	**$8,920**
Personnel Costs	$492,545	$484,300	$483,934	$496,310	$12,010
Operating Expenses	$74,461	$157,250	$148,750	$156,900	($350)
Interdept. Charges	$46,052	$46,824	$46,594	$44,084	($2,740)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$613,058**	**$688,374**	**$679,278**	**$697,294**	**$8,920**

Rev. Over (Under) Exp.	$33,278	$0	$18,096	$0	$0

Land & Water Conservation (continued)

Program Highlights

General Government revenues are budgeted to increase $21,000 to $202,000 mainly related to an increase of $19,000 to $155,000 for the State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant and is used to help offset a portion of land and water conservation staffing costs. General Government revenues also include a $32,000 pass-through grant from the state to cost-share the installation of conservation practices and meet state water runoff pollution control standards (Nonpoint Grant), and a $15,000 pass-through grant is provided to fund expenses related to the Wildlife Damage program.

Charges for Service revenues increase $6,000 to $101,000 and include $56,000 from 25 municipalities, as part of an intergovernmental agreement with the County, to implement a mandatory storm water education program. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) storm water discharge permit requirements under Department of Natural Resources administrative code NR 216. Charges for Service also include $30,000 budgeted for storm water permit fee and $15,000 from non-metallic mining reclamation permit fees. Storm water permit revenues have been increased $5,000 based on current activity levels. Interdepartmental revenues of $15,300 are reimbursement for administrative assistance to the Material Recovery Facility (MRF) program and remain at 2014 budgeted levels. Other Revenues are budgeted at $111,000 and includes $50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water 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 storm water runoff pollution.

Personnel costs increase approximately $12,000 related to the cost to continue existing staff levels. Interdepartmental charges decrease $2,740 mainly due to reductions in computer ownership cost allocations.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Number of Educational Presentations/Events	82	80	78	80	-
Number of Storm water Permits issued	68	50	50	50	-
Number of Construction Site Inspections	562	500	500	500	-
Number of Farm Compliance Inspections *	16	17	17	10	(7)

* Reflects the last phase of initial compliance checks for the Farmland Preservation Program.

Hazardous Waste and County Facilities Recycling

Program Description

Provide safe, convenient and cost-effective disposal sites for household hazardous wastes (HHW) to county residents. Also manage internal recycling and waste reduction efforts for county buildings and parks, and assist with county sustainability, energy efficiency and pollution prevention efforts. To help control county HHW program costs and encourage community support, all 37 local communities generally pay 1/3 of county HHW program costs. Through a landfill expansion agreement executed in 2000, the current owner of the Muskego Emerald Park Landfill (Advanced Disposal Services) also provides annual funding to support the HHW program. When state grants are available, Agricultural Hazardous Wastes are also collected using the same facilities and staffing as the HHW program.

County-Wide Key Strategic Outcome: An environmentally responsible county

1-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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
County HHW disposal costs per participating household	29.02	$30.00	$30.00	$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.25**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$53,491	$63,300	$63,300	$63,300	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,432	$3,000	$3,000	$3,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$217,383	$391,000	$387,000	$392,000	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($99,226)**	**($102,518)**	**($102,518)**	**($107,291)**	**($4,773)**
Total Revenues	**$174,080**	**$354,782**	**$350,782**	**$351,009**	**($3,773)**
Personnel Costs	$16,665	$16,812	$17,915	$18,382	$1,570
Operating Expenses	$193,430	$331,050	$351,900	$329,800	($1,250)
Interdept. Charges	$4,281	$6,920	$6,743	$2,827	($4,093)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$214,376**	**$354,782**	**$376,558**	**$351,009**	**($3,773)**
Rev. Over (Under) Exp.	($40,296)	$0	($25,776)	$0	$0

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

Program Highlights

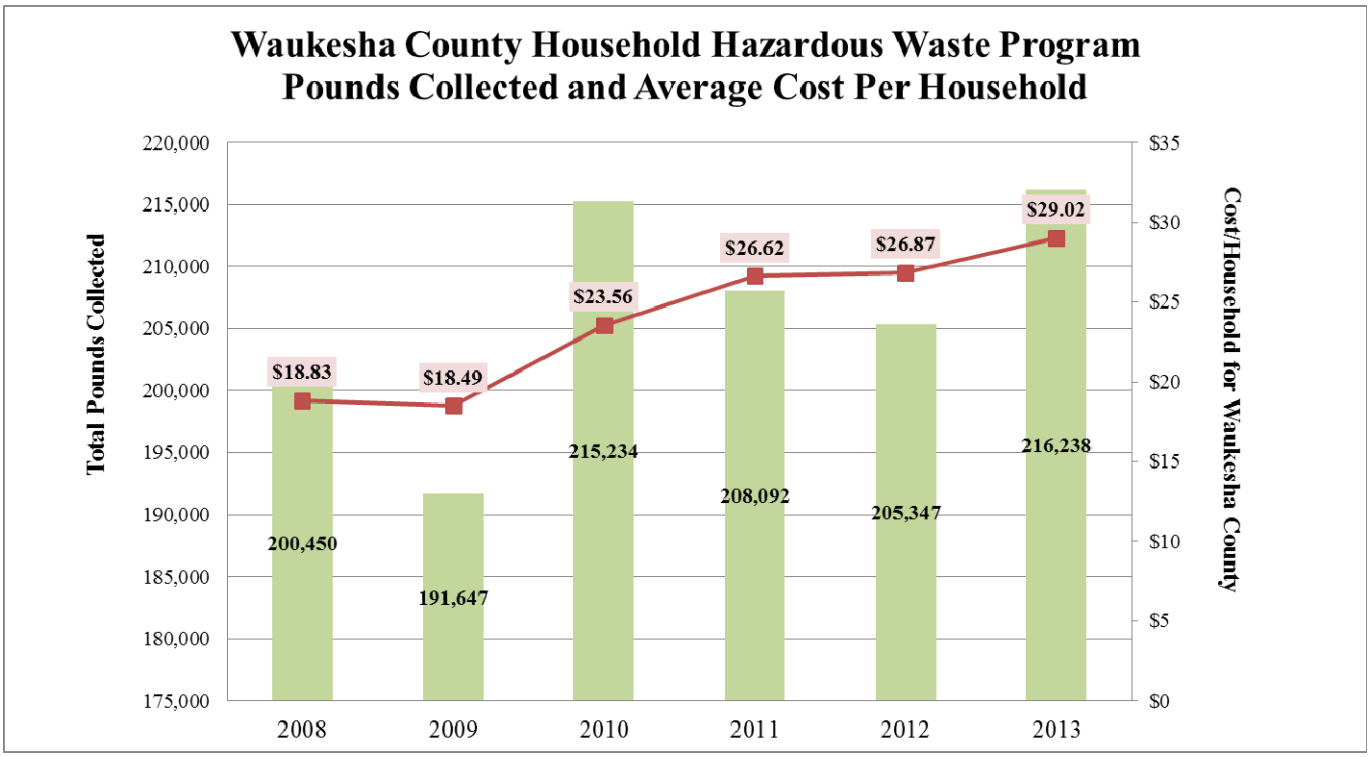
General government revenue remain at the 2014 budgeted level of $63,300 and include state hazardous waste grant funding of $13,300 and the local community program cost share. Participating communities pay approximately one-third of the county's program collection costs, which is approximately $50,000, net of the estimated state grant of $13,300. Charges for services revenue includes a $3,000 payment from Walworth County for use of the Muskego collection site. Other revenues include landfill tipping fee revenues of $230,000; Beginning in 2014, the Emerald Park Landfill operator (Advanced Disposal Services) will pay the County $156,000 and county staff will administer all of the HHW program activities; County in-house recycling material sale revenue of $5,000; and $1,000 in miscellaneous recoveries.

Personnel costs allocated for 0.25 FTE increase by nearly $1,600 to $18,400 to fund the cost to continue existing staff levels. Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Advanced Disposal Services) for the hazardous waste program under which EPL funds of $156,000 are exhausted first, Clean Sweep grant funds are used next, and then the county pays up to its maximum budgeted amount of $155,000. Beginning in 2014, Advanced Disposal Services pays the County $156,000 to administer all invoicing for the HHW program. This program cost increase is offset with direct payment from the landfill operator (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. Interdepartmental charges have decreased about $4,100 mainly due to changes in insurance and computer cost allocations.

Activity Data

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Households served at Hazardous Waste Collection	5,820	5,200	5,200	5,800	600
Pounds of Hazardous waste collected	216,238	215,000	215,000	215,000	-
Pounds of HHW Per household	37.2	37.0	37.0	37.0	0
Number of Households using product exchange	426	350	350	400	50
Tons of office paper/containers recycled at County facilities/parks	294.62	295	295	325	30

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2013 increased to 216,000 lbs. The cost to the County per participating household increased due to decreased State aid and more costly disposal of materials collected.

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

1-Objective: 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. (PLU Strategic Objective 6.2)

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Number of Jail Days Saved	1,669	1,102	1,724	1,300
Est. Value in $ of service to the County	$146,465	$94,860	$148,400	$111,900

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.

2-Objective: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
# of PLU web pages viewed on divisions home page	278,900	320,000	250,000	260,000
# of web based inquires/% responded to within 2 business days	97/100%	125/100%	85/100%	100/100%

Administrative Services (continued)

3-Objective: 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.

County-wide Key Strategic Outcome: An environmentally responsible county
4-Objective: 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). (PLU Strategic Plan Objective 3.1)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**8.50**	**8.50**	**8.50**	**8.39**	**(0.11)**
General Government	$10,000	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$127,800	$163,100	$160,000	$153,000	($10,100)
Other Revenue	$15	$290	$200	$300	$10
Appr. Fund Balance	$1,278	$0	$1,933	$0	$0
County Tax Levy	**$642,209**	**$656,638**	**$656,638**	**$678,114**	**$21,476**
Total Revenues	**$781,302**	**$820,028**	**$818,771**	**$831,414**	**$11,386**
Personnel Costs	$693,791	$688,539	$675,759	$699,956	$11,417
Operating Expenses	$63,095	$79,730	$76,125	$77,617	($2,113)
Interdept. Charges	$56,670	$51,759	$51,739	$53,841	$2,082
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$813,556**	**$820,028**	**$803,623**	**$831,414**	**$11,386**
Rev. Over (Under) Exp.	($32,254)	$0	$15,148	$0	$0

Program Highlights

Interdepartmental revenues decrease by $10,100 to $153,000 due to a reduction in charges for administrative and financial management services to the Material Recycling Facility.

Personnel costs increase about $11,400 to nearly $700,000, mainly due to the cost to continue of existing positions and a slight reduction of 0.11 FTE extra help related to a change in the budgeted rate and position classification of temporary extra help. Operating expenses decrease approximately $2,100 mainly due to a reduction in printing costs. Interdepartmental charges are increased about $2,100 mainly due to computer and technology ownership charges.

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government (a)(b)	$5,141,909	$2,298,808	$2,789,496	$2,438,785	$139,977	6.1%
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	$734,928	$773,300	$733,250	$628,159	($145,141)	-18.8%
Appr. Fund Balance (c)	$25,000	$0	$0	$0	$0	N/A
County Tax Levy (c)	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$5,901,837**	**$3,072,108**	**$3,522,746**	**$3,066,944**	**($5,164)**	**-0.2%**
Expenditures						
Personnel Costs	$182,878	$222,156	$220,756	$229,395	$7,239	3.3%
Operating Expenses (a)	$5,112,501	$2,753,333	$3,205,869	$2,740,283	($13,050)	-0.5%
Interdept. Charges	$94,820	$96,619	$96,121	$97,266	$647	0.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$5,390,199**	**$3,072,108**	**$3,522,746**	**$3,066,944**	**($5,164)**	**-0.2%**
Rev. Over (Under) Exp.	$511,638	$0	$0	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	2.35	2.85	2.85	2.85	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.03	0.03	0.07	0.04
Total FTEs	2.39	2.88	2.88	2.92	0.04

(a) 2014 Estimate includes a 2013 carryover of encumbered grant contracts that totaled $947,628 and an approved request to carry-over 2013 expenditure appropriations that totaled $2,272,968.

(b) The 2015 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) This Special Revenue fund relies mainly on federal funding. The actual County Tax Levy is usually $0 for this fund. However, in 2013 General Fund balance was budgeted for Wisconsin Partnership Housing Development technical assistance initiative. There is no proposed fund balance usage in 2015.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.99**	**2.48**	**2.48**	**2.51**	**0.03**
General Government (a)	$1,441,570	$1,249,906	$1,749,338	$1,334,000	$84,094
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$463,876	$585,000	$565,000	$460,000	($125,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,905,446**	**$1,834,906**	**$2,314,338**	**$1,794,000**	**($40,906)**
Personnel Costs	$155,455	$193,448	$192,053	$199,591	$6,143
Operating Expenses (a)	$1,645,720	$1,576,414	$2,057,669	$1,529,166	($47,248)
Interdept. Charges	$60,175	$65,044	$64,616	$65,243	$199
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,861,350**	**$1,834,906**	**$2,314,338**	**$1,794,000**	**($40,906)**
Rev. Over (Under) Exp.	$44,096	$0	$0	$0	$0

(a) 2014 Estimate includes a 2013 carryover of encumbrances totaling $449,057 and a 2013 carryover of $1,367,065 through a separate ordinance. Unexpended appropriations at year end 2014 will be requested to be carried over to the 2015 Modified budget.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at $1,334,000, an increase of nearly $84,100 from the 2014 Budget.

Other revenue of $460,000 includes revolving loan income estimated at $275,000 repaid by Waukesha County Economic Development Corporation (WCEDC) and program income estimated at $185,000 repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs.

Personnel costs increase approximately $6,150 mainly due to the cost to continue existing staffing level and a 0.03 FTE increase in Overtime. The CDBG program budget includes about $5,150 for CDBG Board expenses of which $4,500 is related to estimated per diems and $650 is included for operating expense mileage reimbursements.

Overall, operating expenses decrease about $47,200, mainly due to decreases of $90,000 for revolving loan payments, $15,000 for program income expenditures and $20,000 for the 2014 update of the 5 year Consolidated Plan that are partially offset by a $76,000 increase in grants to communities.

Community Development Block Grant (Continued)

Major Departmental Strategic Outcomes and Objectives for 2015

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 allocation will target funding to the community objectives based on percentages identified in the Consolidated Plan.

Performance Measure:

The community objectives are further defined as:

Community Objective	Funding Target % of annual Allocation(a)	2013 Actual(b)	2014 Estimate	2015 Target
Housing	18%	18%	15%	18%
Economic Development	30%	26%	25%	26%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	10%	15%	10%
Facilities	7%	11%	10%	11%
Administration	20%	20%	20%	20%

(a) Funding Target % of Annual Allocation is taken from the 2010-2014 Waukesha County Consolidated Plan. Updated targets will be developed as part of the 2015 – 2019 Consolidated Plan.
(b) 2013 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2014.

"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).

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.41**	**0.01**
General Government (a)	$752,960	$1,048,902	$1,040,158	$1,104,785	$55,883
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$264,072	$188,300	$168,250	$168,159	($20,141)
Appr. Fund Balance	$25,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,042,032**	**$1,237,202**	**$1,208,408**	**$1,272,944**	**$35,742**
Personnel Costs	$27,423	$28,708	$28,703	$29,804	$1,096
Operating Expenses (a)	$841,300	$1,176,919	$1,148,200	$1,211,117	$34,198
Interdept. Charges	$34,644	$31,575	$31,505	$32,023	$448
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$903,367**	**$1,237,202**	**$1,208,408**	**$1,272,944**	**$35,742**
Rev. Over (Under) Exp.	$138,665	$0	$0	$0	$0

(a) 2014 Estimate includes a 2013 carryover of encumbrances totaling $498,571 and a 2013 carryover of $905,903 through a separate ordinance. Unexpended appropriations at year end 2014 will be requested to be carried over to the 2015 Modified budget.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at $1,104,785, an increase of about $44,700 from the 2014 Budget.

Other revenues include program income and lease payments from Wisconsin Partnership for Housing Development. Program income revenues remain at the 2014 level of approximately $168,000. 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. In 2014, other revenue also included $20,000 of prior administrative funding carried over to fund an update of the Consolidated Plan. Waukesha County, as the eligible designated federal grantee for the CDBG and HOME program, is required to prepare an updated 5-year Consolidated Plan to identify community needs of low and moderate income residents and develop a strategy to use the available federal funds to assist in meeting those needs. The current Consolidated Plan will expire at the end of Year 2014. The new Plan will be for the years of 2015-2019.

Personnel costs increase nearly $1,100 due to the cost to continue existing staffing level and a slight 0.01 FTE increase in Overtime. Operating expenses increase approximately $34,200 primarily due to an increase of $49,000 for grants to communities which are partially offset with a $20,000 reduction for the consolidated plan mentioned above.

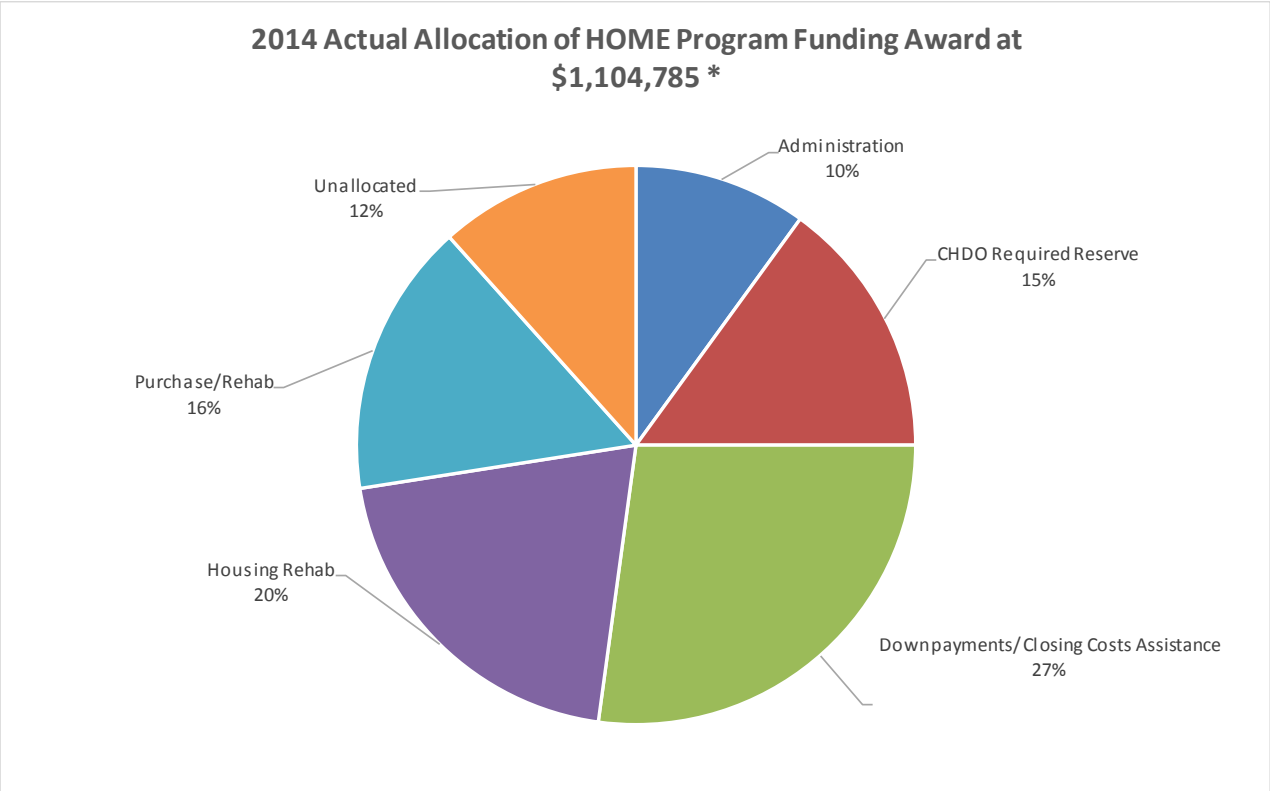
HOME Investment Partnership Program (Continued)

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

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

Key Outcome Indicator: The 2015 allocation will be used to improve or maintain housing affordability for all HOME recipients.

Activity	2013 Actual	2014 Budget	2015 Budget	14-15 Budget Change
# of Down payment and Closing Cost Assistance	48	48	48	-
# of Actual Homebuyers	49	60	58	(2)
Housing Rehabilitation	7	12	12	-
Purchase/Rehab	1	13	10	(3)



* 2014 Allocation based on the Home Board Recommendation.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$2,947,379	$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	$6,980	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,954,359**	**$0**	**$0**	**$0**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$2,625,481	$0	$0	$0	$0
Interdept. Charges	$1	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,625,482**	**$0**	**$0**	**$0**	**$0**

Rev. Over (Under) Exp.	$328,877	$0	$0	$0	$0

Program Highlights

The Community Development Block Grant (CDBG) – Emergency Assistance Program (EAP) to address residential and community flood damage from the 2008 flood is now completed and the program is closed.

The HUD – Neighborhood Stabilization Program (NSP) awarded to convert the former YWCA property in the City of Waukesha to affordable housing is now completed and the program is closed.

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 per State Statute 59.72(5)(b)3.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate(a)	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$1,000	$1,000	$1,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$644,096	$752,000	$600,000	$720,000	($32,000)	-4.3%
Interdepartmental	$15,500	$15,500	$15,500	$15,500	$0	0.0%
Other Revenue (a)	$44,634	$12,059	$133,361	$47,233	$35,174	291.7%
Appr. Fund Balance	$4,696	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$708,926**	**$780,559**	**$749,861**	**$783,733**	**$3,174**	**0.4%**
Expenditures						
Personnel Costs	$383,248	$428,570	$409,858	$437,219	$8,649	2.0%
Operating Expenses	$201,524	$212,992	$201,906	$212,774	($218)	-0.1%
Interdept. Charges	$127,488	$138,997	$138,097	$133,740	($5,257)	-3.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$712,260**	**$780,559**	**$749,861**	**$783,733**	**$3,174**	**0.4%**
Rev. Over (Under) Exp.	($3,334)	$0	$0	$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 2014 Estimate for Other Revenue exceeds budget due to the shifting of estimated landfill sitting fee revenue to be received in 2014 from the Tarmann Fund budget to offset estimated shortfalls in document recording fee revenue.

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T= One-Time
201119	Orthophotography	2015	$195,480	50%	$0	NA

Major Departmental Strategic Outcomes and Objectives: 2014-2016

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

1 Objective: Create a web based system for delivery of land information to County staff and the general public which is efficient and user friendly. (Strategic Plan Objective 7.7)

Initiatives:

1. Evaluate use of a private Cloud based storage system to reduce cost of internally hosting data.
2. Modify the availability of web-based land information for the convenience of mobile users.

Performance Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Strategic Plan Goal
Percentage of user who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be useful."	91.8%	93%	95%
Percentage of user who strongly agreed or somewhat agreed with the statement, "I find this Waukesha County mapping application to be easy to use."	77.6%	78.5%	80%

2 Objective: Development of spatial datasets that are of importance to, and accessible by, multiple County departments and/or municipalities based on feedback received from these organizations. (Strategic Plan Objective 7.8)

Initiatives:

1. Develop viewable spatial datasets that are companion to Public Works Department and Parks Division asset databases.
2. Develop viewable spatial datasets that provide access to County Airport land records.
3. Continue development of viewable spatial datasets that provide access to Planning Division permit data.
4. Continue working with local municipalities to identify opportunities where local spatial data could be consolidated with County data and efficiently hosted on the County Web mapping site.

Performance Measure	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Strategic Plan Goal
Store and manage 100% of all shared spatial datasets that are centrally located and provide access to multiple departments	95%	95%	95%

Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to decrease slightly from $752,000 to $720,000, to reflect the estimated number of recorded documents, decreasing from 94,000 in 2014 to 90,000 in 2015. For Interdepartmental Revenues, Land Information staff have an interagency agreement with the Department of Emergency Preparedness to provide street address maintenance services to assist in locating 911 calls. The agreement is anticipated to continue at current service level and will generate $15,500 in revenue. Other Revenue includes $2,000 from the sale of an updated Street Atlas and about $45,200 of landfill siting revenues to help offset program expenditures. Use of landfill siting revenues is planned to be phased out when document recording fees rebound to higher levels.

Personnel Costs increased by approximately $8,600 or 2.0% due to the cost to continue the 4.0 FTE staffing level. Interdepartmental Charges decrease nearly $5,300 mainly due a $5,700 decrease in computer technology ownership charges.

Fund Purpose

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of Parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary	2013 Actual	2014 Adopted Budget(a)	2014 Estimate(b)	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)(b)	$232,095	$300,000	$127,198	$200,000	($100,000)	-33.3%
Appr. Fund Balance	$700,000	$700,000	$700,000	$800,000	$100,000	14.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$932,095**	**$1,000,000**	**$827,198**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$33,061	$125,000	$25,000	$125,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$350,190	$875,000	$774,280	$875,000	$0	0.0%
Total Expenditures	**$383,251**	**$1,000,000**	**$799,280**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$548,844	$0	$27,918	$0	$0	N/A

(a) The 2014 budget is restated for comparative purposes to the 2013 Actual, 2014 Estimate and 2015 Budget, adjusting $150,000 to the Other Revenue-Landfill Sitting account, previously budgeted in the Charges for Service for Municipal Charges-Landfill Sitting account.

(b) The 2014 Estimate for Other Revenue reflects the estimated allocation of landfill sitting fee revenue to be received in 2014 from the Tarmann Fund budget to the Land Information Systems Fund to offset estimated shortfalls in document recording fee revenue.

Summary of Tarmann Fund Funding Sources 2012 – 2015

Revenue Source	2012 Actual	2013 Actual	2014 Budget	2015 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$582,766	$0	$0	$0	$0
Interest Income	$111,082	$77,343	$150,000	$100,000	($50,000)
Landfill Siting (a)	$550,524	$153,337	$150,000	$100,000	($50,000)
Tarmann Fund Balance	$0	$0	$700,000	$800,000	$100,000
Land Sales - Permits/Sales, Etc.	$3,972	$1,415	$0	$0	$0
Total Revenues	**$1,248,344**	**$232,095**	**$1,000,000**	**$1,000,000**	**$0**
Total Expenditures	**$572,706**	**$383,251**	**$1,000,000**	**$1,000,000**	**$0**
Revenues Over/(Under) Expenditures	**675,638**	**($151,156)**	**$0**	**$0**	**$0**

(a) Landfill Siting Revenues were significantly higher in 2012 due to four major construction projects which resulted in substantial increases in tonnage received.

Program Highlights

Charges for Services include $100,000 of landfill siting fee revenues, a reduction of $50,000 from the 2014 budget. Other Revenues include $100,000 of interest income earned on Tarmann Fund balance and has been reduced $50,000 from prior year budget due to lower interest rates. Fund balance appropriation revenue of $800,000 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.

Expenditures remain at 2014 budget levels 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 2015

County-Wide Key Strategic Outcome: An Economically Vibrant County
An Environmentally Responsible county

1 Objective: Using the Waukesha County Park and Open Space Plan, 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 150 acres of parkland and greenway lands annually through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,200	4,150	4,300
% of Park Plan Acquired	86.2%	90.1%	89.0%	92.2%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,288	3,356	3,360	3,500
% of Greenway Plan Acquired	39.6%	40.4%	40.5%	42.2%

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	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,680,873	$3,075,000	$3,025,000	$3,100,000	$25,000	0.8%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$27,082	$20,000	$15,000	$15,000	($5,000)	-25.0%
Appr. Fund Balance	$38,178	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,746,133**	**$3,095,000**	**$3,040,000**	**$3,115,000**	**$20,000**	**0.6%**
Expenditures						
Personnel Costs	$1,234,726	$1,321,746	$1,236,169	$1,344,804	$23,058	1.7%
Operating Expenses	$1,078,157	$1,042,140	$1,068,682	$998,019	($44,121)	-4.2%
Interdept. Charges	$804,651	$855,881	$855,529	$882,419	$26,538	3.1%
Fixed Assets (Memo) (c)	$16,165	$45,000	$0	$49,000	$4,000	8.9%
Total Expenditures	**$3,117,534**	**$3,219,767**	**$3,160,380**	**$3,225,242**	**$5,475**	**0.2%**
Operating Income/(Loss)	**($371,401)**	**($124,767)**	**($120,380)**	**($110,242)**	**$14,525**	**N/A**
Cash Flow From Operations (b)	**($316,855)**	**$42,064**	**$49,068**	**$56,838**	**$14,774**	**35.1%**
Position Summary (FTE)						
Regular Positions	8.80	8.80	8.80	8.80	0.00	
Extra Help	18.47	18.90	18.90	15.97	(2.93)	
Overtime	1.43	1.04	1.04	0.73	(0.31)	
Total FTEs	28.70	28.74	28.74	25.50	(3.24)	

(a) Other Revenue contained in the 2013 Actual includes interest income of $11,817. In 2014 and 2015 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.

(b) Cash Flow from operations for the 2013 actual is obtained from the County's 2013 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2014 budget, 2014 estimate and 2015 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.

Major Departmental Strategic Outcomes and Objectives for 2015

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

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

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

Performance Measure:	Frost Belt Median 2010(a)	2013 Actual	2014 Target	2014 Estimate	2015 Target
All three courses net operating income – EBITDA	$261,400	($194,460)	$42,064	$49,068	$56,838

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

2 Objective: In cooperation 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 2015.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating redundant processes by 1st Qtr 2015.

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**12.19**	**12.22**	**12.22**	**10.73**	**(1.49)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,446,992	$1,650,000	$1,650,000	$1,700,000	$50,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$11,907	$20,000	$15,000	$15,000	($5,000)
Appr. Fund Balance	$27,678	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,486,577**	**$1,670,000**	**$1,665,000**	**$1,715,000**	**$45,000**
Personnel Costs	$529,598	$540,044	$515,522	$543,805	$3,761
Operating Expenses (excl. Depr. Exp)	$393,711	$409,804	$400,489	$405,094	($4,710)
Depreciation Expense	$63,134	$61,366	$61,987	$59,871	($1,495)
Interdept. Charges	$394,106	$405,264	$405,839	$416,990	$11,726
Fixed Assets (Memo) (a)(b)	$2,800	$45,000	$0	$10,000	($35,000)
Total Expenditures	**$1,380,549**	**$1,416,478**	**$1,383,837**	**$1,425,760**	**$9,282**
Operating Income/(Loss)	$106,028	$253,522	$281,163	$289,240	$35,718

(a) In 2015, Other revenue consists of interest income at $15,000, which is budgeted and accounted for by management only in the Naga-Waukee Golf Course program area. Prior year history is restated to reflect this change, previously budgeted in Moor Downs.

(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.

Naga-Waukee Golf Course (Continued)

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales has been increased $50,000 to $1.7 million. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase between $0.25 and $.50 per round. Fees will be adjusted as necessary to maintain competitive market position.

Total budgeted expenditures increase $9,300 to $1,425,800. Personnel costs increase about $3,800 to $543,800, which includes the cost to continue 3.25 FTE regular existing positions, offset by a $3,900 reduction or 1.33 FTE decrease in extra help and a $6,500 reduction in overtime costs of 0.16 FTE related to a department decision to consolidate budgeted position classifications and the rates budgeted. Operating expense decrease about $4,700 mainly due to a decrease of $10,000 for contracted services related to golf classes and clinics, offset by an increase of $6,000 for costs associated with merchandise for resale. Scheduled depreciation expenses have decreased nearly $1,500 to $59,900. Interdepartmental charges increase $11,700 to $417,000 mainly due to increases for vehicle replacement and fleet maintenance changes of $10,200. Budgeted fixed assets decrease $35,000 related to the replacement of the point of sale and reservation computer system of $45,000, partially offset by appropriations of $10,000 budgeted for tee box improvements in 2015.

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
9 Hole Rounds	62,135	73,200	73,200	73,200	-
Golf Car Rentals	26,042	25,750	25,750	25,750	-
ID Cards	879	1,300	1,300	1,300	-
9 Hole Play	18,121	20,200	20,200	20,200	-
18 Hole Play	22,007	26,500	26,500	26,500	-

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	County 2013 Data
Gross Revenue(average)	$1,087,200	$1,458,899
Gross Revenue/Round	$34.11	$36.36
Rounds Played	31,869	40,128

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

Naga-Waukee Golf Course Revenue				
	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Green Fees	$822,167	$975,000	975,000	$1,020,000
Golf Cars	$322,075	$335,000	$335,000	$335,000
ID Cards	$17,710	$25,000	$25,000	$25,000
Food	$160,346	$175,000	$175,000	$175,000
Merchandise	$96,345	$95,000	$95,000	$100,000
Misc. Revenue	$40,256	$45,000	$45,000	$45,000
Total Revenue	**$1,458,899**	**$1,650,000**	**$1,650,000**	**$1,700,000**

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**11.84**	**11.88**	**11.88**	**10.54**	**(1.33)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$981,008	$1,150,000	$1,100,000	$1,120,000	($30,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$7,500	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$988,508**	**$1,150,000**	**$1,100,000**	**$1,120,000**	**($30,000)**
Personnel Costs	$481,256	$533,371	$496,694	$546,326	$12,955
Operating Expenses (excl. Depr. Exp)	$412,249	$381,421	$410,166	$343,861	($37,560)
Depreciation Expense	$92,396	$90,545	$92,540	$92,288	$1,743
Interdept. Charges	$308,588	$340,581	$343,811	$355,657	$15,076
Fixed Assets (Memo) (a)	$13,365	$0	$0	$15,000	$15,000
Total Expenditures	**$1,294,489**	**$1,345,918**	**$1,343,211**	**$1,338,132**	**($7,786)**
Operating Income/(Loss)	($305,981)	($195,918)	($243,211)	($218,132)	($22,214)

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

Program Highlights

Charges for Services revenue from greens fees, car rental, food/merchandise and discount card sales have been decreased $30,000 to $1.12 million. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase between $0.25 and $.50 per round.

Total budgeted expenditures decrease nearly $7,800 to $1,338,100. Personnel costs increase about $13,000 to $546,300, which includes the cost to continue 3.25 FTE existing regular full time staff, a $4,200 reduction in overtime or 0.13 FTE decrease and a $1,500 increase in temporary extra help that amounts to a 1.21 FTE decrease. The decrease in extra help FTE is related to a department decision to consolidate budgeted position classifications and the salary rates used to budget those positions. Operating expenses (excluding depreciation) decrease about $37,600 to $343,900. Operating expenses decrease $45,000 for pro shop merchandise is partially offset by a $8,000 increase in golf lessons. Scheduled depreciation expenses have increased approximately $1,700. Interdepartmental charges increase $15,100 to $355,700, and include an increase of $7,600 increase for vehicle maintenance and replacement costs, nearly $5,000 increase for costs related to insurance, and $3,000 for highway supplies. Fixed assets of $15,000 are budgeted for clubhouse roof improvements.

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	Est. Annual Depreciation Expense
201309	Wanaki GC Bridge Replacement	2017	$615,000	10%	TBD	$27,250

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
9 Hole Rounds	47,493	54,000	51,100	51,100	(2,900)
Golf Car/Cart Rental	16,483	15,000	15,550	15,550	550
ID Cards	487	1,000	950	950	(50)
9 Hole Play	21,133	25,000	23,750	23,750	(1,250)
18 Hole Play	13,180	14,500	13,775	13,775	(725)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	County 2013 Data
Gross Revenue (Average)	$1,087,200	$981,008
Gross Revenue/Round	$34.11	$28.59
Rounds Played	31,869	34,313

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

Wanaki Golf Course Revenue				
	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Green Fees	$574,137	$687,000	$650,000	$665,000
Golf Cars	$135,575	$135,000	$140,000	$140,000
ID Cards	$9,639	$21,000	$20,000	$20,000
Food	$138,780	$155,000	$150,000	$155,000
Merchandise	$111,340	$132,000	$130,000	$120,000
Misc.	$11,537	$20,000	$10,000	$20.000
Total	**$981,008**	**$1,150,000**	**$1,100,000**	**$1,120,000**

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.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.68**	**4.65**	**4.65**	**4.23**	**(0.42)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$252,873	$275,000	$275,000	$280,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$15,175	$0	$0	$0	$0
Appr. Fund Balance	$3,000	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$271,048**	**$275,000**	**$275,000**	**$280,000**	**$5,000**
Personnel Costs	$223,872	$248,331	$223,953	$254,673	$6,342
Operating Expenses (excl. Depr. Exp)	$99,257	$84,084	$88,579	$81,984	($2,100)
Depreciation Expense	$17,410	$14,920	$14,921	$14,921	$1
Interdept. Charges	$101,957	$110,036	$105,879	$109,772	($264)
Fixed Assets (Memo) (b)	$0	$0	$0	$24,000	$24,000
Total Expenditures	**$442,496**	**$457,371**	**$433,332**	**$461,350**	**$3,979**
Operating Income/(Loss)	($171,448)	($182,371)	($158,332)	($181,350)	$1,021

(a) In 2015, Other revenue consists of interest income at $15,000, which is budgeted and accounted for by management only in the Naga-Waukee Golf Course program area. Prior year history is restated to reflect this change, previously budgeted in Moor Downs.

(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 increase $5,000 to $280,000. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase between $0.25 and $1.00 per round.

Total budgeted expenditures increase about $4,000 to $461,350. Personnel costs increase approximately $6,300 or approximately 2.6% to $254,700, which includes the cost to continue 2.30 FTE existing regular full time staff, a $575 increase or 0.02 FTE decrease in overtime and a $410 reduction or 0.40 FTE decrease in temporary extra help. The decrease in extra help and overtime FTE is mainly related to a department decision to consolidate budgeted position classifications and the salary rates used to budget those positions. Operating expenses (excluding depreciation expenses) decrease $2,100 to $81,984 mainly due to a $5,000 reduction for landscaping materials and a $1,300 reduction for electricity and natural gas costs, which is partially offset by increases for lumber supplies and pest control costs of $4,250. Fixed assets of $24,000 are budgeted, related to irrigation pumps of $18,000 and clubhouse improvements of $6,000.

Moor Downs Golf Course (Continued)

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
9 Hole Rounds	19,427	19,150	19,000	19,000	(150)
Golf Car Rental	7,709	5,550	5,800	5,800	250
ID Cards	141	700	600	600	(100)
9 Hole Play	19,417	19,000	19,000	19,000	-
18 Hole Play	5	75	75	75	-

9 hole Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2010 data	2013 Data
Gross Revenue (average)	N/A	$268,048
Gross Revenue/Round	N/A	$13.80
Rounds played	15,935	19,422

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

Moor Downs Golf Course Revenue*				
	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Green Fees	$165,145	$185,500	$183,500	$185,000
Golf Cars	$54,217	$43,000	$45,000	$45,000
ID Cards	$2,780	$11,000	$11,000	$10,000
Food	$21,284	$22,000	$22,000	$25,000
Merchandise	$9,447	$7,500	$7,500	$10,000
Misc. Revenues	$15,175	$6,000	$6,000	$5,000
Total Revenue	**$268,048**	**$275,000**	**$275,000**	**$280,000**

***Excludes Investment Income

Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates providing efficiency and quality of services to the public. With a goal of exceeding the recreational and entertainment expectations of the customers by proper management of activities and events of the Ice Arenas.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$1,039,348	$1,049,000	$1,065,000	$1,070,500	$21,500	2.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$10,986	$14,000	$11,000	$11,000	($3,000)	-21.4%
Appr. Fund Balance	$28,800	$5,000	$5,000	$25,000	$20,000	400.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,079,134**	**$1,068,000**	**$1,081,000**	**$1,106,500**	**$38,500**	**3.6%**
Expenditures						
Personnel Costs	$492,906	$493,598	$484,688	$506,665	$13,067	2.6%
Operating Expenses (b)	$512,558	$565,624	$563,383	$593,153	$27,529	4.9%
Interdept. Charges	$79,625	$86,368	$87,506	$88,190	$1,822	2.1%
Fixed Assets (Memo) (c)	$0	$100,000	$100,000	$0	($100,000)	-100.0%
Interdept. Debt-Prin (d)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,085,089**	**$1,145,590**	**$1,135,577**	**$1,188,008**	**$42,418**	**3.7%**
Operating Income/(Loss) (b)	**($5,955)**	**($77,590)**	**($54,577)**	**($81,508)**	**($3,918)**	**N/A**
Cash Flow From Operations (a)	**$72,849**	**$51,226**	**$81,343**	**$50,333**	**($893)**	**-1.7%**
Position Summary (FTE)						
Regular Positions	4.91	4.91	4.91	4.91	0.00	
Extra Help	4.44	4.44	4.44	4.05	(0.39)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.35	9.35	9.35	8.96	(0.39)	

(a) Cash Flow from operations for the 2013 actual is obtained from the County's 2013 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2014 budget, 2014 estimate and 2015 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 to 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 2015

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

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

Key Outcome Indicator 1: Percentage of booked prime time (contracted) ice rentals 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:	2012 Actual	2013 Actual	2014 Target	2014 Estimate	2015 Target
Naga-Waukee: Prime hours utilized	67%	69%	65%	70%	70%
Eble: Prime hours utilized	72%	65%	65%	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:	2012 Actual	2013 Actual	2014 Target	2014 Estimate	2015 Target
Naga-Waukee: Non-prime hours utilized	18%	18%	20%	20%	20%
Eble: Non-prime hours utilized	24%	20%	25%	20%	20%

Key Outcome Indicator 3: Program and facility user survey should result in at least 80% customer service satisfaction for clean, safe and well maintained buildings and grounds.

Performance Measure:	2012 Actual	2013 Actual	2014 Target	2014 Estimate	2015 Target
Naga-Waukee Survey results	NA	NA	NA	NA	80%
Eble Survey results	NA	NA	NA	NA	80%

Naga-Waukee Ice Arena

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

Program Description

Provide affordable ice skating opportunities to the public.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.50**	**4.50**	**4.28**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$477,790	$515,000	$507,000	$516,500	$1,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$9,798	$13,000	$11,000	$11,000	($2,000)
Appr. Fund Balance	$2,400	$0	$0	$25,000	$25,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$489,988**	**$528,000**	**$518,000**	**$552,500**	**$24,500**
Personnel Costs	$232,690	$240,722	$235,685	$248,184	$7,462
Operating Expenses (excl. Depr. Exp)	$223,691	$246,072	$239,427	$273,479	$27,407
Depreciation Expense (b)	$62,988	$63,060	$62,988	$59,856	($3,204)
Interdept. Charges	$36,334	$38,192	$39,502	$38,535	$343
Fixed Assets (Memo) (c)	$0	$25,000	$25,000	$0	($25,000)
Total Expenditures	**$555,703**	**$588,046**	**$577,602**	**$620,054**	**$32,008**
Operating Income/(Loss) (b)(c)	($65,715)	($60,046)	($59,602)	($67,554)	($7,508)

(a) Other Revenue is mainly 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.

Program Highlights

Charges for service revenue are increased $1,500 to $516,500 to reflect an increase in public skating revenue. Other revenues includes investment income which has been reduced $2,000 to reflect lower interest rates. A fund balance appropriation of $25,000 will be used to fund a mold removal project on the exterior of the building. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase nearly $7,500 due to the cost to continue existing staff levels. The budget also reflects a $600 increase, but 0.22 FTE decrease in extra help. The decrease in extra help FTE is related to a department decision to consolidate budgeted position classifications and the salary rates used to budget those positions. Operating costs, excluding budgeted depreciation, increase $27,400 to $273,500 mainly due to the mold removal project mentioned above. Interdepartmental charges increase nearly $350 due to a slight increase in telephone charges.

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2015 vs. 2014 Budget Change
Contract Ice Hours	1,356	1,660	1,500	1,600	(60)
Public Skating Attendance	11,790	10,000	11,000	10,700	700
No. of Skate Rentals	5,655	4,700	5,500	5,500	800

Naga-Waukee Ice Arena Revenue

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2015 vs. 2014 Budget Change
Public Skating	$70,145	$78,000	$78,000	$79,500	$1,500
Learn to Skate Program	$19,100	$19,000	$18,000	$19,000	-
WCHL - Hockey League	$74,901	$75,000	$75,000	$75,000	-
Contracted Ice	$270,852	$295,000	$285,000	$295,000	-
Concession	$41,592	$46,000	$46,000	$46,000	-
Investment Income	$8,220	$12,000	$10,000	$10,000	($2,000)
Merch/Bds/Misc	$2,779	$3,000	$3,000	$3,000	-
Total	**$487,588**	**$528,000**	**$518,000**	**$527,500**	**($500**

Eble Ice Arena

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

Program Description

Provide affordable ice skating opportunities to the public.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.85**	**4.85**	**4.85**	**4.68**	**(0.17)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$561,558	$534,000	$558,000	$554,000	$20,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,188	$1,000	$0	$0	($1,000)
Appr. Fund Balance	$26,400	$5,000	$5,000	$0	($5,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$589,146**	**$540,000**	**$563,000**	**$554,000**	**$14,000**
Personnel Costs	$260,216	$252,876	$249,003	$258,481	$5,605
Operating Expenses (excl. Depr. Exp)	$154,712	$190,736	$188,036	$187,833	($2,903)
Depreciation Expense (a)	$71,167	$65,756	$72,932	$71,985	$6,229
Interdept. Charges	$43,291	$48,176	$48,004	$49,655	$1,479
Fixed Assets (Memo) (b)	$0	$75,000	$75,000	$0	($75,000)
Total Expenditures	**$529,386**	**$557,544**	**$557,975**	**$567,954**	**$10,410**
Operating Income/(Loss) (a)(b)	$59,760	($17,544)	$5,025	($13,954)	$3,590

(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 increase $20,000 to $554,000, mainly due to an increase of $10,000 in contracted ice revenue related to an increase in rentals and rate increases implemented in 2014. The 2015 public skating fees and skating instruction fees may be adjusted as necessary to maintain market position. A fund balance appropriation of $5,000 was used to fund a study to identify options to replace the current R22 Freon based rink refrigeration system.

Personnel costs increased approximately $5,600 to $258,500, mainly due to the cost to continue existing staffing levels. The budget also reflects a $600 increase, but 0.17 FTE decrease in extra help. The decrease in extra help FTE is related to a department decision to consolidate budgeted position classifications and the salary rates used to budget those positions.

Operating costs excluding depreciation are budgeted to decrease about $2,900 to $187,800. The decrease is mainly due to a $17,200 reduction related to a one time write off for the disposal of rubberized flooring in 2014, partially offset by increases in building repair and maintenance costs of nearly $12,000. Fixed asset expenditures decrease $75,000 related to rubberized flooring replacement of $65,000 and locker room improvements of $10,000, completed in 2014.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2015 vs. 2014 Budget Change
Contract Ice Hours	1,679	1,680	1,650	1,700	20
Public Skating Attendance	10,869	12,000	11,500	12,000	-
No. of Skate Rentals	6,360	7,000	6,500	7,000	-

Eble Ice Arena Revenue

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2015 vs. 2014 Budget Change
Public Skating	$103,222	$90,000	$90,000	$90,000	-
Learn to Skate Program	$20,532	$20,000	$21,000	$21,000	$1,000
WCHL – Hockey League	$58,891	$50,000	$60,000	$58,000	$8,000
Contracted Ice	$330,433	$315,000	$330,000	$325,000	$10,000
Concession	$47,202	$50,000	$50,000	$50,000	-
Merch/Bds/Misc	$2,466	$10,000	$7,000	$10,000	-
Total	**$562,746**	**$535,000**	**$558,000**	**$554,000**	**$19,000**

Fund Purpose/Program Description

As the designated Responsible Unit for 25 Waukesha County municipalities, promote waste reduction, recycling, composting and resource recovery through the administration of an effective recycling program, to comply with the Solid Waste Reduction Recovery, and Recycling Law, (Chapter 287 of Wisconsin Statutes). Includes overseeing a County-owned and privately operated Material Recycling Facility (MRF), which processes and markets recyclables collected from the 25 partner municipalities. Through an annual dividend program, revenue from the sale of recyclables and state grants is shared with the partner communities to help them recover recyclable collection costs.

The County manages MRF operation contracts, state recycling grants, MRF building and equipment maintenance, annual community dividend payments and recycling grants, and recyclable collection services at 13 drop-off sites located around the county. The County also delivers a comprehensive public education and outreach program, participates on local landfill siting and monitoring committees, and provides technical assistance to local officials, businesses, and the public on waste management technique including waste reduction, composting, recycling and special waste disposal.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$948,963	$950,000	$948,962	$950,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$104,567	$120,000	$100,000	$0	($120,000)	-100.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,084,861	$1,021,000	$1,120,000	$2,470,400	$1,449,400	142.0%
Appr. Fund Balance (a)(b)	$1,024,202	$973,700	$973,700	$1,100,000	$126,300	13.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,162,593**	**$3,064,700**	**$3,142,662**	**$4,520,400**	**$1,455,700**	**47.5%**
Expenditures						
Personnel Costs	$322,668	$344,639	$352,830	$360,915	$16,276	4.7%
Operating Expenses (a) (d)	$1,820,440	$2,056,631	$1,964,965	$3,781,697	$1,725,066	83.9%
Interdept. Charges	$209,521	$230,903	$230,078	$193,896	($37,007)	-16.0%
Fixed Assets (memo) (b)	$113,281	$0	$0	$0	$0	N/A
Total Expenditures	**$2,352,629**	**$2,632,173**	**$2,547,873**	**$4,336,508**	**$1,704,335**	**64.8%**
Operating Income/(Loss)	**$809,964**	**$432,527**	**$594,789**	**$183,892**	**($248,635)**	**-57.5%**
Cash Flow from Operations (c)	**($66,930)**	**$572,527**	**$733,198**	**$588,392**	**$15,865**	**2.8%**
Position Summary (FTE)						
Regular Positions	4.15	4.15	4.15	4.15	0.00	
Extra Help	1.07	1.30	1.30	1.20	(0.10)	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	5.22	5.45	5.45	5.35	(0.10)	

(a) MRF Fund Balance appropriation for 2014 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. MRF Fund Balance appropriation of $1,100,000 for 2015 includes prior-year State Recycling Grant revenues received above budgeted amounts, and $1,000,000 is appropriated to pay for the disbursement payments to municipalities participating in the County's recycling program. The remaining $100,000, consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities with a 10 year cost sharing agreement starting in 2013.

(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.

(c) Cash Flow from operations for the 2013 actual is obtained from the County's 2013 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2014 budget, 2014 estimate and 2015 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.

(d) Operating expenses in 2015 include $404,500 in Depreciation costs. The 2014 budget includes $140,000 in Depreciation costs. The 2014 Estimate includes $138,409 in Depreciation costs, and the 2013 actuals include $166,872 in Depreciation costs.

Program Highlights

The 2015 budget year is a transition year for the Waukesha County Recycling Program. The program, along with the 25 municipal partners, will be transitioning to a single sort recycable collection and processing system. The collected residential recyclable material will be directly hauled to the Joint Recycling Facility located in the City of Milwaukee. As a result of this transition, the budget is adjusted to reflect a new Operational Agreement with ReCommunity Inc, and the Intergovernmental Agreement with the City of Milwaukee. The transition to single sort collection anticipates an increase in recycling tonnage collected by 25% (22,000 to over 27,000 tons) over a three year period, starting in 2015.

General Government revenues, which consists of the State Recycling Grant are budgeted to remain at the 2014 budget level of $950,000. Charges for Service, budgeted at $120,000 in Year 2014, consists of a per-ton payment received from the MRF contractor for incoming tons, is scheduled to be discontinued under the new Operational Agreement. Other Revenues consist mainly of material sales revenues which will increase from $1 million to $2.14 million to reflect the increase in revenue sharing with the private processing contractor from 50% to 80% and an additional 15,000 tons of 3rd party recyclable material. In addition, to assist in covering transition costs, $100,000 of landfill siting fee revenue will be budgeted. As established in the Operational Agreement, the private processing vendor will provide a $2 per ton educational fee, estimated at $54,000. Appropriated MRF Fund Balance includes $1,000,000 to fund the base dividend and recycling tonnage credit portion of the recycling dividend paid to participating municipalities (discussed below). The remaining $100,000 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. Cost-sharing agreements with each participating municipality will phase out county funding over the next 10 years, or until the balance of REI grant funds are used up, whichever comes first.

Personnel costs about $16,300 or 4.7% and include the cost to continue existing staff levels as well as increases in health insurance costs of nearly $9,400 related to changes in employee health plan selection as well as a slight 0.10 FTE decrease in extra help. Operating expenses are also adjusted to reflect the program transition, increasing $1.725 million. This is mainly due to the fee paid to the County's vendor in processing recyclable materials under the new contract, budgeted at $1.04 million. Under the previous contract, the County did not pay a processing fee to the vendor, but received a reduced share of material sales revenues (previously discussed above). In addition, costs associated with disposal of non-recyclables increases $98,000 to $100,000, and transportation costs increase by $37,000 to $115,000 to reflect the terms of the new Operational Agreement. The costs increases are partially offset by maintenance costs associated with the recycling facility decreased by $77,000 to $26,000. Depreciation is budgeted at $404,500, an increase of $264,500 from 2014 and covers depreciation of the existing MRF building as well as the County's share of equipment at the joint facility. Interdepartmental charges expenditure reductions include $25,000 in Administrative Overhead and $10,000 in Management Services.

Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) increase $551,600 from 2014 budget levels to assist in offsetting the cost incurred by the participating municipalities to directly haul recyclables to the Joint Recycling Facility in the City of Milwaukee. The final components of the dispersement includes a base dividend, prorated to each community based on State Recycling Grant eligible costs 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:2014 and 2015

	'14 Budget	'15 Budget	Bud. Chng.	% Chng.
Base Dividend (a)	$459,400	$500,000	$41,600	8.8%
Solid Waste Tip Fee Credit (b)	$343,700	$0	($343,700)	100.0%
Recycling Tonnage Credit (c)	$414,300	$500,000	$85,700	20.7%
Direct Haul Compensation (d)	$0	$310,000	$310,000	100.0%
Recycling Container Credit (e)	$0	$490,000	$490,000	100.0%
Subtotal Disbursement to Participating Municipalities	**$1,217,400**	**$1,800,000**	**$582,600**	47.9%
Other Recycling Grants to Communities/Organizations (f)	$159,000	$128,000	($31,000)	-19.5%
Total Grants to Communities	**$1,376,400**	**$1,928,000**	**$551,600**	**40.1%**

(a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is what will be allocated based on community financial reports.

(b) Solid Waste Tip Fee Credit is based on the tons disposed at the landfill under a community collection contract. This credit was originally designed to make up for increased state landfill tip fees, but is eliminated in 2015 due to anticipated reduced hauling costs.

(c) Recycling Tonnage Credit is based on the tons of recycling material processed at the MRF for each community. Amount shown will be allocated proportionally based on tonnage reports.

(d) Direct Haul Compensation is based on the additional costs communities must pay to haul recyclables directly to the Joint MRF in Milwaukee compared to the Waukesha MRF location. Amount shown is an estimate and may be less.

(e) Recycling Container Credit is a standard per household payment, based on container size, to support the costs of the recycling containers in local hauling contracts. Amount shown is an estimate and may be less.

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

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Tons processed at County compost facility	7,060	8,200	8,200	8,200	-
Tons of office paper and containers recycled – County	295	275	295	295	20
Number of participants in education presentation/events	7,403	4,200	5,000	5,000	800
Lbs. of residential computers recycled	1,116,200	1,000,000	1,000,000	1,000,000	-

CURRENT AND PLANNED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '14	Estimated Operating Impact	A=Annual T= One-Time
201409	Collaborative Material Recycling Facility	2015	$13,885,000	90%	TBD	NA

Major Departmental Strategic Outcomes and Objectives for 2015

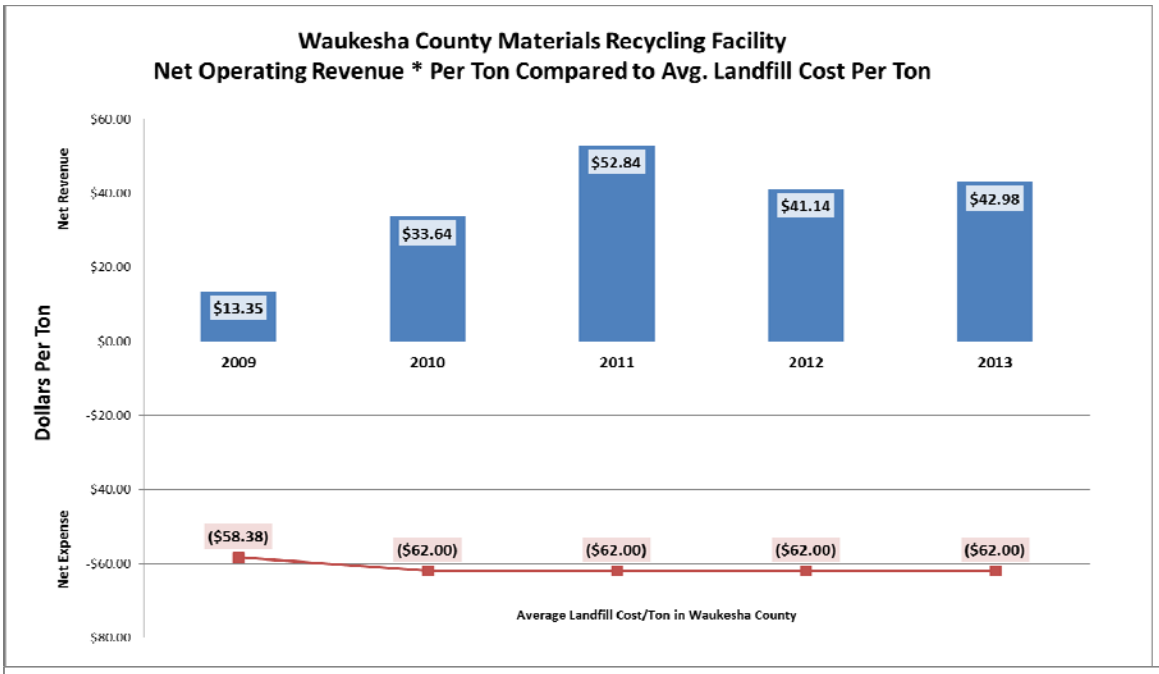
County-Wide Key Strategic Outcome: An environmentally responsible county

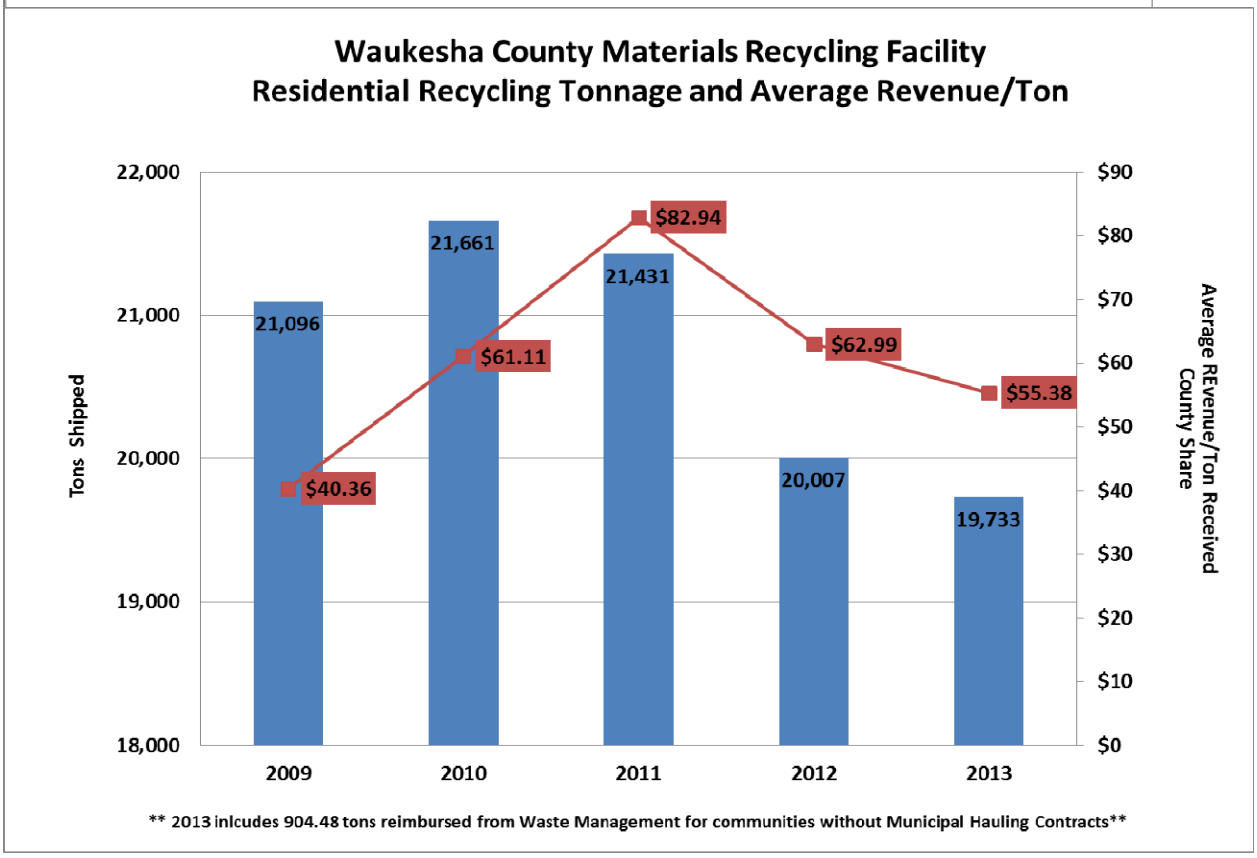
1 Objective: Maximize recycling rates and net revenues through a joint single stream Material Recovery Facility (MRF) with the City of Milwaukee. (Strategic Objective 3.3)

Key Outcome Indicators:
1. Develop and implement a plan to provide larger recycling containers for participating communities to improve recycling rates.
2. Develop and implement a public educational campaign to promote a conversion to single sort recycling and to minimize Joint MRF residue rates.
3. Prepare and implement a plan to transport County recyclables to the Joint MRF in the most cost effective manner for each community.

Performance Measures	Year 2014 Benchmark	Year 2015 Goal	Year 2016 Goal
Annual County recycling tons processed increasing 25%	21,500	27,000	27,000
Total annual Joint MRF recycling tons processed > 60,000 tons	N/A	60,000	60,000
% residue for County tons processed at Joint MRF < 8%	N/A	10%	8%
100% of households converted to larger container/single sort	N/A	75%	100%

The following chart shows the net operating cost per ton compared to the average landfill revenue tip fees in Waukesha County for the past five years. There has been a positive net operating cost 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 continued to recover and stabilize. The landfill disposal charge for solid waste in Waukesha County is an average of $62 per ton ($55 at Emerald Park and $69 at Orchard Ridge). The five year net average operating gain is $36.79 per ton and when added to landfill costs are $99.79 per ton advantage to recycling.





Public Works

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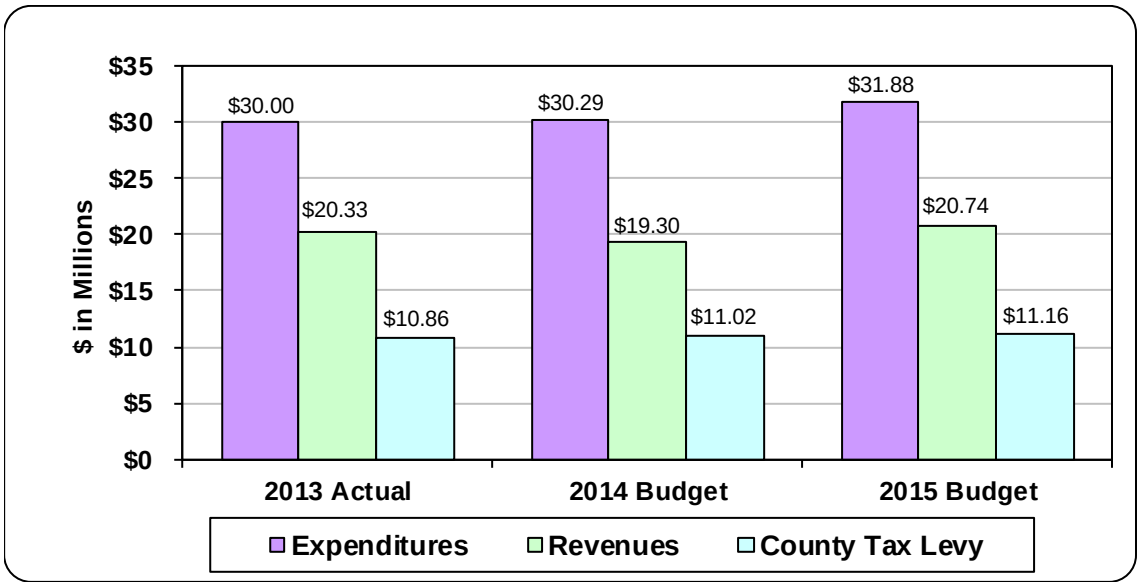
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State Department of Transportation (DOT) and engineering, permit processing and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2015 expenditure budget for this functional area totals $31,878,744 after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of $1,583,759 or 5.2% from the 2014 Adopted Budget. Budgeted revenues (including $787,912 of Fund Balance appropriations) total $20,737,733, an increase of $1,433,361 or 7.4% from the previous year's budget. The tax levy necessary to fund this functional area totals $11,156,428, an increase of $133,445 or 1.2% from the 2014 Adopted Budget.

** PUBLIC WORKS **

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$20,334,730	$19,304,372	$20,655,853	$20,737,733	$1,433,361	7.4%
County Tax Levy (b)(c)	$10,855,983	$11,022,983	$11,022,983	$11,156,428	$133,445	1.2%
Expenditure (d)	$30,003,312	$30,294,985	$31,474,382	$31,878,744	$1,583,759	5.2%
Rev. Over (Under) Exp.	$689,181	$0	$84,178	$0	$0	N/A
Oper Income/(Loss) (d)	$498,220	$32,370	$120,276	$15,417	($16,953)	-52.4%
BREAKDOWN BY AGENCY						
PUBLIC WORKS						
Revenues	$20,334,730	$19,304,372	$20,655,853	$20,737,733	$1,433,361	7.4%
County Tax Levy	$10,855,983	$11,022,983	$11,022,983	$11,156,428	$133,445	1.2%
Expenditure	$30,003,312	$30,294,985	$31,474,382	$31,878,744	$1,583,759	5.2%
Rev. Over (Under) Exp.	$689,181	$0	$84,178	$0	$0	N/A
Oper Income/(Loss)	$498,220	$32,370	$120,276	$15,417	($16,953)	-52.4%

(a) General Fund includes use of General fund balance of $449,198 in 2013, $270,000 in the 2014 budget, $636,629 in the 2014 estimate and $251,000 in the 2015 General fund budget; Transportation Fund includes use of General Fund Balance of $525,111 in 2013, $222,900 in the 2014 budget, $234,900 in the 2014 estimate and $225,000 in the 2015 budget; Central Fleet Fund Balance of $141,083 in 2013, $133,083 in the 2014 budget, $183,774 in the 2014 estimate, and $101,083 in the 2015 budget; Airport Operations Fund Balance of $248,129 is used in 2013, $192,563 is used in the 2014 budget and estimate, and $162,563 in the 2015 budget; and Vehicle Replacement Fund Balance of $60,234 is used in 2013.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $2,798,600 in 2013, $3,901,100 in the 2014 Budget and $3,179,750 in the 2015 Budget. Central Fleet Fund expenditures exclude capitalized fixed asset purchases of $32,000 in the 2014 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- **State General Transportation Aids (GTA) funding** is budgeted to decrease by about $200,000 to $4.48 million in 2015 based on the actual revenue amount received in 2014. For the 2015 budget, $175,000 of General Fund Balance is budgeted to continue offsetting prior year state GTA reductions. The plan is to phase down and eliminate the reliance on this fund balance over the next couple of year's budgets.
- **State Highway Maintenance operations revenue reimbursements** for work on State roads as directed by DOT are budgeted to increase by nearly $925,000 to over $5.6 million. This includes $325,000 of additional work based on an anticipated higher State's Routine Maintenance Agreement (RMA). An additional $600,000 is budgeted for continuation of a pilot Performance-Based Maintenance (PBM) project authorized in 2014. The PBM pilot will examine a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize efficient maintenance work. This additional state funding is budgeted to cover $372,000 in additional vehicle related costs; $321,000 of additional labor costs, including 4.0 FTE patrol workers and 0.22 FTE (about 460 hours) for more overtime expenses; $115,000 in materials, such as gravel and crack filler; and other related expenses.
- **Road Salt expenditures for County Highway snow removal operations** are budgeted to increase about $311,000 to $1,510,300 in the 2015 budget. Salt rates are increasing by $8.14 or 15%, from $54.27 per ton to $62.41 per ton based on the current 16,400 tons of salt for use on County roads resulting in an increase of $134,000. An additional $165,000 of salt expenditures are anticipated to be purchased by municipalities with offsetting sales revenue of $180,000 (including a handling fee of $7.00). The remaining $12,000 increase is anticipated to be used by Parks.
- The **Central fleet Vehicle Fuel** budget includes an increase in fuel costs of $0.05 to $3.80 in 2015 compared to $3.75 in 2014, resulting in a county wide increase of about $26,000.
- The **Central Fleet Repair and Maintenance** budget includes the abolishment of a mechanic position, partially offset by the creation of an administrative assistant position, estimated to reduce costs from the 2014 budget by about $27,000. It is anticipated that the new administrative assistant position will free up the three lead mechanics from administrative duties to perform more billable hours on an actual basis (mechanic position currently vacant).
- County Tax Levy support for **Transit Services** remains at $867,700. Expenditures and revenues (including General Fund Balance) decrease by about $47,000, mainly due to the removal of a one-time project in 2014 for repairs at the Goerke's Corners Park and Ride. General Fund Balance of $50,000 is budgeted for fuel adjustment clauses in vendor contracts. The State and Federal revenue reimbursement rate (of gross transit expenses) is budgeted at 55.3%, which is more conservative than the 55.58% currently received, but higher than the 2014 budgeted rate of 54.2%. There are no changes in the regular contracted bus route services planned for in the 2015 budget. In addition, no rider fare increases are planned in the 2015 budget.
- **Department of Public Works – General Fund position budget** includes the abolishment of a 1.0 FTE Facilities Supervisor Position, partially offset by the creation of a 1.0 FTE Maintenance Mechanic III position, with a net cost reduction of about $27,000. The new position will perform regular maintenance mechanic III duties, with a focus on construction and maintenance project oversight.
- **Department of Public Works – General Fund position budget** also includes the mid-2015 abolishment of the Architectural Services of Manager to be replaced with a Construction Project Supervisor position (budgeted at 0.70 FTE in 2014), estimated to result in a partial-year savings of about $25,000 (full-year savings estimated at $35,000). The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects.
- **Energy and Utility budget costs for County facilities** are budgeted to increase by $64,100 or 3.1%, partly due to anticipated increases in natural gas costs in 2015. The increase is also includes $34,000 for one additional year of utility costs to maintain the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers/chillers).
- **The building improvement maintenance plan** totals $950,000, which includes a decrease of $68,000 for a one-time project in 2014 to improve staff efficiency at the Jail (funded with prior-year jail assessment fee revenue appropriated as General Fund Balance). The base plan for 2015 is funded with $800,000 of County Tax Levy and $150,000 of General Fund Balance, which is a decrease of $25,000 from the 2014 budget. The goal is to gradually phase out General Fund Balance use in the plan.
- **Airport Fund Balance** use is increased $30,000 and budgeted to reduce reliance on County Tax Levy from $192,563 to $162,563.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
PUBLIC WORKS	General	45.90	45.90	45.90	45.90	0.00
PUBLIC WORKS	Transportation	72.70	72.70	72.70	76.70	4.00
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
	TOTAL REGULAR POSITIONS	135.60	135.60	135.60	139.60	4.00
	TOTAL EXTRA HELP	6.12	5.37	5.37	5.11	(0.26)
	TOTAL OVERTIME	3.36	3.49	3.49	3.79	0.30
	TOTAL BUDGETED POSITIONS	145.08	144.46	144.46	148.50	4.04

2015 BUDGET ACTIONS

Central Fleet

Fund Previously Unfunded: 1.00 FTE Administrative Assistant
Abolish: 1.00 FTE Mechanic
Decrease: 0.24 FTE Temporary Extra Help
Increase: 0.02 FTE Overtime

Public Works - General

Create: 0.70 FTE Construction Project Supervisor
Create: 1.00 FTE Maintenance Mechanic III
Abolish: 0.70 FTE Architectural Services Manager
Abolish: 1.00 FTE Facilities Supervisor
Increase: 0.01 FTE Overtime

Public Works - Transportation

Fund Previously Unfunded: 4.00 FTE Patrol Worker
Increase: 0.27 FTE Overtime
Decrease: 0.02 FTE Temporary Extra Help

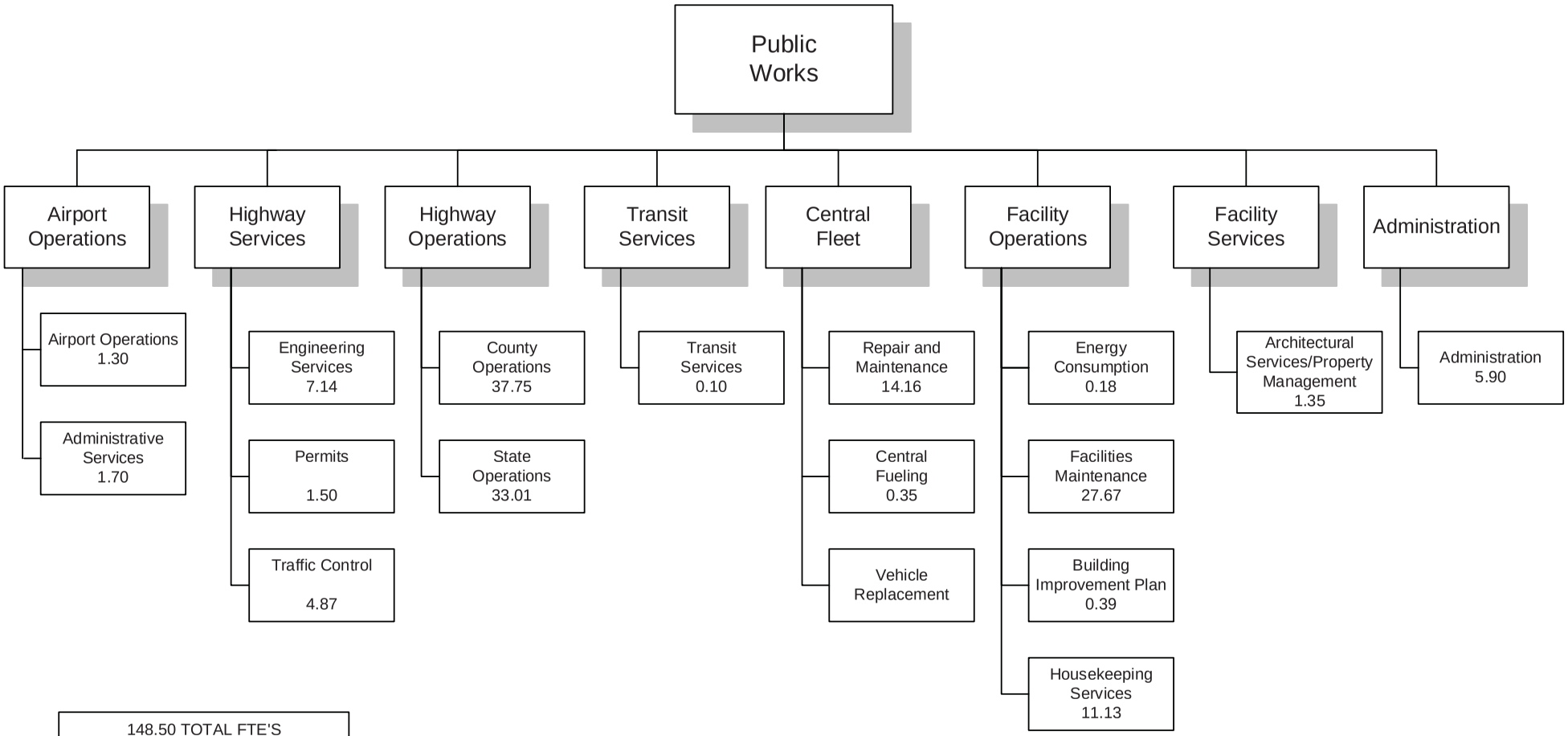
2014 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



148.50 TOTAL FTE'S

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

Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate (b)	2015 Budget	Change From 2014 Adopted Budget $	%
Public Works-General Fund						
Revenues (c)	$882,439	$769,849	$1,134,275	$831,315	$61,466	8.0%
County Tax Levy	$7,811,285	$7,871,445	$7,871,445	$7,968,437	$96,992	1.2%
Expenditures	$7,997,796	$8,641,294	$8,937,067	$8,799,752	$158,458	1.8%
Rev. Over (Under) Exp.	$695,928	$0	$68,653	$0	$0	N/A
Transportation Fund						
Revenues (c)	$11,572,858	$10,831,984	$11,488,135	$11,920,132	$1,088,148	10.0%
County Tax Levy	$2,852,135	$2,958,975	$2,958,975	$3,025,428	$66,453	2.2%
Expenditures	$14,431,740	$13,790,959	$14,431,585	$14,945,560	$1,154,601	8.4%
Rev. Over (Under) Exp.	($6,747)	$0	$15,525	$0	$0	N/A
Central Fleet						
Revenues (c)	$4,035,280	$3,874,084	$4,184,774	$3,893,769	$19,685	0.5%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$3,867,973	$3,873,489	$4,133,110	$3,893,197	$19,708	0.5%
Operating Inc./(Loss) (d)	$167,307	$595	$51,664	$572	($23)	-3.9%
Vehicle Replacement						
Revenues (c)	$2,816,078	$2,870,376	$2,870,376	$3,091,506	$221,130	7.7%
County Tax Levy (a)	$0	$0	$0	$0	$0	N/A
Expenditures	$2,542,183	$2,838,601	$2,838,601	$3,076,661	$238,060	8.4%
Operating Inc./(Loss) (d)	$273,895	$31,775	$31,775	$14,845	($16,930)	-53.3%
Airport						
Revenues (c)(e)	$1,028,075	$958,079	$978,293	$1,001,011	$42,932	4.5%
County Tax Levy	$192,563	$192,563	$192,563	$162,563	($30,000)	-15.6%
Expenditures	$1,163,620	$1,150,642	$1,134,019	$1,163,574	$12,932	1.1%
Operating Inc./(Loss) (d)	$57,018	$0	$36,837	$0	$0	N/A
Total All Funds						
Revenues (c)	$20,334,730	$19,304,372	$20,655,853	$20,737,733	$1,433,361	7.4%
County Tax Levy (a)	$10,855,983	$11,022,983	$11,022,983	$11,156,428	$133,445	1.2%
Expenditures	$30,003,312	$30,294,985	$31,474,382	$31,878,744	$1,583,759	5.2%
Rev. Over (Under) Exp.	$689,181	$0	$84,178	$0	$0	N/A
Operating Inc./(Loss) (d)	$498,220	$32,370	$120,276	$15,417	($16,953)	-52.4%
Position Summary (FTE)						
Regular Positions	135.60	135.60	135.60	139.60	4.00	
Extra Help	6.12	5.37	5.37	5.11	(0.26)	
Overtime	3.36	3.49	3.49	3.79	0.30	
Total	145.08	144.46	144.46	148.50	4.04	

(a) Tax Levy amount is not determined by expenditures less revenues.

(b) The 2014 Estimate includes 2013 budget appropriation carryovers and open encumbrances, which modified the 2014 budget after it was adopted.

(c) Includes General Fund Balance in the General Fund of $449,198 in 2013, $270,000 in the 2014 adopted budget (including $68,000 of prior-year jail assessment fee revenue), $636,629 in the 2014 estimate, and $251,000 in the 2015 budget; Transportation Fund includes General Fund Balance of $525,111 in 2013, $222,900 in the 2014 adopted budget, $234,900 in the 2014 estimate, and $225,000 in the 2015 budget; Central Fleet Fund Balance appropriations of $141,083 in 2013, $133,083 in the 2014 adopted budget, $183,774 in the 2014 estimate, and $101,083 in the 2015 budget; Vehicle Replacement Fund Balance of $60,234 in 2013; and Airport Operations Fund Balance of $248,129 in 2013, $180,829 in 2014, and $210,829 in the 2015 budget.

(d) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

(e) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A safe county

Objective 1: After a winter storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Key Outcome Indicator: Achieve a 90% bare pavement on County Trunk Highway Systems as defined by the Wisconsin Department of Transportation by category within the noted targets as shown below.

Road Category	2013/2014 winter actual	2014/2015 Target
Category 2: • High volume four lane highways (ADT>= 25,000) and • Some four lane highways (ADT<=25,000) • Some six lane highways. *i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield*	2.73 hours	2.00 hours
Category 3: • All other four lane highways (ADT<25,000). *i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha*	2.94 hours	2.50 hours
Category 4: • Most high volume two lane highways (ADT>=5,000) • Some two lanes (ADT < 5,000). *i.e. CTH C in Genesse and Delafield. CTH V V in Town and Village of Merton*	3.63 hours	3.00 hours
Category 5: • All other two lane Highways *i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle*	3.00 hours	4.00 hours

Note: 1. ADT = Average Daily Traffic
2. Category 1 is not shown above as it refers to major urban freeways and most highways with six lanes and greater which is managed and controlled by the State Highway system.

Objective 2: Maintain a sufficiency index of 80.0 for county bridges and reduce number of load posted bridges to a level of 0 by 2015. Maintain a pavement condition index of 70.0 for County highway and airport pavements.
Key Outcome Indicator: Bridge sufficiency index benchmark at 80 or above and pavement condition index benchmark at 70 or above.

Performance Measures	2013 Actual	2014 Target	2014 Estimate	2015 Target
Bridge Conditions				
Sufficiency Index Benchmark:		80.0		80.0
Sufficiency Index: Actuals	**85.0**	**84.0**	**83.2**	**83.5**
Number of Bridges	65	68	65	67
Load Posted Bridges	1	0	0	0
Pavement Condition Index				
County Highway System				
Benchmark		70.0		70.0
PCI—Actual				
Asphalt—primary (arterial highways)	69.0	65.0	67.0	67.0
Asphalt—secondary (major collector highways)	66.0	65.0	60.0	58.0
Asphalt—tertiary (minor collector highways)	66.0	61.0	60.0	58.0
PCI -- Concrete	60.0	61.0	63.0	61.0
Waukesha County Airport				
Benchmark		70.0		70.0
Runways	70.0	73.0	70.0	95.0
Taxiways	80.0	87.0	87.0	87.0
Aprons	73.0	73.0	74.0	75.0
Landside Pavements	71.0	71.0	72.0	73.0

Objective 3: In a partnership with Department of Parks & Land Use implement an improved Asset management system (Cartegraph). The new system will place asset data into a single database. This will enable The Department to electronically track complaints, and issue work requests and work orders. These work orders can then be used to charge labor, materials and equipment against an asset and report on where and for what costs are being incurred. The system will improve the ability to field manage assets, provide improved data entry, documented workflows, improved reporting.

Key Outcome Indicator: Evidence of Success:

- 40% savings in highway operations data entry
  - All users can view existing requests. No double reporting or entry of work requests. Multiple employees entered into one work order on same screen. Multiple pieces of equipment entered on same screen. Complete 2/1/14. Additional efficiencies may be gained as we work with the system.

- 100% improvement in cost reporting
  - Each individual asset (i.e., sign, signal, bridge or section of County Highway) can be reported on for maintenance cost information. This was unavailable with the previous system, CHEMS. Different activities within a project can reported out. (i.e, Traffic Control. Reports are easily run from a forms screen. Reports can be printed double sided. Reports can be electronically stored. – Reports with State and County Invoicing started 2/1/14.

- 20% improved customer satisfaction levels (before and after survey)
  - Surveys to be sent out with YourGov when work requests are completed. YourGov go live anticipated fourth quarter 2014.

- Improved selection and budgeting of capital and non-capital improvements
  - Ongoing with additional maintenance data posted in Cartegraph. Live data input started 1/1/14.

- Ability to track and analyze asset life cycle costs to obtain maximum ROI
  - Ongoing

* While the objective is to implement an Asset Management system that works best for each division, the long term vision is to use one department wide enterprise system that fully meets each division's functional needs.

During 2014:

- Highway Operations Cartegraph implementation - Highway Operations started dual entry of labor, equipment and material information into Cartegraph and CHEMS to verify that reporting of data and invoicing was working correctly on September 1, 2013. Cartegraph data entry only started on January 1, 2014. Complete reporting from the database is still being worked on.

- The YourGov application expected go live is fourth quarter 2014. This will replace the existing "Report a Problem" form on the Department webpage. Additionally, constituents will be able to report problems via a smartphone application available for download from the App Store.

- The Engineering Division continues to use Cartegraph to manage the County's sign, signal, culvert, bridge, and storm sewer assets. The addition of the County's Retaining Walls to our asset inventory will be completed in the fall of 2014. The Pavement Management system has now been converted from Paver to Cartegraphs Pavementview. Field inspections and inventories are now being conducted using GPS based hand held devices which significantly reduces time spent on data collection and data entry.

Performance Measures: TBD

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

Objective 4: Maintain or reduce the maintenance and housekeeping costs per square foot in county buildings and utility consumption usage by comparing current year usage and the next target year with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual utility consumption usage and square foot program costs across all major County buildings.

Performance Measures	2013 Actual*	2014 Target	2014 Estimate	2015 Target
Utility Consumption per rentable square foot **				
Natural Gas Therm usage per rentable sq ft. **	0.90	0.93	0.88	0.93
Electric Kilowatt-hour per rentable sq. ft.**	15.38	17.00	16.00	17.00
Water Gallons usage per rentable sq. ft.**	25.57	28.50	27.00	28.5
Maintenance & Housekeeping costs per square foot **				
Maintenance costs per rentable sq ft**.	$1.82	$1.90	$1.85	$1.90
Housekeeping costs per rentable sq. ft.**	$2.42	$2.47	$2.43	$2.52

***** Natural Gas Therms are higher in 2013 and 2014 mostly due to the extended winter and record extreme cold temperatures.

** Rentable square foot is the working square footage to support a particular function; this often includes space for furniture as well as chair movement and circulation.

Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy. Additionally, coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Key Outcome Indicator: Continue implementation of the Airport marketing plan expected results include more demand for the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures	**2013 Actual**	**2014 Estimate**	**2015 Target**
Customer Satisfaction Survey (biennial)			
-Management Effectiveness	89%	89%	90%
-Communication Effectiveness	84%	84%	85%
T-Hangar Occupancy Rate *	80%	83%	84%
Total Cumulative # of Hangars	54	54	56

* A study of the T-Hangars was completed in May 2014 to address the aging structures and plan future improvements to increase occupancy.

Objective 6: Reduce workers compensation claims through improved safety awareness, training, wellness and accountability in order to decrease costs, as well as increase revenue generation and employee productivity.

Note: 2014 represents Year to Date claims through June.

Objective 7: Deliver clear, timely and coordinated information within and across Public Works divisions and between departments to improve productivity and employee engagement.

During 2014:

- Initiated an all-DPW survey to gauge whether or not our communication to employees had increased. This survey also included questions on what type of media the employees wanted to receive DPW communications. 75 Employees responded out of 136 Regular Full or Part Time Employees in the Department.
- Increased use of Twitter for DPW Road Closures and Road Conditions. 267 followers of our tweets since October of 2010.

Objective 8: Develop a system that promotes productivity and provides incentives to the most motivated DPW employees. This includes a pay for performance and recognition system.

- The Central Fleet Division pilot pay for performance system program was completed in 2013. All Mechanic positions have been moved to the Open Pay System and were evaluated based on quantitative and qualitative metrics using same system designed for the Non-Rep Open Pay System.
- Upon completion of the County-wide Employee Recognition and Rewards policy and program, a DPW specific rewards and recognition program will be developed.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 9: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour. (Revenue hour is the time when a vehicle is available to the general public and there is an expectation of carrying passengers)

Rides Per Revenue Hour

Route	Route Description	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	19.15	18.33	18.77	18.58	0.25
10	Brookfield Square Extension *	37.70	36.32	35.90	35.54	(0.78)
79	Weekday from Menomonee Falls to Downtown Milwaukee **	14.76	12.72	12.89	11.60	(1.12)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	11.55	12.37	10.39	10.50	(1.87)
906	Weekday between Mukwonago and Milwaukee via I-43	24.24	24.77	23.27	23.73	(1.04)
Average Ride per Revenue Hour for all Routes		19.79	19.48	18.65	18.46	(1.02)

***Route 10 runs to downtown Milwaukee. Waukesha County pays from 124th Street to Brookfield Square.**
**** Reduction in 2014 expected due to planned zoo interchange construction.**

Objective 10: 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:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Total Number of Jail Days Saved (a)	1,669	1,102	1,724	1,300
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$146,465	$94,860	$148,400	$111,900
Huber Workforce at Fleet (hours)	2,080	2,080	2,080	2,080
Huber Workforce at Hwy Ops (hours)	4,770	4,000	3,095	4,000

(a) 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 11: Develop internal Department of Public Works fiscal procedures which promote revenue generation, operational cost efficiency, and financial stability.

- Provided training to key Highway Operations staff to provided tools specifically for the financial knowledge and management of the State Routine Maintenance funds, the County Operations budget and the relationship the two budgets have together.
- At the request of employees, provided an overview of the operational budget, including budget development and budget management.
- Created a LEAN team to review the internal process of the accounts payable system. Result was a clearer understanding of the process, written documentation, and the development of user groups within the department.

Objective 12: Develop a pilot program that will examine extending the life cycle of patrol trucks by one year, from 8 years to 9 years. Analyze the total life cycle cost of the trucks and report findings to the County Executive and County Board.

- Compiled historical repair data of Patrol Trucks and provided a preliminary analysis to Public Work Committee in July 2013. Complete data will not be available until 2014 after the completion of the 2013-2014 winter season and after auction values are known. Full report should be complete in 2014.

Public Works

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2013 Actual (a)(c)	2014 Adopted Budget	2014 Estimate (b)	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues (c)						
General Government (b)	$0	$9,000	$8,888	$9,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$71,355	$69,673	$69,232	$60,188	($9,485)	-13.6%
Interdepartmental	$341,358	$420,776	$419,276	$510,777	$90,001	21.4%
Other Revenue	$20,528	$400	$250	$350	($50)	-12.5%
Appr. Fund Balance (a)(b)	$449,198	$270,000	$636,629	$251,000	($19,000)	-7.0%
County Tax Levy	**$7,811,285**	**$7,871,445**	**$7,871,445**	**$7,968,437**	**$96,992**	**1.2%**
Total Revenue Sources	**$8,693,724**	**$8,641,294**	**$9,005,720**	**$8,799,752**	**$158,458**	**1.8%**
Expenditures (c)						
Personnel Costs	$3,322,820	$3,429,540	$3,396,690	$3,447,246	$17,706	0.5%
Operating Expenses (a)(b)	$4,111,536	$4,570,959	$4,471,735	$4,620,230	$49,271	1.1%
Interdept. Charges	$438,633	$460,795	$460,331	$545,276	$84,481	18.3%
Fixed Assets (b)	$124,807	$180,000	$608,311	$187,000	$7,000	3.9%
Total Expenditures	**$7,997,796**	**$8,641,294**	**$8,937,067**	**$8,799,752**	**$158,458**	**1.8%**
Rev. Over (Under) Exp.	$695,928	$0	$68,653	$0	$0	N/A
Position Summary (FTE) (c)						
Regular Positions	45.90	45.90	45.90	45.90	0.00	
Extra Help	0.40	0.40	0.40	0.40	0.00	
Overtime	0.24	0.31	0.31	0.32	0.01	
Total FTEs	46.54	46.61	46.61	46.62	0.01	

(a) The 2014 estimate includes 2013 carryovers of $366,629 mostly related to the building improvement plan projects which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance of $251,000 is budgeted in the 2015 budget including $150,000 for Building Maintenance Plan and $27,000 for possible rental property demolitions and repairs. In addition, $74,000 of General Fund Balance is budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility. The 2014 budget includes $270,000, which includes $243,000 for the Building Maintenance Plan (including $68,000 of prior-year jail assessment fee revenue) and $27,000 for possible rental property demolitions and repairs. In addition, General Fund Balance of $449,198 was provided in 2013 Actuals, which includes $225,000 approved in the 2013 Adopted budget for the Building Maintenance Plan, $8,000 for possible rental property demolitions and repairs and carryovers and open encumbrances from 2012 to 2013 totaling $216,198.

(c) For comparative purposes to the 2014 and 2015 budgets, 2013 actuals are restated to reflect the transition of the Engineering Services Division (Engineering Services, Permits and Traffic Engineering Program) to the Public Works – Transportation Fund.

Architectural Services/ Property Management

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

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. Also, this division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the County owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**1.35**	**(1.70)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$44,426	$19,700	$19,260	$9,000	($10,700)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$31,802	$27,000	$27,000	$27,000	$0
County Tax Levy	**$313,901**	**$328,590**	**$328,590**	**$168,556**	**($160,034)**
Total Revenues	**$390,129**	**$375,290**	**$374,850**	**$204,556**	**($170,734)**
Personnel Costs	$311,631	$315,521	$319,410	$157,074	($158,447)
Operating Expenses	$40,868	$47,400	$47,000	$46,600	($800)
Interdept. Charges	$12,564	$12,369	$12,219	$882	($11,487)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$365,063**	**$375,290**	**$378,629**	**$204,556**	**($170,734)**
Rev. Over (Under) Exp.	$25,066	$0	($3,779)	$0	$0

Program Highlights

Charges for Services are revenues collected from rental properties. These revenues are decreasing by $10,700 due to the County's plan to remove one rental property mid-way through 2015, leaving one rental property to maintain and collect rental revenue from in 2015. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from the actual 2014 rates. General Fund Balance is appropriated to fund one-time maintenance, repair and/or demolition of County properties that do not generate rental revenue. General Fund Balance in 2015 remains at the same level as the 2014 budget of $27,000. $5,000 of this is to offset one time expenditures for rental property repairs and $22,000 of this will be used to fund the razing of one of the rental properties in 2015. It is the County's plan to remove the final rental property in 2016.

Net Personnel costs are decreasing by about $158,400. A 1.00 FTE Fiscal Assistant position has been transferred to the Administrative Services division as this best reflects how this position supports the department, accounting for about $63,000 of the decrease in personnel costs in this program. The 1.00 FTE Architectural Services Manager position is being abolished mid-year 2015, resulting in an estimated 0.70 FTE reduction in 2015 and largely accounts for the remainder of personnel cost decreases in this program. This position abolishment is offset by the anticipated mid-year creation of a Construction Project Supervisor position (budgeted in other programs, including Building Improvement Plan, Energy Consumption and Facilities Maintenance). The net cost savings associated with this create/abolishment is estimated at about $25,000 in 2015 (full-year savings estimated at about $35,000). Staff support is used to provide support to the capital projects and to provide building project services to the other County departments.

The Operating expenses of $46,600, is a slight decrease from the 2014 budget. Expenditures include the cost of property maintenance repairs ($5,000); funds for professional architectural services as needed ($16,500); and funds to raze one rental property in 2015 ($22,000); and funds for professional staff development.

Current and Planned Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 14	Est. Operating Impact
201204	Construct Holding Cells in Jail	2014	$300,000	100%	TBD
201503	Demolish East Wing of Former HHS Bldg	2015	$1,515,000	0%	$74,000 *
200808	Communications Center Expansion	2017	$3,191,000	0%	TBD
201418	Courthouse Project	2020	$36,400,000	0%	TBD

*Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.

Building Improvement Plan

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

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.39**	**(0.06)**
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	$404,552	$243,000	$586,367	$150,000	($93,000)
County Tax Levy	**$725,163**	**$822,886**	**$822,886**	**$843,859**	**$20,973**
Total Revenues	**$1,129,715**	**$1,065,886**	**$1,409,253**	**$993,859**	**($72,027)**
Personnel Costs	$37,084	$47,886	$46,536	$43,859	($4,027)
Operating Expenses	$539,177	$838,000	$658,965	$775,000	($63,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$124,807	$180,000	$608,311	$175,000	($5,000)
Total Expenditures	**$701,068**	**$1,065,886**	**$1,313,812**	**$993,859**	**($72,027)**
Rev. Over (Under) Exp.	$428,647	$0	$95,441	$0	$0

Program Highlights

General Fund Balance appropriations decrease by $93,000. This is due to the reduction of $68,000 of prior-year jail assessment fee revenue for a one-time project budgeted in 2014 to improve staff efficiency at the jail through modifications to inmate medical and professional visitation and restroom areas, allowing fewer staff to temporarily supervise these areas. In addition, there is a $25,000 reduction of General Fund Balance support for the rest of the plan, used to fund the costs of on-going painting, roofing and carpeting projects. The use of General Fund Balance is planned to be reduced annually and eventually phased out in future budgets.

Due to a mid-2015 creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Building Improvement Plan program, discussed previously in Architectural Services/Property Management program), there is a temporary reduction of FTE support in 2015. The Construction Project Supervisor will provide 0.20 FTE support to this division, but due to the mid year creation of the position, only 0.14 FTE is appearing in the 2015 budget. The new Construction Project Supervisor will perform work involving the operation, supervision, direction, and planning of the maintenance, repair, and upkeep of building structures. In addition, the position will assist with the planning, development, administration, and coordination of new building design and construction projects.

In addition, the department is abolishing 1.00 FTE Facilities Supervisor position (0.20 FTE budgeted in this program in 2014) and creating 1.00 Maintenance Mechanic III position in 2015 (created in the Facilities Maintenance program). Net savings from this position creation/abolishment is estimated at about $27,000 in total throughout the department. The new position will perform regular maintenance mechanic III duties, with a focus on construction and maintenance project oversight.

The Five-Year Building improvement plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over $5,000). Overall, the plan is decreasing by $68,000 due to the one-time jail modification project in 2014. The operating expenses are budgeted to decrease in the 2015 budget by $63,000 while the fixed Asset appropriation is budgeted to decrease by $5,000 as projects are re-allocated between the two appropriations based on whether they are capitalized or non-capitalized projects. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview are in “maintenance only” mode pending renovation, replacement or removal of buildings in the Capital Plan. This means that the mechanical systems may be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2015	Plan 2016	Plan 2017	Plan 2018	Plan 2019
Roof	$60,000	$65,000	$60,000	$60,000	$75,000
HVAC	$255,000	$311,000	$295,000	$315,000	$340,000
Plumbing					
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$20,000	$70,000	$85,000	$75,000	$75,000
Electrical	$0	$40,000	$30,000		
Carpet / Tile / Seal	$65,000	$50,000	$50,000	$75,000	$75,000
Doors & Windows	$15,000	$15,000	$15,000	$15,000	$15,000
Seal/ Tuckpoint	$40,000	$50,000	$55,000	$115,000	$75,000
Maintenance Only (a)	$84,000	$89,000	$89,000	$80,000	$80,000
Remodel	$10,000				
Asbestos	$65,000	$15,000	$15,000		
Safety/Security	$35,000	$40,000	$41,000	$50,000	$50,000
Flooring	$65,000	$40,000	$50,000		
Exterior	$80,000				
HVAC Controls	$141,000	$150,000	$150,000	$150,000	$150,000
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$150,000	$100,000	$50,000	$0	$0

Building Improvement Plan by Building

By Building	Plan 2015	Plan 2016	Plan 2017	Plan 2018	Plan 2019
County Jail	$20,000				
Courthouse	$10,000				
UWW	$55,000				
Administration Center	$15,000	$40,000	$30,000		
Law Enforcement Center		$16,000			
Juvenile Center		$60,000			
Mental Health Center	$95,000				
Other/All Buildings (b)	$705,000	$784,000	$785,000	$860,000	$900,000
Highway Operations	$50,000	$50,000	$135,000	$40,000	
Communications Center				$50,000	$50,000
Grand Total	$950,000	$950,000	$950,000	$950,000	$950,000
Use of Fund Balance (c)	$150,000	$100,000	$50,000	$0	$0

(a) Maintenance Only mode includes the Courthouse and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

(b) Projects, as needed, in Other Buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.

(c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.18**	**(0.02)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$26,929	$49,973	$49,972	$51,188	$1,215
Interdepartmental	$0	$30,900	$30,900	$33,900	$3,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$34,000	$34,000
County Tax Levy	**$2,061,811**	**$1,991,806**	**$1,991,806**	**$2,016,908**	**$25,102**
Total Revenues	**$2,088,740**	**$2,072,679**	**$2,072,678**	**$2,135,996**	**$63,317**
Personnel Costs	$21,338	$24,379	$24,077	$23,596	($783)
Operating Expenses	$1,980,638	$2,048,300	$2,084,700	$2,112,400	$64,100
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,001,976**	**$2,072,679**	**$2,108,777**	**$2,135,996**	**$63,317**
Rev. Over (Under) Exp.	$86,764	$0	($36,099)	$0	$0

Program Highlights

Charges for services revenues include about $51,200 for County office space rental to outside agencies such as title companies, the Farm Service Agency and the District Court Administrator. The slight increase of $1,215 reflects an estimated 2% increase in annual revenues. Interdepartmental Revenues consist of a cross-charge to the Health Insurance Fund for estimated utility charges associated with a new Waukesha Employee Health and Wellness center, to be housed in the old Public Health Building that is being retrofitted for that purpose (Capital Project #201417). The employee medical/wellness center is expected to be operational November 2014. Public Health Operations moved to the new Health and Human Services Building in 2013. General Fund Balance is budgeted to cover one additional year of utility costs associated with maintaining the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility.

Due to a mid-2015 abolishment of 0.70 FTE Architectural Services Manager (budgeted in the Architectural Services Division) and creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Energy Consumption Division), there is a temporary reduction of FTE support in 2015. The Construction Project Supervisor will provide 0.05 FTE support to this division, but due to the mid-year creation of the position, only 0.03 FTE is appearing in the 2015 budget. In addition, the department is abolishing 1.00 FTE Facilities Supervisor position and creating 1.00 Maintenance Mechanic III position in 2015 (mentioned previously). 0.05 FTE of the Facilities Supervisor is abolished from this program area, and 1.00 FTE Maintenance Mechanic III position is created in the Facilities Maintenance program.

Operating expenses of $2,112,400 increase by $64,100, due to anticipated increases in natural gas costs in 2015 and due to budgeting $34,000 for one additional year of maintaining the vacant former HHS Buildings (mentioned above). Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

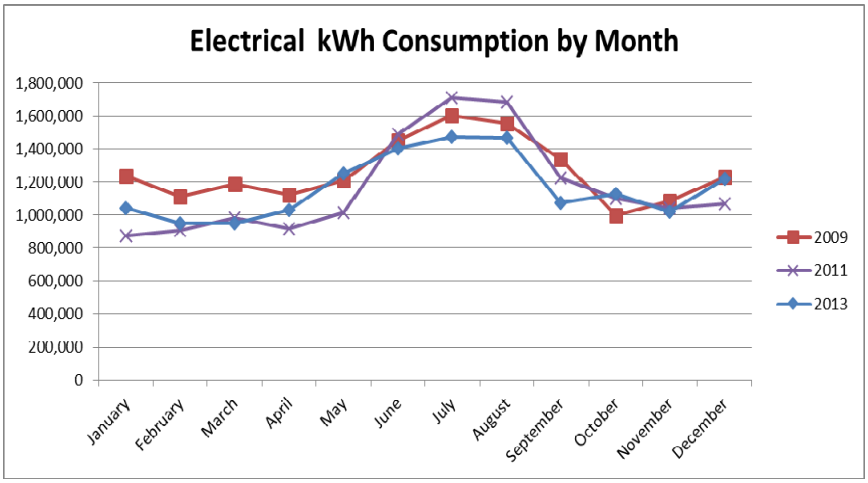
Activity-Utility Source	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Electricity (Kilowatt-Hrs)	13,819,632	14,125,000	14,100,000	14,125,000	0
Natural Gas (Therms)	812,566	730,000	800,000	780,000	50,000
Water/Sewer (Gallons)	22,982,000	23,500,000	23,000,000	23,500,000	0

Energy Consumption (cont.)

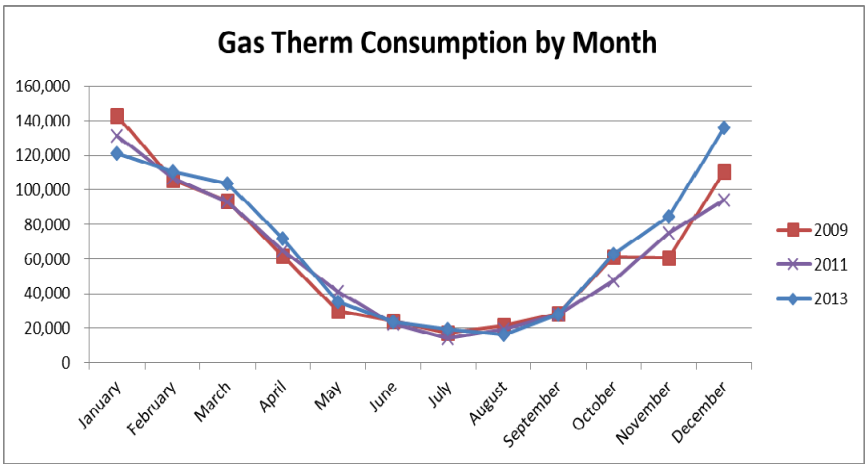
In order to evaluate utility performance, the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

	2013 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.90	15.38	25.57
AC	Administration Center	0.90	17.71	13.57
CC	Communications Center	1.06	56.84	15.83
CJ	County Jail	0.82	18.48	44.18
CH	Courthouse	1.08	24.98	16.09
HS	(OLD) Health & Human Services Center	0.68	6.62	6.42
HS	Health & Human Services *	0.31	2.67	2.04
LE	Law Enforcement Center	1.03	18.89	70.31
JV	Juvenile Center	1.78	22.50	15.67
MH	Mental Health Center	1.06	18.07	19.11
NV	Northview	1.29	10.43	24.49
PH	(OLD) Public Health Center	0.16	15.43	6.19

Note: The new HHS facility is not included in the all buildings square footage as the building was turned over to the County in October of 2013.

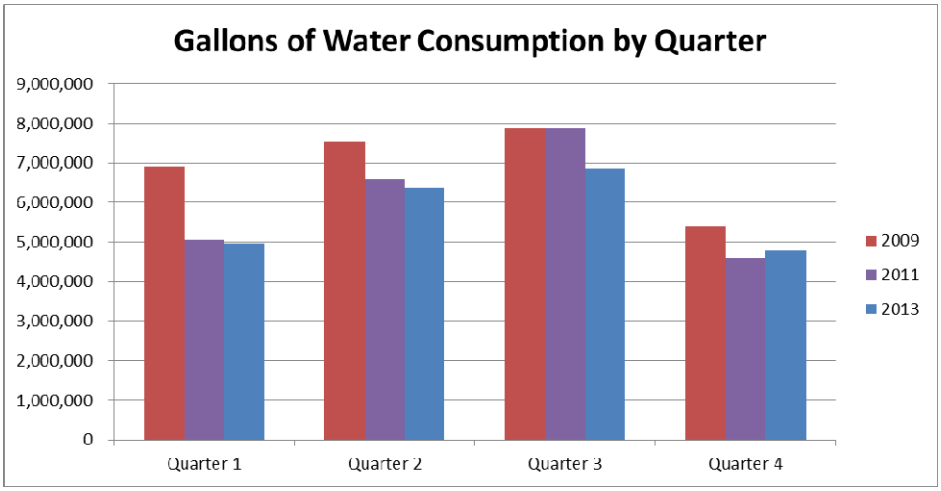


This chart illustrates the total electrical consumption per month for the facility management facilities for the past five years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical consumption. The continuation of energy effeicency projects since 2011 aid in the reduction of energy consumption.



Gas consumption has remained relatively stable. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners, the use of ozone generation for the laundry, and solar hot water equipment on the roofs of the Jail. Higher natural gas therm consumption in late 2013 is largely due to a historically cold winter weather season.

Energy Consumption (cont.)



Water consumption for all buildings has been on the decline since 2005. The chart references the past five years. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

Facilities Maintenance

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

Program Description

The Facilities Maintenance division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with departmental customers for all building maintenance needs.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**26.82**	**26.89**	**26.89**	**27.67**	**0.78**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$334,358	$381,376	$381,376	$467,877	$86,501
Other Revenue	$20,332	$0	$0	$0	$0
Appr. Fund Balance	$12,844	$0	$23,262	$37,000	$37,000
County Tax Levy	**$2,843,090**	**$2,826,728**	**$2,826,728**	**$2,950,461**	**$123,733**
Total Revenues	**$3,210,624**	**$3,208,104**	**$3,231,366**	**$3,455,338**	**$247,234**
Personnel Costs	$1,825,143	$1,905,922	$1,871,663	$1,992,308	$86,386
Operating Expenses	$935,014	$921,759	$981,025	$970,850	$49,091
Interdept. Charges	$355,390	$380,423	$380,484	$492,180	$111,757
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,115,547**	**$3,208,104**	**$3,233,172**	**$3,455,338**	**$247,234**

Rev. Over (Under) Exp.	$95,077	$0	($1,806)	$0	$0

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses. The interdepartmental revenue increases of about $86,500 is primarily related to an increase in revenues from the Health and Human Services Mental Center mainly from building projects planned in 2015 including $80,000 to repair exterior stucco of the building and $15,000 to replace carpeting, a slight increase in utility expenses, and an increase in labor resources budgeted in this area, partially offset by a net decrease resulting from smaller changes in charges to other programs. General Fund Balance is budgeted to cover one additional year of operating costs associated with maintaining the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility.

Personnel costs in this program area increase, mainly due to a mid-2015 abolishment of 0.70 FTE Architectural Services Manager (budgeted in the Architectural Services Division) and creation of 0.70 FTE Construction Project Supervisor (partially budgeted in Facilities Maintenance Division).The Construction Project Supervisor will provide 0.75 FTE support to this division, but due to the mid year creation of the position, only 0.53 FTE is appearing in the 2015 budget. In addition, the department is abolishing 1.00 FTE Facilities Supervisor position (0.75 FTE of this position was budgeted in this program in 2014) and creating 1.00 FTE Maintenance Mechanic III position in 2015.

Facilities Maintenance (Continued)

Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior County buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff works closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Operating expenditures are about $49,000 higher in the 2015 budget. This is primarily due to cost increases of materials and contracts. The level of maintenance continues at the same level as planned for in the 2014 budget. The County's investment in on-going building improvements and preventative maintenance has resulted in an anticipated stabilization for building repair expenditures. In addition, operating expenses include $21,000 to maintain the former HHS Buildings for one additional year (discussed previously).

Interdepartmental charges are increasing by about $111,800 primarily due to changes in the End User Technology Fund (EUTF) charges, by $75,800. The charges have increased due to investments made to the Facilities asset management technology, causing the EUTF charges to increase in 2015. In addition, EUTF costs have been shifted from the Architectural Services Division to the Facilities Division to best reflect technology support in the department. Overall EUTF charges to the department increase by about $31,000, from $262,000 to $293,000. Also increasing are insurance charges from Risk Management by $15,500. These charges are based on the prior year's claims paid experience. Another $16,000 of Risk Management property insurance liability charges are also budgeted related to maintaining the vacant former HHS Buildings (discussed previously). Also included in Interdepartmental Charges are: vehicle and generator repair costs; vehicle replacement costs; Workers Compensation costs; costs to provide after hour security at the new Health and Human Services building (staffed by the Sheriff's Department); and telephone and copier replacement charges.

Current & Planned Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 14	Est. Operating Impact
201417	Waukesha Empl. Health & Wellness Center	2014	$243,000	100%	(a)
201109	Highway Substations HVAC Upgrades	2016	$611,000	5%	Reduced
201113	Admin Center Roofing Upgrades	2015	$222,000	5%	Reduced
201214	Mental Health Center Chiller Upgrades	2015	$742,000	5%	Reduced
200902	UWW Boiler, Chiller & Controls Rplmnt	2015	$3,360,000	50%	Reduced
201210	UWW Roofing Upgrades	2018	$4,209,000	10%	Reduced
201414	UWW Roof Top Unit Replacements	2018	$370,000	0%	Reduced
201206	Highway Ops Center HVAC Upgrades	2017	$763,000	0%	Reduced
201412	Mental Health Center Roof Replacement	2018	$253,000	0%	Reduced
201413	Law Enforcement Center Mechanical Upgrades	2016	$2,596,000	0%	Reduced

(a) Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City. It is anticipated that the clinic will begin operations in November, 2014.

Housekeeping Services

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

Program Description

The housekeeping division is responsible for maintaining a clean working environment for most of the County owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center; Mental Health Center; Juvenile Center; the Human Services Center; Communications Center; Law Enforcement Center including the County Jail; Highway Operations Center and four substations; and the Public Health Center. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**11.12**	**11.12**	**11.12**	**11.13**	**0.01**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$7,000	$8,500	$7,000	$9,000	$500
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$3,000	$3,000
County Tax Levy	**$1,318,561**	**$1,354,012**	**$1,354,012**	**$1,372,418**	**$18,406**
Total Revenues	**$1,325,561**	**$1,362,512**	**$1,361,012**	**$1,384,418**	**$21,906**
Personnel Costs	$654,943	$670,721	$664,778	$686,407	$15,686
Operating Expenses	$598,429	$683,100	$666,800	$680,930	($2,170)
Interdept. Charges	$9,360	$8,691	$8,841	$5,081	($3,610)
Fixed Assets	$0	$0	$0	$12,000	$12,000
Total Expenditures	**$1,262,732**	**$1,362,512**	**$1,340,419**	**$1,384,418**	**$21,906**
Rev. Over (Under) Exp.	$62,829	$0	$20,593	$0	$0

Program Highlights

Interdepartmental Revenues consist of a cross-charge for supply costs to the Mental Health Center and Waukesha Employee Health and Wellness Center (Health Insurance Internal Service Fund) budgets. General Fund Balance of $3,000 is budgeted to cover one additional year of housekeeping costs associated with maintaining the former Health and Human Services Buildings (constructed in 1911 and 1921) while it is determined what to do with the vacant facility.

Personnel cost increases of $15,686 mostly reflect costs to continue for the 11.10 FTE. Overtime of 0.03 FTE has increased 0.01 FTE from the 2014 budget.

Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services, are used to clean all County buildings except the Courthouse and Northview in 2015. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, the Communications Center, and the new Waukesha Employee Health and Wellness Center (the old Public Health Building). Operating expenses also include $3,000 in housekeeping services and supplies associated with maintaining the vacant former Health and Human Services buildings for one additional year (discussed previously). The decrease in operating expenditures is mainly due to Housekeeping contract costs for the Waukesha Employee Health and Wellness Center being directly budgeted in that budget. Fixed assets include the one-time cost to replace an aging floor scrubber for $12,000. This piece of equipment will be placed into the Vehicle/Equipment replacement plan for future replacements.

Interdepartmental charges include cost of telephone and copier replacement charges; and Technology total cost of computer ownership charges. Decreases are mainly due to the overall reallocation of End User Technology Fund (EUTF) fees throughout the department to better reflect computer costs with program support.

Housekeeping Services (Continued)

Buildings Cleaned within this budget

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Buildings Cleaned Daily	16.0	16.0	16.0	16.0	0
Floor Area Cleaned Daily (sq. ft)	570,522 (a)	598,417	598,417	598,417	0
Cost per Sq. Ft.	$2.42	$2.47 (b)	$2.43	$2.52	$0.05

(a) Square footage for 2013 includes both old and new Health and Human Services Buildings and old Public Health building, however, the cost per square foot takes into account that neither of the buildings has full cleaning services budgeted for the full year.

(b) 2014 square footage and cost per square foot exclude minimal cleaning associated with the old Health and Human Services Building.

Administrative Services

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

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.90**	**4.90**	**4.90**	**5.90**	**1.00**
General Government	$0	$9,000	$8,888	$9,000	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$196	$400	$250	$350	($50)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$548,759**	**$547,423**	**$547,423**	**$616,235**	**$68,812**
Total Revenues	**$548,955**	**$556,823**	**$556,561**	**$625,585**	**$68,762**
Personnel Costs	$472,681	$465,111	$470,226	$544,002	$78,891
Operating Expenses	$17,410	$32,400	$33,245	$34,450	$2,050
Interdept. Charges	$61,319	$59,312	$58,787	$47,133	($12,179)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$551,410**	**$556,823**	**$562,258**	**$625,585**	**$68,762**
Rev. Over (Under) Exp.	($2,455)	$0	($5,697)	$0	$0

Program Highlights

General Government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at $9,000 the same as 2014. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase in this program by about $78,900. 1.00 FTE Fiscal Assistant position has been transferred from the Architectural Services division to the Administrative division as this best reflects how this position supports the department. Other costs are primarily related to costs to continue for the 4.9 FTE staff in the base 2014 budget.

Operating expenses of $34,450 include budget appropriations for general office supply purchases; centralized postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and expenditures for staff professional development. $2,000 has been allocated to the 2015 budget for the installation of a wireless, ceiling mounted projector in one of the Public Works conference rooms to provide more efficient technology for meetings and presentations.

Interdepartmental charges include expenses for Technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to the overall reallocation of EUTF fees throughout the department to better reflect computer costs with program support. Decreases are mainly due to the overall reallocation of EUTF fees throughout the department to better reflect computer costs with program support.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Note: The Engineering, Traffic Control and Permit Processing programs were moved from the Public Works General Fund Budget to this Transportation Fund in 2014. The 2013 Actuals have been restated for comparative purposes.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government (b)	$9,562,980	$9,382,502	$9,967,490	$10,108,001	$725,499	7.7%
Fine/Licenses	$71,665	$72,000	$71,000	$72,000	$0	0.0%
Charges for Services	$485,583	$426,350	$420,000	$615,870	$189,520	44.5%
Interdepartmental (b)	$533,912	$508,639	$570,152	$593,402	$84,763	16.7%
Other Revenue	$393,607	$219,593	$224,593	$305,859	$86,266	39.3%
Appr. Fund Balance (a)	$525,111	$222,900	$234,900	$225,000	$2,100	0.9%
County Tax Levy	**$2,852,135**	**$2,958,975**	**$2,958,975**	**$3,025,428**	**$66,453**	**2.2%**
Total Revenue Sources	**$14,424,993**	**$13,790,959**	**$14,447,110**	**$14,945,560**	**$1,154,601**	**8.4%**
Expenditures						
Personnel Costs (b)	$5,891,110	$6,013,636	$6,167,129	$6,452,476	$438,840	7.3%
Operating Expenses (a)(b)	$4,231,559	$3,705,583	$3,879,804	$4,143,971	$438,388	11.8%
Interdept. Charges (a)(b)	$4,268,040	$4,071,740	$4,384,652	$4,349,113	$277,373	6.8%
Fixed Assets	$41,031	$0	$0	$0	$0	N/A
Total Expenditures	**$14,431,740**	**$13,790,959**	**$14,431,585**	**$14,945,560**	**$1,154,601**	**8.4%**
Rev. Over (Under) Exp.	($6,747)	$0	$15,525	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	72.70	72.70	72.70	76.70	4.00	
Extra Help	5.07	4.32	4.32	4.30	(0.02)	
Overtime	3.04	3.10	3.10	3.37	0.27	
Total FTEs	80.81	80.12	80.12	84.37	4.25	

(a) General Fund balance of $225,000 in the 2015 budget includes $175,000 to phased down the impact of State General Transportation Aid (GTA) reductions; and $50,000 for Transit fuel adjustment; $222,900 in the 2014 budget includes $150,000 to phase down the impact of State General Transportation Aid (GTA) reductions, $50,000 for Transit fuel adjustment, and $22,900 to offset the local share cost of one-time pavement repairs at Goerke's Corners park & ride lot. General Fund balance of $525,111 in 2013 includes $260,000 to phase down the impact of State General Transportation Aid (GTA) reductions; $152,000 for Transit fuel adjustment, a $90,000 contingency fund transfer and a carryover of $23,111 from the 2012 budget to the 2013 budget.

(b) Total expenditures and revenues are estimated to exceed the adopted budget in 2014, mainly due to the higher costs for winter maintenance during the first quarter of 2014 and due to additional maintenance work requested by the State Department of Transportation for State roads. A funds transfer or an ordinance will be requested if higher expenditures materialize.

County Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**39.09**	**37.75**	**37.75**	**37.75**	**0.00**
General Government	$3,612,180	$3,807,222	$3,583,145	$3,583,145	($224,077)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$485,583	$426,350	$420,000	$615,870	$189,520
Interdepartmental	$533,912	$508,639	$570,152	$593,402	$84,763
Other Revenue (a)	$84,229	$20,000	$25,000	$20,000	$0
Appr. Fund Balance	$285,000	$97,000	$97,000	$140,000	$43,000
County Tax Levy	**$1,335,972**	**$1,399,696**	**$1,399,696**	**$1,546,374**	**$146,678**
Total Revenues	**$6,336,876**	**$6,258,907**	**$6,094,993**	**$6,498,791**	**$239,884**
Personnel Costs	$2,585,925	$2,768,097	$2,582,364	$2,851,009	$82,912
Operating Expenses	$2,403,843	$1,778,591	$1,825,973	$2,125,122	$346,531
Interdept. Charges	$1,624,278	$1,712,219	$1,706,564	$1,522,660	($189,559)
Fixed Assets	$41,031	$0	$0	$0	$0
Total Expenditures	**$6,655,077**	**$6,258,907**	**$6,114,901**	**$6,498,791**	**$239,884**
Rev. Over (Under) Exp.	($318,201)	$0	($19,908)	$0	$0

(a) Other revenue for 2013 from traffic signal knockdown revenue recoveries is restated lower by $155,000 and reflected in the Traffic Control program for comparative purposes.

Program Highlights

General Government revenues consist of General Transportation Aids (GTA), which are budgeted about $200,000 lower than the 2014 budget, however at the same level as the actual amount received in 2014. This program includes approximately $3.58 million of the total departmental GTA revenue. Of the total GTA revenues received by the department, approximately 80% are budgeted in this program area. Traffic Control and Engineering, also in the Transportation Fund; include the remaining 20% of GTA revenues. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget continues to include General fund balance to offset the revenue reduction impacts in this program. The 2015 budget includes a total of $175,000 with 80% of this, $140,000, budget in this program area.

Charges for services mainly represent revenues received from municipalities for the purchase of salt and for pavement marking services. The $189,520 increase is mainly due to an anticipated 2,000 ton increase in the amount of salt requested to be purchased by the municipalities in 2015. The quantity of salt sold to municipalities is budgeted at 7,000 tons. The markup/handling fee charged to municipalities is $7.00 per ton, the same as the 2014 budget. The price of salt has increased $8.14 per ton, or 15%, from $54.27 in the 2014 budget to $62.41 in 2015 ($69.41 with markup), also impacting the increase in revenues. In addition, the 2015 charges for services revenue budget includes $130,000 of revenues from pavement marking services to local municipalities, which is $10,000 higher than the 2014 adopted budget.

County Operations (Continued)

Interdepartmental revenues, totaling around $593,400, are increasing about $84,800. These revenues include services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 800 tons of salt to Parks and Land Use. The budget is based on service anticipated to be provided to the customers. Also represented in Interdepartmental revenues is the reimbursement from the State for salt and equipment storage and radio cost reimbursements.

Other revenues represent a conservative estimate for insurance reimbursements for damage to highway property due to accidents; the sale of scrap metal; and the sale of small equipment items not in the vehicle replacement plan.

Net personnel costs are increasing by about $82,900 to $2,851,000, mostly related to costs to continue the regular staff of 36.00 FTE's. Funding continues for 1.10 FTE of overtime, and 0.65 FTE of extra help for two winter seasonal employees, consistent with the 2014 adopted budget. The County Highway Maintenance budget provides support funding for 29.00 FTE Patrol Workers and 2.00 Crew Leaders to maintain the County Highway System.

Operating expenses increase approximately $346,500 to about $2,125,100 primarily due to an increase in salt price and usage. Higher usage is primarily from the municipalities that buy salt from the county, whoare anticipated to purchase 7,000 tons of salt, which is 2,000 more tons of salt than in 2014. The 2015 budget assumes 16,400 tons of salt use on County roads, consistent with the 2014 budget base. Experience has shown that with the implementation of salt saving measures over the years, the County's average salt use per season is close to 16,400 tons. Salt is the largest expenditure in the operating expenses area. It is budgeted to increase by about $311,000 to $1,510,300. The 2014/2015 salt contract price is $62.41 per ton, an $8.14, or 15%, per ton increase from the 2013/2014 contract amount of $54.27 per ton. Other areas that are increasing from the 2014 budget base are $22,000 of expenses for installation of four groundwater monitoring wells at the New Berlin substation and the cost of four quarters of water samples; $3,000 for the purchase of beet juice and liquid calcium chloride to assist with de-icing of roads; and $2,500 for various shop supplies. Other operating expenditures include: waste disposal and landfill costs of $50,000; plow blade replacement expenditures of $65,000; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail and culvert pipe budgeted at $130,500; and contracted roadway repair including rental of equipment budgeted at $37,500.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers compensation; radio services; vehicle repairs, fuel and vehicle replacement charges; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements and fuel costs. The 2015 budget assumes an increase in the price of fuel from an average of $3.75 per gallon to $3.80 per gallon. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support department fleet (both County and State Highway Maintenance programs) are anticipated to increase about $196,600 to $3,341,600. However, due to an anticipated major increase in State revenues to support State road maintenance, $2,171,000 of the total $3,341,600 vehicle expenses are supported by the State Maintenance budget, therefore resulting in a decrease of vehicle expenses on supported by the County Maintenance budget, by about $175,200. A portion of the vehicle cost decrease is partially offset by workers compensation costs that are increasing in the 2015 budget. The 2015 total charge for Worker's Compensation is just under $330,000, a $55,100 increase from the 2014 budget. The County Highway Maintenance budget represents a portion of the total Workers Compensation cost, and increases about $13,800. The other portion is budgeted in the State Highway Maintenance Budget.

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2014	Est. Operating Impact
201401	Replace Brine Maker/Construct Canopy	2017	$323,700	0%	TBD

County Operations (Continued)

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Centerline miles of road maintained -- County	392	401	401	401	0
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	0
County Lane Miles Crackfilled	15	15	15	15	0
Crackfilling 2 lane highways cost per mile	$3,579	$3,600	$3,600	$3,936	$336
Center line striping cost per mile	$467	$500	$500	$500	$0
Mowing—1 linear mile cost per mile	$290	$295	$220	$220	($75)
Avg Annual maint 1 lane mile	$6,860	$6,860	$6,860	$6,860	$0
Salt Annual Tons Used on County Roads	27,600	16,400	16,400	16,400	0

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WisDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2013 Actual	2014 Budget	2014 Estimate (a)	2015 Budget	Budget Change
Staffing (FTE)	**27.46**	**28.79**	**28.79**	**33.01**	**4.22**
General Government (a)	$5,113,635	$4,704,500	$5,488,559	$5,629,070	$924,570
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	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,113,635**	**$4,704,500**	**$5,488,559**	**$5,629,070**	**$924,570**
Personnel Costs (a)	$2,214,350	$2,054,902	$2,426,834	$2,375,767	$320,865
Operating Expenses (a)	$312,411	$344,500	$437,260	$459,360	$114,860
Interdept. Charges (a)	$2,592,555	$2,305,098	$2,624,465	$2,793,943	$488,845
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,119,316**	**$4,704,500**	**$5,488,559**	**$5,629,070**	**$924,570**
Rev. Over (Under) Exp.	($5,681)	$0	$0	$0	$0

(a) 2014 estimate is estimated to exceed the 2014 budget due to more work being requested by the State than anticipated in the budget. State Highway related expenses are reimbursed by the WisDOT resulting in a revenue estimate that also exceeds the 2014 budget.

State Highway Operations (Continued)

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State Department of Transportation (DOT). The 2015 General Government revenue budget is based on the State's approved 2014 Routine Maintenance Agreement (RMA); the anticipated increase in Statewide funding for RMA work; and funding for the newly developed Performance-Based Maintenance (PBM) program piloted in 2014. The PBM pilot will examine a new way of funding State highway maintenance, through a system where the County submits quotes for State-specified projects (versus the current system that reimburses for time and materials), which may incentivize efficient maintenance work. The combination of these revenue changes result in a level of service requested by the State to be about $925,000 higher than in the 2014 adopted budget. Additional RMA work accounts for about $325,000 of higher State Funding and PBM work accounts for the remaining $600,000.
Personnel costs increase by about $320,900 due primarily to the addition of four Patrol Workers (estimated to cost about $280,000) and due to an increase of 0.22 FTE of overtime. The increase in staffing is directly related to the increased level of service and funding for the maintenance of the State's highway system. Staffing levels in the 2015 budget include 26.00 FTE Patrol Workers on State crews. Funding continues for 2.00 FTE Patrol Superintendents. This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes six employees, is planned to operate approximately November 1 through March 31. Also, the overtime budget increases by about $30,000 or by 0.22 FTE (about 460 hours) which is mostly reflective of the increased level of service and funding by the State.

Operating Expenses are increasing about $114,900 from the 2014 budget. This increase is directly related to the increased level of service and funding for the maintenance of the State's highway system. Specific increases include $90,200 for materials for projects through state Performance-Based Maintenance contracts (mentioned above), including shouldering; bridge deck sealing; and rout and seal projects. Waukesha County is performing these projects through the State's Performance Based Maintenance program piloted in 2014, therefore the 2015 budget has been developed with the assumption this work will continue in 2015. Also, an increase of $23,800 for de-icing materials has been budgeted due to an increased use of beet juice on the State roads.

Interdepartmental charges increase of almost $488,850 is primarily related to higher anticipated reimbursement from the state for vehicle related expenses including vehicle replacement, vehicle repair and maintenance and fuel costs. These costs are budgeted to increase by about $372,000 to $2,171,100. Administrative cost recovery continues to be budgeted at approximately 4.5% for labor, materials and equipment costs reported to the State, and is budgeted to increase by about 36,100 to $235,000. The actual percentage is based on a State DOT formula for 71 counties, which varies between 4%-5%. Workers' Compensation and vehicle insurance expenses, totaling $184,300, an increase of $41,300, are also included in this appropriation unit.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Centerline miles of road maintained	266	254	254	254	0
Centerline miles of road striped	356	356	356	356	0
Lane miles maintained	1,076	1,076	1,076	1,076	0

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

Transit Services (Continued)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
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	$138,602	$139,593	$139,593	$115,854	($23,739)
Appr. Fund Balance	$152,000	$72,900	$72,900	$50,000	($22,900)
County Tax Levy	**$867,700**	**$867,700**	**$867,700**	**$867,700**	**$0**
Total Revenues	**$1,158,302**	**$1,080,193**	**$1,080,193**	**$1,033,554**	**($46,639)**
Personnel Costs	$13,741	$14,051	$14,047	$14,346	$295
Operating Expenses	$963,811	$1,066,142	$1,065,911	$1,019,208	($46,934)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$977,552**	**$1,080,193**	**$1,079,958**	**$1,033,554**	**($46,639)**

Rev. Over (Under) Exp.	$180,750	$0	$235	$0	$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. The State and Federal revenues are anticipated to be reimbursed at a rate of 55.30% of gross expenses in 2015, which is the lower than the 2014 actual level of 55.58%, yet higher than the 2014 budgeted level of 54.20%. Fund Balance is reduced by $22,900 to $50,000 in the 2015 budget. $22,900 was used in the 2014 budget to offset the local share of one–time costs for pavement repairs at the Goerke's Corners Park and Ride. In 2015, $50,000 is being used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

The 2015 operating expense budget reflects a consistent level of transit service as compared to the service in the 2014 budget. There are no fare increases planned in the 2015 budget. The decrease in operating expenses relates primarily to the reduction of the one-time expenses for pavement repairs at the Goerke's Corners Park and Ride lot. Expenses related to the fuel adjustment clause in the transit contracts remain at $50,000, consistent with the 2014 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years. In addition ridership on routes including Paratransit and other routes is estimated to decrease based on year-to-date and anticipated future needs. The largest decrease in ridership is on the 901/904/905 series of routes. The decrease in Route 79 is related to the Zoo Interchange freeway construction project. Because all transit services are provided through established contracts, the 2015 budget is based on established contract costs. Funds for a marketing program continue in the 2015 budget. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2015 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for this program is budgeted at $867,700, which is unchanged from the 2014 budget.

Transit Services (Continued)

Activity

Total Ridership

Route	Route Description	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	114,902	110,000	112,604	111,478	1,478
10	Brookfield Square Extension	228,366	220,000	221,366	219,152	(848)
79 (1)	Weekday from Menomonee Falls to Downtown Milwaukee	42,359	36,500	38,128	34,315	(2,185)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	135,345	145,000	121,811	123,029	(21,971)
906	Weekday between Mukwonago and Milwaukee via I-43	35,237	36,000	33,828	34,504	(1,496)
Subtotal		556,209	547,500	527,736	522,478	(25,022)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	5,856	6,000	3,600	4,200	(1,800)
Total with Paratransit		562,065	553,500	531,336	526,678	(26,822)

(1) Ridership estimates for the 2014 Budget and Estimate, and the 2015 Budget are lowered due to zoo interchange construction.

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	$0.82	$0.85	$0.83	$0.88	$0.03
10	Brookfield Square Extension	$2.32	$2.41	$2.15	$2.25	($0.16)
79	Weekday from Menomonee Falls to Downtown Milwaukee	$9.91	$11.50	$9.51	$11.03	($0.47)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$9.14	$8.53	$10.72	$10.69	$2.17
906	Weekday between Mukwonago and Milwaukee via I-43	$9.18	$8.99	$9.88	$9.90	$0.91
Subtotal Average		$4.68	$4.76	$4.88	$5.03	$0.27
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$37.10	$36.21	$36.64	$39.45	$3.24
Avg with Paratransit		$10.45	$10.46	$10.66	$11.32	$0.86

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard benchmark for Rides per Revenue Hour is 10.0 or higher.

Route	Route Description	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	2014-2015 Change
1	Waukesha Metro to Brookfield Square	19.15	18.33	18.77	18.58	0.25
10	Brookfield Square Extension	37.70	36.32	35.90	35.54	(0.78)
79	Weekday from Menomonee Falls to Downtown Milwaukee	14.76	12.72	12.89	11.60	(1.12)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	11.55	12.37	10.39	10.50	(1.87)
906	Weekday between Mukwonago and Milwaukee via I-43	24.24	24.77	23.27	23.73	(1.04)
Subtotal Average		19.79	19.48	18.65	18.46	(1.02)
						0.00
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.66	2.73	2.64	2.63	(0.10)
Avg with Paratransit		18.55	18.27	17.91	17.62	(0.65)

Engineering Services

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

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.91**	**7.16**	**7.16**	**7.14**	**(0.02)**
General Government	$411,421	$427,941	$447,893	$447,893	$19,952
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$10,897	$10,000	$10,000	$81,005	$71,005
Appr. Fund Balance	$33,308	$27,300	$27,300	$17,500	($9,800)
County Tax Levy	**$254,474**	**$287,891**	**$287,891**	**$194,100**	**($93,791)**
Total Revenues	**$710,100**	**$753,132**	**$773,084**	**$740,498**	**($12,634)**
Personnel Costs	$628,290	$654,407	$602,323	$661,858	$7,451
Operating Expenses	$25,624	$46,450	$47,450	$47,450	$1,000
Interdept. Charges	$49,752	$52,275	$52,075	$31,190	($21,085)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$703,666**	**$753,132**	**$701,848**	**$740,498**	**($12,634)**
Rev. Over (Under) Exp.	$6,434	$0	$71,236	$0	$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General government revenues are budgeted at a level higher than the 2014 budget base. These revenues reflect 10% or about $447,900 of General Transportation Aids (GTA) allocation in this program area. The increase reflects a shift in allocation of the revenues, not an overall increase in GTA revenues for the department. The overall reduction of GTA revenues in the 2015 budget is approximately $200,000. The 2015 GTA revenues are also allocated to the Traffic Control program (10%) and County Highway Operations (80%), both in the Transportation Fund. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General Fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget includes $17,500 of General Fund balance to continue to offset the revenue reduction impacts in this program. This fund balance represents 10% of the total $175,000 of fund balance provided to the department to offset the GTA revenue reductions. The 2015 budget continues to include revenue for engineering and design services from municipalities. The increase of $71,000 includes funds from the City of Waukesha for the design of bike lanes in the city and funds from the Highway Safety Improvement (HSIP) program for reimbursement of staff design of the CTH VV & Lilly Rd intersection.

Engineering Services (continued)

Personnel costs increase about $7,500 mostly related to costs to continue for the regular staff of 5.45 FTE's. Extra Help funding continues for 0.69 FTE temporary extra help for three summer interns, and 1.00 FTE co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin--Milwaukee. Overall, the FTE has decreased slightly by 0.02 FTE which is more reflective of actual extra help hours work.

Operating expenses increase $1,000 to $47,450. Operating expenses include funds for engineering software maintenance; services for specialty bridge inspections, including infrared bridge survey, dive inspections and re-rating load capacities; survey supplies, and funds for staff professional development. Interdepartmental charges include costs of computer and phone services. The decrease in interdepartmental charges is reflective of a more accurate reallocation of computer support charges.

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2014 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131 (a)	Bridge Aid Program	$0	$0	$0	Ongoing	N/A	$0
9817 (a)	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427 (a)	Signal/Safety Improvements	$842,400	$842,400	(b)	Ongoing	N/A	Reduced
200911 (a)	Repaving Program 2013-2017	$3,000,000	$1,670,000	$330,000	Ongoing	N/A	$0
200011	CTH L, CTH Y - Moorland	$29,033,000	$18,682,000	$10,351,000	2014	100%	$33,350
200511	CTH D, Calhoun Road - Intersection	$2,385,000	$2,385,000	$0	2015	50%	$10,000
200606	CTH P, Bark River Bridge	$1,424,000	$574,000	$850,000	2015	30%	Reduced
200608	CTH VV, CTH Y - Jackson Dr.	$11,731,000	$3,586,000	$8,145,000	2014	100%	$36,750
200810	CTH CW, Ashippun River Bridge	$1,391,000	$741,000	$650,000	2015	40%	Reduced
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$5,028,000	$1,310,000	$3,718,000	2014	100%	$0
200917	Waukesha West By Pass	$13,374,000	$4,555,000	$8,819,000	2016	30%	$92,000
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2015	5%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,924,000	$2,198,000	$2,726,000	2017	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	$1,686,000	$1,142,000	$544,000	2016	12%	Reduced
201008	CTH M, CTH YY to East County Line	$17,016,000	$6,480,000	$10,536,000	2018	0%	$28,800
201116	CTH C, Mill Street to Oakwood Rd.	$2,083,000	$1,620,000	$463,000	2016	15%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$703,000	$253,000	$450,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	$8,443,000	$3,475,000	$4,968,000	2019	0%	$13,700
201302	CTY YY, Underwood Creek Structure	$1,366,000	$1,366,000	$0	2019	0%	Reduced
201303	CTH D, Deer Creek Bridge	$693,000	$231,000	$462,000	2018	2%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	$634,000	$634,000	$0	2019	0%	Reduced
201402	CTH XX, Pebble Brook Creek Bridge	$230,000	$97,000	$133,000	2018	0%	Reduced
201502	CTH O, I-94 to USH 18	$6,750,000	$2,150,000	$4,600,000	2021	0%	Reduced

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2015.

(b) Approximately $3.6 million of federal Highway Safety Improvement Program (HSIP) funding is planned for signal and safety improvement projects through 2017. These expenditures and revenues would be accounted by the Wisconsin Department of Transportation and would not be included directly in the County's Capital Project budget.

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2013 Actual (a)	2014 Budget	2014 Estimate (b)(c)	2015 Budget	Budget Change
Staffing (FTE)	**5.75**	**4.82**	**4.82**	**4.87**	**0.05**
General Government	$425,744	$442,839	$447,893	$447,893	$5,054
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$159,879	$50,000	$50,000	$89,000	$39,000
Appr. Fund Balance (b)	$54,803	$25,700	$37,700	$17,500	($8,200)
County Tax Levy	**$337,465**	**$331,256**	**$331,256**	**$343,103**	**$11,847**
Total Revenues	**$977,891**	**$849,795**	**$866,849**	**$897,496**	**$47,701**
Personnel Costs	$307,265	$377,747	$396,444	$403,345	$25,598
Operating Expenses (b)(c)	$525,870	$469,900	$503,210	$492,831	$22,931
Interdept. Charges	$1,455	$2,148	$1,548	$1,320	($828)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$834,590**	**$849,795**	**$901,202**	**$897,496**	**$47,701**
Rev. Over (Under) Exp.	$143,301	$0	($34,353)	$0	$0

(a) Other revenue of $155,000 in 2013 actuals from traffic signal knockdown revenue recoveries is restated from the County Highway Operations program to this program for comparative purposes.
(b) The 2014 Estimate includes an encumbrance carryover from 2013 to 2014.
(c) Higher than budgeted expenses in 2014 largely due to traffic signal knockdowns and electrical utility costs for signals.

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

General government revenues are budgeted at a level higher than the 2014 budget base. These revenues reflect 10% or $447,900 of General Transportation Aids (GTA) allocation in this program area. The increase reflects a shift in allocation of the revenues, not an overall increase in GTA revenues for the department. The overall reduction of GTA revenues in the 2015 budget is approximately $200,000. The 2015 GTA revenues are also allocated to the Engineering Services program (10%) and County Highway Operations (80%), both in the Transportation Fund. The 2012 budget included a large decrease in GTA revenues due to a provision in the State's 2012/2013 biennial budget. General fund balance was budgeted in 2012 to help significantly offset the impact these drastic revenue reductions. The 2015 budget includes $17,500 of general fund balance to continue to offset the revenue reduction impacts in this program. This fund balance represents 10% of the total $175,000 of fund balance provided to the department to offset the GTA revenue reductions. Other revenues include recovered costs from traffic signals that have been knocked down which are increasing over the past few years; therefore the 2015 budget has been increased by $39,000 to reflect more of this type of revenue**.**

Net personnel costs increase about $25,600 partially related to changes in insurance plans and by cost to continue expenses for the staff. The 0.05 FTE increase in overtime reflects actual workload of the traffic control staff.

Operating expenses include pavement marking expenses at $185,000; $155,000 for traffic signal electricity costs; signal maintenance costs, which include signal cabinet maintenance and Digger's Hotline charges are budgeted at $65,000; signage is budgeted at $48,000; and the replacement of two traffic counters and miscellaneous computer upgrades are budgeted at $8,000.

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Traffic Signals	104	105	106	107	2
Roundabout Intersections	3	4	4	4	0
Total Electricity Costs	$131,981	$145,000	$155,000	$155,000	$10,000

Permit Processing

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

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.50**	**1.50**	**1.50**	**1.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$71,665	$72,000	$71,000	$72,000	$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	**$56,524**	**$72,432**	**$72,432**	**$74,151**	**$1,719**
Total Revenues	**$128,189**	**$144,432**	**$143,432**	**$146,151**	**$1,719**
Personnel Costs	$141,539	$144,432	$145,117	$146,151	$1,719
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$141,539**	**$144,432**	**$145,117**	**$146,151**	**$1,719**
Rev. Over (Under) Exp.	($13,350)	$0	($1,685)	$0	$0

Note: Prior to 2014, this program was in the Public Works General Fund. The 2013 Actuals have been restated in this Transportation Fund for Comparative Purposes.

Program Highlights

Permit fees are anticipated to increase in 2015 rates and are itemized on the following schedule. The next increase is planned for 2017, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits to be requested and the number of permits that may be requested, revenues for both utility and driveway access permits are budgeted at the same level as the 2014 budget base. Tax Levy subsidy to fund this program of about $74,200 is increased slightly by $1,700.

Personnel costs of of about $146,200 increase $1,700 from 2014 and mainly reflect the costs to continue for the 1.5 FTE staff allocated to this program.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	61	60	50	55	(5)
Utility Permits Processed	299	300	270	300	0

Permit Processing (Continued)

The following is the Permit Fee structure for years 2013/2014 and 2015/2016:

Utility Permits		**2013/2014**		**2015/2016**	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$85	$220	$85	$220
	Add'l 1,000'		$220		$220
Excavate/Plow in ROW	First 200'	$85	$170	$85	$170
	Add'l mile		$170		$170
New Poles	Each	$85	$170	$85	$170
Re-application		$85		$85	

Access Permits		**2013/2014**		**2015/2016**	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		$305		$490
With culvert, owner supplied and installed by Waukesha County	Each driveway		$850		$1,065
		Application	Permit	Application	Permit
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	$400	$550	$450	$750
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	$400	$805	$450	$1,740
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed) Includes traffic study review fee	Each driveway	$400	$3,000	$450	$4,190
Traffic Signal Installation	Per signal		$1,390		$1,550
Re-application		$90		$90	
Miscellaneous work in R/W (Not included below)		$85			
Other driveway work e.g., - repave, replace culvert					$130
Fee for county to install culvert - owner supply					$575
Temporary driveway					$180
Sign in right of way					$150
Sign in right of way - county install owner-supplied sign					$170
Revocable Occupancy permit					$375
Sidewalk					$130

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$59,740	$75,000	$82,800	$60,200	($14,800)	-19.7%
Interdepartmental (a)	$3,805,998	$3,651,801	$3,897,500	$3,717,986	$66,185	1.8%
Other Revenue	$28,459	$14,200	$20,700	$14,500	$300	2.1%
Appr. Fund Balance (b)	$141,083	$133,083	$183,774	$101,083	($32,000)	-24.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$4,035,280**	**$3,874,084**	**$4,184,774**	**$3,893,769**	**$19,685**	**0.5%**
Expenditures						
Personnel Costs	$1,059,653	$1,191,489	$1,222,355	$1,171,033	($20,456)	-1.7%
Operating Expenses (b)(c)	$2,745,404	$2,612,748	$2,845,408	$2,647,077	$34,329	1.3%
Interdept. Charges	$62,916	$69,252	$65,347	$75,087	$5,835	8.4%
Fixed Assets (Memo) (d)	$0	$32,000	$31,200	$0	($32,000)	-100.0%
Total Expenditures (d)	**$3,867,973**	**$3,873,489**	**$4,133,110**	**$3,893,197**	**$19,708**	**0.5%**
Operating Income/(Loss) (d)	$167,307	$595	$51,664	$572	($23)	-3.9%
Position Summary (FTE)						
Regular Positions	14.00	14.00	14.00	14.00	0.00	
Extra Help	0.65	0.65	0.65	0.41	(0.24)	
Overtime	0.08	0.08	0.08	0.10	0.02	
Total FTEs	14.73	14.73	14.73	14.51	(0.22)	

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2013, 2014 and 2015 for the facility depreciation expense; $40,000 in 2013 for the repairs to fuel islands associated with the COMM10 legislation; and $32,000 in 2014 for the one time purchase of equipment. The 2014 estimate also includes $50,691 in open purchase orders carried over from 2013.

(c) The 2014 operating expenses are estimated to exceed the 2014 Adopted budget due to higher vehicle repair and maintenance costs. An ordinance may need to be proposed to appropriate related above-budget revenues.

(d) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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

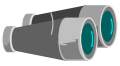
Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**14.38**	**14.38**	**14.38**	**14.16**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$59,740	$75,000	$82,800	$60,200	($14,800)
Interdepartmental (a)	$2,165,824	$1,987,611	$2,240,000	$2,027,370	$39,759
Other Revenue	$25,253	$14,200	$20,700	$14,500	$300
Appr. Fund Balance (b)	$101,083	$133,083	$133,083	$101,083	($32,000)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,351,900**	**$2,209,894**	**$2,476,583**	**$2,203,153**	**($6,741)**
Personnel Costs	$1,030,839	$1,161,975	$1,192,725	$1,140,713	($21,262)
Operating Expenses (b)	$1,157,703	$979,171	$1,184,578	$988,077	$8,906
Interdept. Charges	$62,146	$62,414	$58,509	$68,175	$5,761
Fixed Assets (Memo)	$0	$32,000	$31,200	$0	($32,000)
Total Expenditures	**$2,250,688**	**$2,203,560**	**$2,435,812**	**$2,196,965**	**($6,595)**
Operating Income/(Loss)	$101,212	$6,334	$40,771	$6,188	($146)

(a) Interdepartmental Revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

(b) Central Fleet Fund Balance appropriation of $101,083 in 2013, 2014 and 2015 is for the facility depreciation; 2014 includes $32,000 for the one-time purchase of equipment.



Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. The Division continues to provide services to outside agencies, however, charges for services revenues are being decreased in 2015 due to the uncertainty of level of service requests in the future. Interdepartmental charge revenues increase about $39,800 mostly related to both the increased requests for repair and maintenance services and the 2.0% increase in labor rates. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements. Fund Balance continues to be used to offset the facility depreciation.

Personnel costs decrease about $21,300, or 2% from the 2014 budget. The reduction is mostly due to the abolishment of a vacant Mechanic position and the creation of an Administrative Assistant position. The impact to salaries and benefits is estimated to be a savings from the 2014 budget of about $27,000. It is anticipated that the new administrative assistant position will free up the three lead mechanics from administrative duties to perform more billable hours on an actual basis (mechanic position currently vacant). Although Extra Help is decreasing in the 2015 budget, by $6,200 or 0.24 FTE (about 500 hours) to 0.41 FTE, funds continue for a student intern to assist with the analysis of fleet data and development of reports in the fleet maintenance software program and to hire extra help for parts running as necessary. The decrease in temporary extra help is partially offset by an increase in budgeted overtime by 0.02 FTE to 0.10 FTE.

Repair & Maintenance (Cont.)

Operating expenses are increasing about $8,900, which is less than 1.0% from the 2014 budget. Major expenses include parts purchased for repairs and maintenance of $538,300 and the cost of commercial repair services budgeted at $173,300. Both of these expenditures are based on a multi-year history of vehicle repairs and maintenance. Additionally, appropriations include support/licensing costs for Fleet Focus budgeted at $38,000; depreciation expense of $107,400; a small tools replacement program budgeted at $18,000, and an employee recognition program budgeted at $1,500. Other expenditures in this appropriation unit include building maintenance costs; utilities; shop supplies for the shop personnel; training expenses and housekeeping costs.

Interdepartmental charges are at $5,800 higher than the 2014 budget. The increase is primarily due to an increase of Workers Compensation and General/Vehicle insurance costs. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

No Fixed Assets are requested in the 2015 budget.

In an effort to keep the 2014 to 2015 rate increases at or below 2%, the 2015 Central Fleet Rates are as follows:

Heavy labor rate:	$90.30, 2.0% increase from 2014
Light labor rate:	$76.25, 2.0% increase from 2014
Service rate:	$82.75, 2.0% increase from 2014
Outside Heavy labor rate:	$97.35, 2.0% increase from 2014
Outside Light labor rate:	$81.45, 2.0% increase from 2014
Outside Service rate:	$88.60, 2.0% increase from 2014
Parts markup:	16%, 0.0% increase from 2014
Commercial markup:	16%, 0.0% increase from 2014

Performance Measures

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	23%	32%	32%	27%	(4%)
Marked Squad Basic A- Preventive Maintenance (PM Costs) (a)	$39.73	$41.51	N/A (a)	N/A (a)	N/A

	Benchmark	11 Actual	12 Actual
Vehicle Comebacks	2%	<1%	<1%
Marked Squad A Preventive Maintenance (a)	0.30 hours	0.27 hours	0.30 hours
Outfront Mower Preventive Maintenance	2.00 hours	1.57 hours	1.60 hours

(a) Squads changed from Sedan Basic A Preventative Maintenance to Tahoes Basic B Preventative Maintenance in 2014.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Work Orders	5895	6,025	6,025	6,100	75
Internal Customer Work Orders	5659	5,800	5,800	5,900	100
External Customer Work Orders	236	325	325	200	(125)
Total Internal. Cust. Rep./Maint. Rev.	$2,125,824	$1,947,611	$2,200,000	$1,987,370	$39,759
Total External Cust. Rep./Maint. Rev	$59,740	$77,040	$82,800	$60,200	($16,840)
Total External Customers	8	8	9	9	1

Central Fueling

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

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,640,174	$1,664,190	$1,657,500	$1,690,616	$26,426
Other Revenue	$3,206	$0	$0	$0	$0
Appr. Fund Balance (b)	$40,000	$0	$50,691	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,683,380**	**$1,664,190**	**$1,708,191**	**$1,690,616**	**$26,426**
Personnel Costs	$28,814	$29,514	$29,630	$30,320	$806
Operating Expenses	$1,587,701	$1,633,577	$1,660,830	$1,659,000	$25,423
Interdept. Charges	$770	$6,838	$6,838	$6,912	$74
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,617,285**	**$1,669,929**	**$1,697,298**	**$1,696,232**	**$26,303**
Operating Income/(Loss)	$66,095	($5,739)	$10,893	($5,616)	$123

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Central Fleet Fund Balance appropriation of $40,000 in 2013 for the repairs to fuel islands associated with the COMM10 legislation. The 2014 estimate also includes $50,691 in open purchase orders carried over from 2013.

Program Highlights

The 2015 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.80 per gallon, an increase of $0.05 per gallon from the 2014 budget. Of this, approximately $0.32 is for State fuel taxes, which is consistent with the 2014 rate. Fuel usage is based on a multi-year average of actual usage and is budgeted slightly higher than the 2014 budget. The markup for fuel is remaining stable at $0.21 per gallon in 2015.). Operating expense increases are mainly due to fuel costs, which are budgeted to increase by $26,100 to $1,602,100. Integrity testing of all the underground tanks will continue in 2015 and funds are budgeted for maintenance and repairs of the 18 sites.

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2014	Est. Operating Impact
201211	Fuel Site Upgrades	2014	$232,000	100%	$0
201415	Fuel Tank Replacement and Infrastructure	TBD	$1,500,000	0%	TBD

In an effort to keep the 2014 to 2015 rate increase at or below 2.0% the 2015 Central Fleet Rates is as follows:

Fuel markup: $0.21 per gallon, 0.0% increases from 2014

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	459,479	420,250	454,865	421,600	1,350

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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 (a)	$2,337,732	$2,409,376	$2,409,376	$2,562,006	$152,630	6.3%
Other Revenue (b)	$418,112	$461,000	$461,000	$529,500	$68,500	14.9%
Appr. Fund Balance (c)	$60,234	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$2,816,078**	**$2,870,376**	**$2,870,376**	**$3,091,506**	**$221,130**	**7.7%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,439,966	$2,735,270	$2,735,270	$2,976,286	$241,016	8.8%
Interdept. Charges	$102,217	$103,331	$103,331	$100,375	($2,956)	-2.9%
Fixed Assets (Memo) (d)	$2,366,913	$3,901,100	$3,901,100	$3,179,750	($721,350)	-18.5%
Total Expenditures (d)	**$2,542,183**	**$2,838,601**	**$2,838,601**	**$3,076,661**	**$238,060**	**8.4%**
Operating Income/(Loss) (d)	$273,895	$31,775	$31,775	$14,845	($16,930)	-53.3%

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to pay for increases in future vehicle replacement costs.

(c) Vehicle Replacement fund balance generated mainly from prior years vehicle sales proceeds are budgeted in the 2013 budget to partially offset large impacts to major departments (Public Works, Parks and Land Use and Sheriff). Fund balance is not needed for the 2014 or 2015 budgets.

(d) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing fund balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

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

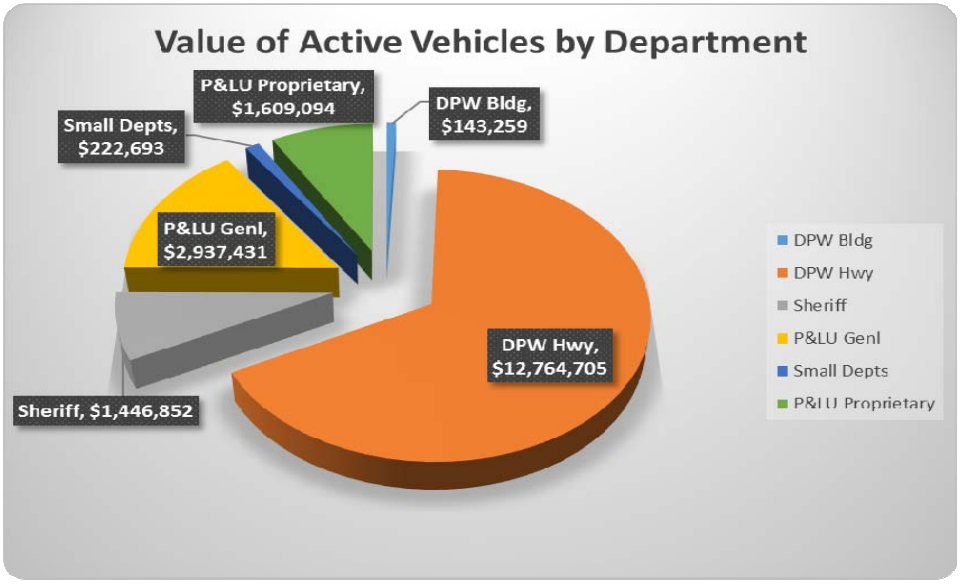
Program Description

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2014 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge.
Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase $241,000 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations are based on a three-year experience history and are decreasing about $2,950 from the 2014 allocations. This decrease is due to the decrease in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Active Vehicles in Plan	379	379	385	385	6
Vehicles Replaced	52	66	65	61	(5)

Waukesha County

2015 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
100	Sheriff's Department	Squad, full size patrol	21	$32,200	$676,200	$94,500
100	Sheriff's Department	Auto, Full Size, unmarked	2	$21,200	$42,400	$9,000
100	Sheriff's Department	Auto, mid size	1	$21,200	$21,200	$4,500
100	Sheriff's Department	Crossover, mid size	1	$24,000	$24,000	$4,500
100	Sheriff's Department	Van, full size transport	2	$28,400	$56,800	$16,000
	Subtotal Sheriff's Dept		**27**		**$820,600**	**$128,500**
240	Public Works Hwys	Truck, Patrol, dump box (with Vbox)	4	$199,800	$799,200	$120,000
240	Public Works Hwys	Trailer	1	$26,750	$26,750	$4,000
240	Public Works Hwys	Grader, Patrol	1	$150,000	$150,000	$20,000
240	Public Works Hwys	Tractor, zero turn w/ trailer	1	$25,000	$25,000	$4,000
240	Public Works Hwys	Loader, rubber tired	1	$205,000	$205,000	$30,000
240	Public Works Hwys	Truck, Patrol, dump box (no Vbox)	2	$183,800	$367,600	$60,000
	Subtotal DPW Hwys		**10**		**$1,573,550**	**$238,000**
100	Parks & Land Use Genl	Mower, outfront rotary, cab, broom	1	$33,900	$33,900	$6,000
100	Parks & Land Use Genl	Pump, Fire	1	$11,800	$11,800	$1,000
100	Parks & Land Use Genl	Truck, 1 Ton dump, 4x4, plow, sander	2	$46,400	$92,800	$20,000
100	Parks & Land Use Genl	Brush Chipper	1	$28,000	$28,000	$5,000
100	Parks & Land Use Genl	Pickup, 3/4 Ton, 4x4, plow	1	$32,000	$32,000	$8,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom	2	$35,500	$71,000	$12,000
100	Parks & Land Use Genl	Brush Chipper	1	$11,000	$11,000	$1,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom	1	$29,900	$29,900	$5,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom, snowblower	1	$34,500	$34,500	$5,000
100	Parks & Land Use Genl	Utility Vehicle with tracks & groomer	1	$27,000	$27,000	$5,000
100	Parks & Land Use Genl	Mower, outfront, cab, broom, mulch, 4x4	1	$34,100	$34,100	$6,000
	Subtotal P&LU Gen'l Fund		**13**		**$406,000**	**$74,000**
505	Parks & Land Use Golf Courses	Mower, Wide Area	2	$65,000	$130,000	$24,000
505	Parks & Land Use Golf Courses	Topdresser	2	$15,900	$31,800	$4,000
505	Parks & Land Use Golf Courses	Brush Chipper	1	$30,400	$30,400	$5,000
505	Parks & Land Use Golf Courses	Pickup, 3/4 Ton, 4x4, plow	2	$32,000	$64,000	$16,000
	Subtotal P&LU Golf Courses		**7**		**$256,200**	**$49,000**
100	Emergency Management	SUV	1	$30,300	$30,300	$10,000
100	Health & Human Services	Mini Van	1	$30,300	$30,300	$10,000
100	Medical Examiner	Van	2	$31,400	$62,800	$20,000
	Subtotal Small Departments		**4**		**$123,400**	**$40,000**
	Grand Total		**61**		**$3,179,750**	**$529,500**

WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2014		2015		2016		2017		2018		2019	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
240	Public Works Hwy Ops	18	$2,415,100	10	$1,573,550	24	$2,268,400	17	$2,168,900	18	$2,294,200	14	$1,616,600
100	Public Works Bldg Ops	0	$0	0	$0	3	$73,000	1	$24,800	1	$23,900	2	$64,600
100	Sheriff (a)	19	$515,900	27	$820,600	21	$588,900	4	$119,300	1	$33,000	8	$249,800
100	Parks & Land Use Gen'l	18	$619,200	13	$406,000	11	$361,000	18	$697,305	15	$480,100	11	$417,969
505	Golf Courses	11	$350,900	7	$256,200	17	$467,900	9	$206,000	6	$217,600	8	$310,100
545	Ice Arenas	0	$0	0	$0	0	$0	0	$0	0	$0	0	$0
100	Medical Examiner	0	$0	2	$62,800	0	$0	2	$59,400	0	$0	0	$0
various	Human Services	0	$0	1	$30,300	3	$73,900	0	$0	0	$0	0	$0
450	Records Mgmt	0	$0	0	$0	0.5	$11,900	0	$0	0	$0	0	$0
100	Information Systems	0	$0	0	$0	0.5	$11,900	0	$0	0	$0	0	$0
100	Emergency Mgmt	0	$0	1	$30,300	0	$0	0	$0	0	$0	0	$0
470	Radio Services	0	$0	0	$0	1	$23,000	0	$0	0	$0	0	$0
Total Replacements		66	$3,901,100	61	$3,179,750	81	$3,879,900	51	$3,275,705	41	$3,048,800	43	$2,659,069

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to Southeastern Wisconsin and the Great Lakes Region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short and long range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on County tax levy.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$747,357	$757,400	$775,564	$768,982	$11,582	1.5%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$32,589	$19,850	$21,900	$21,200	$1,350	6.8%
Appr. Fund Balance (a)	$248,129	$180,829	$180,829	$210,829	$30,000	16.6%
County Tax Levy (a)	**$192,563**	**$192,563**	**$192,563**	**$162,563**	**($30,000)**	**-15.6%**
Total Revenue Sources	**$1,220,638**	**$1,150,642**	**$1,170,856**	**$1,163,574**	**$12,932**	**1.1%**
Expenditures						
Personnel Costs	$223,438	$269,279	$248,047	$262,911	($6,368)	-2.4%
Operating Expenses (a)(b)	$794,167	$745,126	$747,853	$756,415	$11,289	1.5%
Interdept. Charges	$146,015	$136,237	$138,119	$144,248	$8,011	5.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,163,620**	**$1,150,642**	**$1,134,019**	**$1,163,574**	**$12,932**	**1.1%**
Operating Income/(Loss)	$57,018	$0	$36,837	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	3.00	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	3.00	3.00	3.00	3.00	0.00

(a) Airport Fund balance is used to partially offset depreciation expense. Airport Fund balance is increased $30,000 to reduce reliance on County Tax Levy.

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Statements and includes these funds as contributed capital.

Airport Operations

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

Program Description

The Operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of Airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, and emergency response and also monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the Air Traffic Control Tower facility and operations; and Fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.30**	**1.30**	**1.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$715,090	$662,400	$655,773	$673,982	$11,582
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$25,248	$19,700	$19,700	$19,700	$0
Appr. Fund Balance	$213,129	$180,829	$180,829	$180,829	$0
County Tax Levy	**$102,500**	**$77,860**	**$77,860**	**$67,395**	**($10,465)**
Total Revenues	**$1,055,967**	**$940,789**	**$934,162**	**$941,906**	**$1,117**
Personnel Costs	$108,576	$128,499	$105,014	$115,892	($12,607)
Operating Expenses	$710,093	$706,393	$710,647	$712,189	$5,796
Interdept. Charges	$118,595	$105,897	$107,979	$113,825	$7,928
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$937,264**	**$940,789**	**$923,640**	**$941,906**	**$1,117**
Operating Income/(Loss)	$118,703	$0	$10,522	$0	$0

Note: The Airport programs have been reorganized into two programs in the 2014 budget. The prior year 2013 Actuals have been restated for comparative purposes.

Program Highlights

Charges for Service revenues are budgeted to increase about $11,600 and include revenues from land leases of $322,500; hangar rental revenues of $249,200; office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities of $54,200; airport lease revenues paid by the FBO for exclusively leased ramp area of $5,700; the FBO lease for the Airport fuel farm of $40,400 and tie down fees of $2,000.

Other revenues include the recoveries from the FBO for utility costs.

The Fund Balance appropriation remains the same as the 2014 budget levels, and is used to to partially offset depreciation expense.

Personnel costs are decreasing about $12,600. This decrease primarily due to changes in health insurance plans. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing just under $6,000. Contracted snow removal charges are budgeted $20,600 higher than the 2014 base, due to uncertainty with the contract being re-bid in the fall of 2014. Other increases consist of changes in individual operating expense accounts of less than $5,000.

Depreciation expenses are budgeted to decrease by about $24,500, based on some assets being fully depreciated by the end of 2014.. Other expenses budgeted in this area include electricity; natural gas; water; maintenance for buildings and pavement; janitorial costs; and contracted mowing services for outside the terminal building.

Interdepartmental charges are increased by $7,900 primarily to more closely reflect actual experience with grounds maintenance and building maintenance services.

Airport Operations (Continued)

Activity Data	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget	Budget Change
Total Airport Buildings	12	12	12	12	0
Square Yards of Pavement (a)	456,949	476,949	456,949	461,299	(15,650)
Acres of grass to be mowed	337	333	337	332	(1)

(a) 2014 budget assumed completion of the terminal ramp expansion (capital project 201311) in 2014, but now is planned for completion in 2015 with a reduced scope.

Activity Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (b)	976,146	840,000	1,073,761	840,00	0
100LL	120,530	110,000	124,146	110,000	0
Total	1,096,676	950,000	1,197,907	950,000	0

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Administrative Services

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

Program Description

Administrative Services is the first point of service to our customers; and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.70**	**1.70**	**1.70**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$32,267	$95,000	$119,791	$95,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$7,341	$150	$2,200	$1,500	$1,350
Appr. Fund Balance	$35,000	$0	$0	$30,000	$30,000
County Tax Levy	**$90,063**	**$114,703**	**$114,703**	**$95,168**	**($19,535)**
Total Revenues	**$164,671**	**$209,853**	**$236,694**	**$221,668**	**$11,815**
Personnel Costs	$114,862	$140,780	$143,033	$147,019	$6,239
Operating Expenses	$84,074	$38,733	$37,206	$44,226	$5,493
Interdept. Charges	$27,420	$30,340	$30,140	$30,423	$83
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$226,356**	**$209,853**	**$210,379**	**$221,668**	**$11,815**
Operating Income/(Loss)	($61,685)	$0	$26,315	$0	$0

Note: The Airport programs have been reorganized into two programs in this 2014 budget. The prior year 2013 Actuals have been restated for comparative purposes.

Administrative Services (Continued)

Program Highlights

Charges for services include revenues from Fuel sales. Fuel volume projections are based on historic data. In 2015, due to the Reconstruction of Runway 10/28, fuel sales are anticipated to temporarily decrease due to the limited use of the Airport for four months, however, based on current fuel sales which are much higher than anticipated in the budget, it is expected that even with the runway closer, fuel revenues in 2015 will be comparable to 2014 budget. Fuel flowage revenues received from the FBO remain at $0.10 per gallon. Other revenues include $1,500 from cost recoveries for airport identification/access control badges issued. Airport Fund Balance of $30,000 is budgeted to reduce reliance on County Tax Levy funding.

Personnel costs are increasing $6,200 from the 2014 budget due to cost to continue expenses. This program continues to support 1.70 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are increasing by $5,500 from the 2014 adopted budget. The primary reason for the increase in Operating Expenses is due to an increase is funds for Airport marketing. Also included in this appropriation unit are administrative costs to support the administration of the Airport such as expenses for professional development, office supplies, and printing costs.

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/ Expense	Estimated Depreciation Expense	Total (Rev)/Exp
201213	Reconstruction Hangar 674 Study	2014	$10,000	$0	$0	$0
201311	Airport Terminal Ramp Expansion	2015	$700,000	($47,500)	$28,000	($19,500)
200704	Runway 10/28 Rehabilitation	2015	$537,500	($30,000)	$21,500	($8,500)
201118	Airport Facility Upgrade	2015	$610,000	$0	$30,500	$30,500
200310	Runway 10/28 Safety Area	2016	$796,000	$2,000	$31,840	$33,840
200703	Airport Maintenance and Snow Removal Buil	2017	$290,000	$0	$7,250	$7,250
200804	Master Plan Update	2017	$65,000	$0	$6,500	$6,500
201308	Taxiway C realignment and Lighting	2018	$210,000	$0	$10,500	$10,500

* See capital project forms for ongoing operating impacts

General Administration

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GENERAL ADMINISTRATION

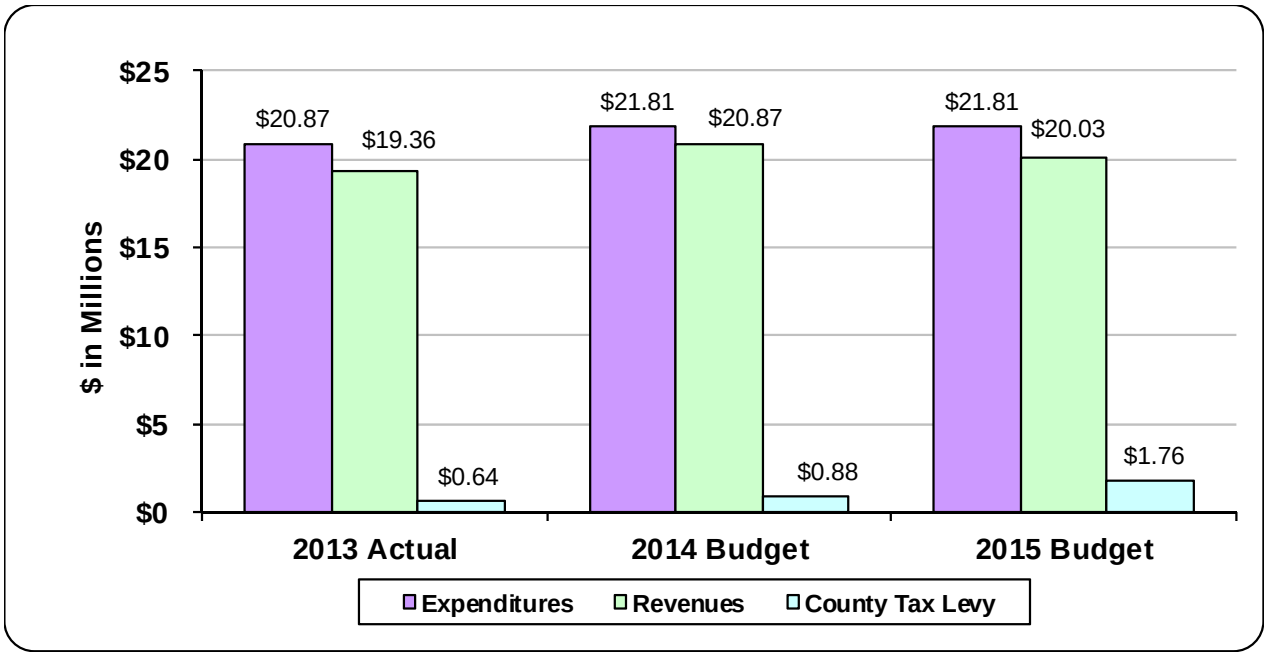
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer**.

The agencies that provide central administrative support include: **the Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, Communications and End User Technology**. The Technology fund includes the County's information technology and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2015 Expenditure Budget for this functional area totals $21,812,400, after excluding Internal Service fund capitalized fixed asset expenditures. This represents an increase of about $3,000 or less than 1% from the 2014 Adopted expenditure budget. Budgeted revenues in 2015 include $931,000 of fund balance appropriations and total $20,034,400, a reduction of $840,100 or 4% from the 2014 Adopted Budget. The Tax Levy necessary to fund this functional area totals $1,757,900, an increase of nearly $880,000 from the 2014 Adopted Budget, which is mainly due to lower expected investment income impacting the Treasurer's Office budget for 2015.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)	$19,364,999	$20,874,503	$19,108,720	$20,034,393	($840,110)	-4.0%
County Tax Levy (c)	$643,599	$877,929	$877,929	$1,757,879	$879,950	100.2%
Expenditure (b)	$20,873,239	$21,809,410	$21,168,471	$21,812,379	$2,969	0.0%
Rev. Over (Under) Exp.	($1,336,390)	$0	($1,378,623)	$0	$0	N/A
Oper Income/(Loss) (d)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$13,000	$12,000	$12,000	$12,000	$0	0.0%
County Tax Levy	$547,569	$555,965	$555,965	$560,965	$5,000	0.9%
Expenditure	$523,444	$567,965	$549,424	$572,965	$5,000	0.9%
Rev. Over (Under) Exp.	$37,125	$0	$18,541	$0	$0	N/A
COUNTY BOARD						
Revenues	$169,088	$0	$124,876	$0	$0	N/A
County Tax Levy	$1,167,493	$1,166,269	$1,166,269	$1,176,765	$10,496	0.9%
Expenditure	$1,126,028	$1,166,269	$1,261,157	$1,176,765	$10,496	0.9%
Rev. Over (Under) Exp.	$210,553	$0	$29,988	$0	$0	N/A
COUNTY CLERK						
Revenues (a)	$240,574	$359,925	$349,505	$234,697	($125,228)	-34.8%
County Tax Levy	$312,360	$312,360	$312,360	$312,360	$0	0.0%
Expenditure	$506,757	$672,285	$636,783	$547,057	($125,228)	-18.6%
Rev. Over (Under) Exp.	$46,177	$0	$25,082	$0	$0	N/A
COUNTY TREASURER						
Revenues	$5,574,392	$7,519,000	$5,871,794	$6,657,246	($861,754)	-11.5%
County Tax Levy (c)	($7,053,462)	($6,841,304)	($6,841,304)	($5,983,850)	$857,454	N/A
Expenditure	$573,510	$677,696	$659,683	$673,396	($4,300)	-0.6%
Rev. Over (Under) Exp.	($2,052,580)	$0	($1,629,193)	$0	$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	$12,886,561	$12,519,794	$12,287,041	$12,657,807	$138,013	1.1%
County Tax Levy	$4,662,854	$4,692,854	$4,692,854	$4,690,854	($2,000)	0.0%
Expenditure (b)	$16,899,676	$17,269,626	$16,666,097	$17,368,768	$99,142	0.6%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Oper Income/(Loss) (d)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
CORPORATION COUNSEL						
Revenues	$481,384	$463,784	$463,504	$472,643	$8,859	1.9%
County Tax Levy	$1,006,785	$991,785	$991,785	$1,000,785	$9,000	0.9%
Expenditure	$1,243,824	$1,455,569	$1,395,327	$1,473,428	$17,859	1.2%
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	$0	N/A

(a) The 2015 Budget includes a total of $931,017 Fund Balance appropriations, which includes $557,119 for the DOA End User Technology Program, $118,927 for DOA Risk Management, $184,471 for DOA Collections, $42,500 for DOA Records Management, and $28,000 for DOA Human Resources. The 2014 Budget includes a total of $1,084,910 Fund Balance appropriations, which includes $110,000 for the County Clerk, $552,025 for DOA End User Technology Program, $179,885 for DOA Risk Management, $200,000 for DOA Collections, $15,000 for DOA Records Management, and $28,000 in DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2015 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $501,152. Total 2014 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $416,380.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2015 Budget include the following:

- Th**e County Treasurer** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2015 budgeted tax levy credit declines by $857,500 to $5,983,900 mainly due to an estimated reduction in investment income of $805,400 to $3,607,600 and decreased revenues of $50,000 to $2,758,000 for penalties and interest on delinquent taxes. The Department has reduced expenditures by $4,300 from the 2014 budget.

- The **County Clerk's Office** expenditure budget decreases by $125,200, mainly due to a reduction for election costs that occur in odd-numbered years, when there are fewer elections held. In recognition of the elimination of these one-time (odd-year) reductions, General Fund Balance and municipal reimbursement revenue for election related work are reduced $110,000 and $15,800 respectively.

- The **County Board** budget expenses increase by $10,500 mostly related to costs to continue personnel. The County Board had reduced tax levy use in its department for seven consecutive years for years 2008 to 2014.

- The **Department of Administration (DOA) General Fund** expenditures increase by $19,800, or less than 1%, due to increased personnel costs (mostly related to cost to continue existing positions), offset with reduced operating and interdepartmental expenditures. Non-levy revenues increase by $37,084 due to increased indirect cost recovery and procurement card rebate revenues. This results in a reduction of $17,300 in tax levy funding.

- **DOA-End User Technology Internal Service Fund (EUTF)** tax levy decreases by $14,700, while expenditure budget appropriations are held to a 0.7% increase. The last remaining tax levy subsidy for the End User Technology program was eliminated in the 2012 budget (levy still funds the IT Solutions program), and the use of End User Technology Fund Balance is increased by $32,600 to $599,600 in 2015. The portion of the full cost of technology ownership borne by department charges and other ongoing revenue sources is estimated to be about 90% in the 2015 budget.

- **DOA-Risk Management** expenditures for 2015 increase by 3.2% or $82,700 to $2.7 million. This primarily reflects an increase self-insured claims costs based on historical trends. Risk Management Division expenditures are subsidized with General Fund Balance of $118,900, which is a reduction of nearly $61,000 from the 2014 budget and is intended to be phased-out as department charges are modified to better reflect costs. Interdepartmental revenue charges back to departments increase $121,500 (after reducing the fund balance subsidy) and reflect costs allocated to departments, which are based on a five year weighted average of claims experience and risk exposure factors.

- The **DOA-Collections** division will provide a Tax Levy credit of $60,000, a reduction of $30,000 from the 2014 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall expenditures increase by $24,100, mostly due to a one-time investment of $30,000 to improve the functionality of the collections system and partially offset by a personnel cost reduction due to the transfer of a portion of the Business Services and Collections Manager to the Business Services program area in the DOA-General Fund to align the budget to actual work assignment.

BUDGETED POSITIONS 2013-2015
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	14-15 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	7.00	7.00	7.00	7.00	0.00
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	5.50	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	44.75	44.75	44.75	44.85	0.10
	End User Technology	37.45	37.45	37.45	37.45	0.00
	Risk Management	3.20	3.20	3.20	3.20	0.00
	Communications	2.35	2.35	2.35	2.35	0.00
	Collections	5.75	5.75	5.75	5.65	(0.10)
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	0.00
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	0.00
TOTAL REGULAR POSITIONS		126.05	125.55	125.55	125.55	0.00
TOTAL EXTRA HELP		13.94	13.62	13.62	11.25	(2.37)
TOTAL OVERTIME		0.18	0.15	0.15	0.15	0.00
TOTAL BUDGETED POSITIONS		140.17	139.32	139.32	136.96	(2.36)

2015 BUDGET ACTIONS

Collections
Transfer: 0.10 FTE Collections and Business Services Manager to General Fund

End user Technology Fund
Reduce: 1.09 FTE Extra Temporary Extra Help in End User Technology Fund
Reduce: 0.08 FTE Extra Temporary Extra Help in Records Management
Reduce: Overtime 0.06 FTE in Records Management

Departmant of Administration - General
Decrease: 0.60 FTE Temporary Extra Help in Payroll
Transfer: 0.10 FTE Collections & Business Services Manager from Collections to Business Office

Corporation Counsel - General Legal Services
Transfer: 0.50 FTE Attorney to Child Support
Decrease: 0.09 FTE Extra Help
Transfer: 0.50 FTE Senior Attorney from Child Support

County Clerk
Decrease: Extra Help 0.23 FTE in Elections
Increase: Overtime by 0.06 FTE in Elections
Decrease Extra Help by 0.05 FTE in Licensing

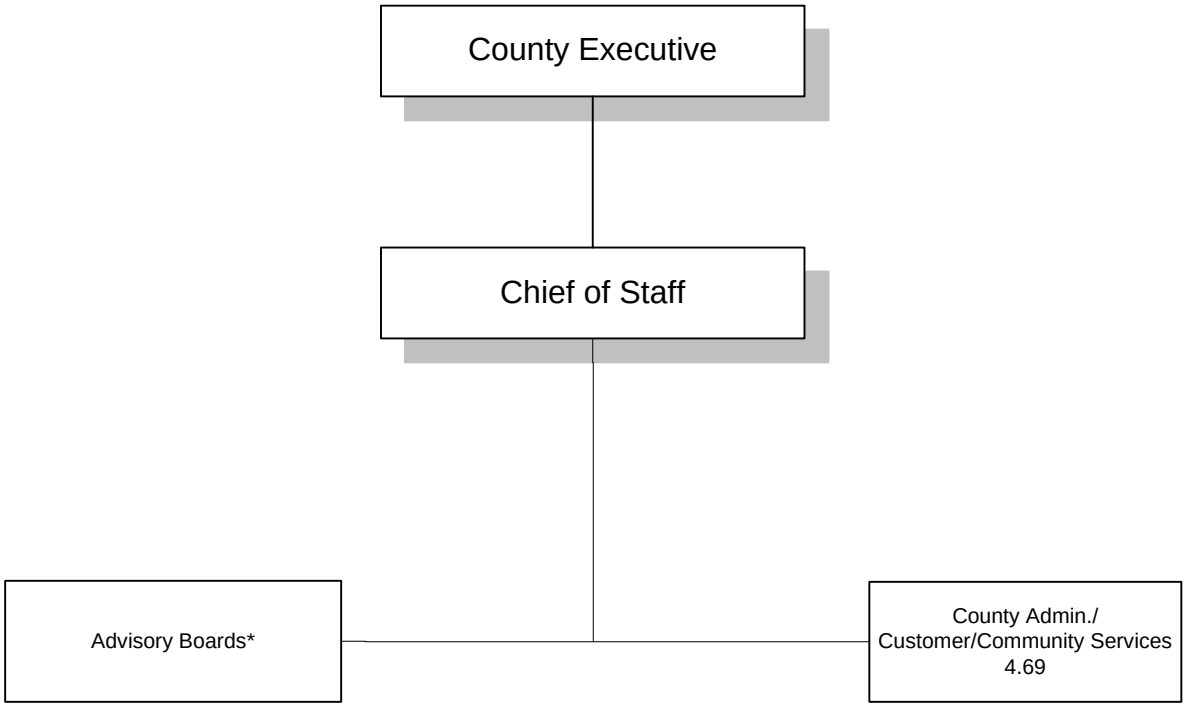
County Treasurer
Decrease: Temporary Extra Help by 0.22 FTE in Tax Collection/Processing

2014 CURRENT YEAR ACTIONS
None

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 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.

* No Staff FTE's are allocated to Advisory Boards.

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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 (a)	$13,000	$12,000	$12,000	$12,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$547,569**	**$555,965**	**$555,965**	**$560,965**	**$5,000**	**0.9%**
Total Revenue Sources	**$560,569**	**$567,965**	**$567,965**	**$572,965**	**$5,000**	**0.9%**
Expenditures						
Personnel Costs	$475,261	$496,931	$491,331	$503,734	$6,803	1.4%
Operating Expenses	$21,681	$40,565	$27,649	$38,490	($2,075)	-5.1%
Interdept. Charges	$26,502	$30,469	$30,444	$30,741	$272	0.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$523,444**	**$567,965**	**$549,424**	**$572,965**	**$5,000**	**0.9%**
Rev. Over (Under) Exp.	$37,125	$0	$18,541	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.65	4.65	4.65	4.65	0.00	
Extra Help	0.04	0.04	0.04	0.04	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	4.69	4.69	4.69	4.69	0.00	

(a) Other Revenue primarily relates to the County Executive awards luncheon.

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

Key Outcome Indicator: The bond rating status is reflective of the County's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2013 Actual	2014 Actual	2015 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes County-wide economic development.

Key Outcome Indicator: New construction growth in the County's equalized value.

Performance Measure	2012 Actual	2013 Actual	2014 Actual
$ Amount of New Construction **	$406.4 million	$336.7 million	$491.5 million
% of Change	0.82%	0.72%	1.04%

*****Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.***

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*****

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2007-2012 Actual	2008-2013 Actual	2009-2014 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	1.84%	1.68%	1.72%
Average annual tax increase (decrease) % on the medium value home over the 5 year period	0.49%	0.36%	0.16%

***** Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

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

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**4.69**	**4.69**	**4.69**	**4.69**	**0.00**
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 (a)	$13,000	$12,000	$12,000	$12,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$521,504**	**$529,900**	**$529,900**	**$536,650**	**$6,750**
Total Revenues	**$534,504**	**$541,900**	**$541,900**	**$548,650**	**$6,750**
Personnel Costs	$463,471	$478,381	$475,631	$486,934	$8,553
Operating Expenses	$20,093	$33,050	$20,765	$30,975	($2,075)
Interdept. Charges	$26,502	$30,469	$30,444	$30,741	$272
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$510,066**	**$541,900**	**$526,840**	**$548,650**	**$6,750**
Rev. Over (Under) Exp.	$24,438	$0	$15,060	$0	$0

(a) Other revenue is primarily from the County Executive awards luncheon to reimburse the cost of the luncheon.

Program Highlights

Personnel costs increase by nearly $8,600 or 1.8% to reflect the cost to continue for the 4.69 FTE staff. Operating expenses decrease about $2,100 mainly related to a decrease in tuition/registration, mileage reimbursement, and consulting services to budget costs closer to actual spending levels.

Activity Data

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number Includes reviews of other department news releases and electronic media.	307	400	400	400

(a) Includes Corporation Counsel and UW Extension

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)			**No Staff Allocated**		
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	**$26,065**	**$26,065**	**$26,065**	**$24,315**	**($1,750)**
Total Revenues	**$26,065**	**$26,065**	**$26,065**	**$24,315**	**($1,750)**
Personnel Costs	$11,790	$18,550	$15,700	$16,800	($1,750)
Operating Expenses	$1,588	$7,515	$6,884	$7,515	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$13,378**	**$26,065**	**$22,584**	**$24,315**	**($1,750)**
Rev. Over (Under) Exp.	$12,687	$0	$3,481	$0	$0

Program Highlights

Overall expenditures for the Boards and Commissions is budgeted to decrease $1,750, related to a decrease in the budgeted amount for per diems, to more closely align the budget with actual spending levels.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

	Boards & Commissions Members		Avg. Meetings
	Co. Board	Citizens	Per Month
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2.0
Aging and Disability Resource Center Advisory Board	1	12	1.0
Federated Library Board	2	5	1.0
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Operations Commission	1	4	1.0
Board of Adjustment	0	5	1.0
Ethics Board	0	3	As needed

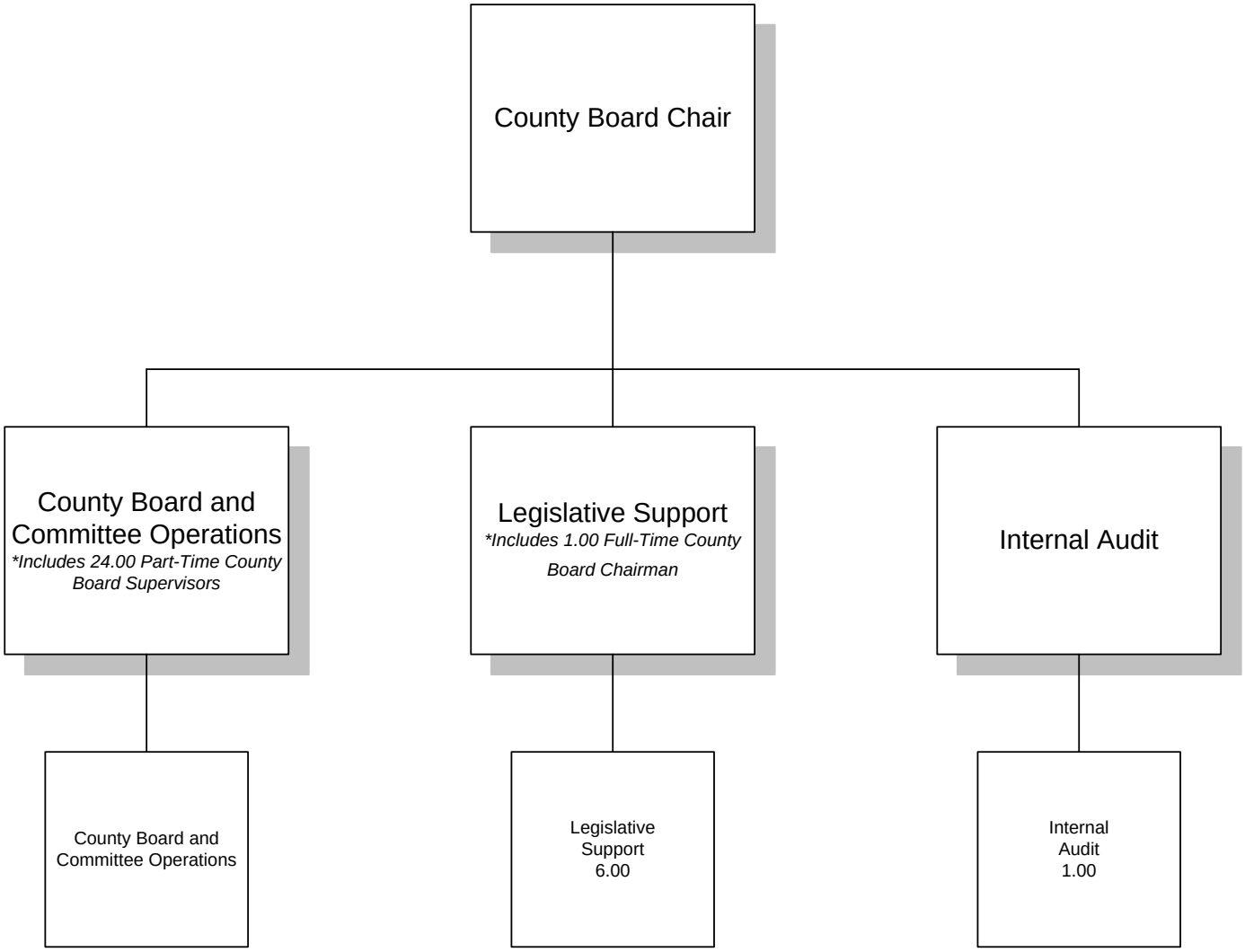
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the Parks and Land Use - CDBG budget and the Veteran Service Commission which is included in the HHS - Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



7.00 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.

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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 (a) (b)	$169,088	$0	$124,876	$0	$0	N/A
County Tax Levy	**$1,167,493**	**$1,166,269**	**$1,166,269**	**$1,176,765**	**$10,496**	**0.9%**
Total Revenue Sources	**$1,336,581**	**$1,166,269**	**$1,291,145**	**$1,176,765**	**$10,496**	**0.9%**
Expenditures						
Personnel Costs	$894,483	$938,733	$918,499	$951,767	$13,034	1.4%
Operating Expenses (a) (b)	$203,209	$197,077	$312,899	$194,886	($2,191)	-1.1%
Interdept. Charges	$28,336	$30,459	$29,759	$30,112	($347)	-1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,126,028**	**$1,166,269**	**$1,261,157**	**$1,176,765**	**$10,496**	**0.9%**
Rev. Over (Under) Exp.	$210,553	$0	$29,988	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	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	7.00	7.00	7.00	7.00	0.00	

(a) The 2013 actual reflects $169,088 from open purchase orders of which $153,788 is in the internal audit program carried over from 2012 into 2013 for audits of: emergency government ($44,788), HHS building change order review assistance ($20,000), Parks and Land Use Department ($75,000), and consulting service for internal audit ($14,000).

(b) The 2014 budget reflects $124,876 from open purchase orders carried over from 2013 to 2014 of which $123,198 is in the internal audit program for audits of HHS building change order review assistance ($15,098), consulting service for internal audit ($14,000), Clerk of Courts ($37,800) and Sheriff's Department Jail/CJCC ($51,500) and requisitioned funds for five-year software maintenance ($4,800).

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Maintain exemplary financial management policies and practices to help lower borrowing costs and tax rate.

Key Outcome Indicator: The bond rating status is reflective of the county's diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2012 Actual	2013 Actual	2014 Actual	2015 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: Create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2014 and 2015 including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries. The County Board Chairman is working cooperatively with outside organizations to further develop Waukesha County's business base.

Key Outcome Indicator: New construction growth in the county's equalized value.

Performance Measure	2012 Actual	2013 Actual	2014 Actual
$ Amount of Net New Construction **	$406.4 million	$336.7 million	$491.5 million
% of Change	0.82%	0.72%	1.04%

***Amounts shown are prior year values for the subsequent year budget. Also, new construction is based on the State Department of Revenue figures with adjustments reflecting demolition of buildings.*

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

Objective 3: Complete operational, performance and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation and follow-up which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties' programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2015 audits include: Department Health & Human Services (DHHS) Mental Health Center (MHC) billings, Register of Deeds, collections/business services, contracted services, Parks–receipting, payroll/time keeping system controls and Public Works.

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, County Code and as an elected department head directing overall operations of department staff including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**
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 (a)	$0	$0	$1,678	$0	$0
County Tax Levy	**$573,901**	**$584,089**	**$584,089**	**$592,850**	**$8,761**
Total Revenues	**$573,901**	**$584,089**	**$585,767**	**$592,850**	**$8,761**
Personnel Costs	$501,935	$533,655	$513,763	$542,763	$9,108
Operating Expenses (a)	$10,196	$21,975	$19,653	$21,975	$0
Interdept. Charges	$27,335	$28,459	$28,259	$28,112	($347)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$539,466**	**$584,089**	**$561,675**	**$592,850**	**$8,761**
Rev. Over (Under) Exp.	$34,435	$0	$24,092	$0	$0

(a) 2014 estimate includes a purchase order carryover of $1,678 from 2013 to 2014.

Program Highlights

Personnel costs increase of $9,100 or 1.7% reflects cost to continue the 6.0 FTE staff. Operating expenses remain the same in 2015, while interdepartmental costs slightly decrease in 2015.

In 2013, County Board staff provided approximately 250 hours of administrative support to the Criminal Justice Collaboration Council (CJCC) which was not charged back to Health and Human Services including production of meeting minutes, design and editing of newsletters and brochures, website updates, etc. Staff also helped the Register of Deeds Office assemble 25 mailings during the fourth quarter of 2013.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Committee agenda/minutes prepared	250	250	250	250	0
Advisement to committees by staff	271	275	270	275	0
Reviewing/advising on state legislative issues *	202	200	200	200	0
Staff participating in community events/meetings/conferences	149	150	150	150	0

** These items are not duplicated in the above advisement item counts.*

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
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 (a)	$15,300	$0	$0	$0	$0
County Tax Levy	**$345,500**	**$334,380**	**$334,380**	**$333,885**	**($495)**
Total Revenues	**$360,800**	**$334,380**	**$334,380**	**$333,885**	**($495)**
Personnel Costs	$254,648	$263,880	$264,864	$265,152	$1,272
Operating Expenses (a)	$62,194	$68,500	$64,846	$66,733	($1,767)
Interdept. Charges	$1,001	$2,000	$1,500	$2,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$317,843**	**$334,380**	**$331,210**	**$333,885**	**($495)**
Rev. Over (Under) Exp.	$42,957	$0	$3,170	$0	$0

a) The 2013 actual reflects fund balance of $15,300 related to carry-over expenditure authority from the 2012 modified budget to the 2013 modified budget for the development of a communal economic development platform.

Program Highlights

Operating expense appropriations decrease nearly $1,800 to $66,700 primarily due to a reduction in consulting expenditures, which are generally used for issues deemed essential and emergent.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Ordinances/Resolutions considered	150	150	148	150	0
County Board meetings attended	295	275	285	275	0
Standing Committee meetings attended	628	675	675	675	0

Internal Audit

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

Program Description

Internal Audit, an independent function of the legislative branch of the county, is responsible for conducting operational, performance and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
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 (a) (b)	$153,788	$0	$123,198	$0	$0
County Tax Levy	**$248,092**	**$247,800**	**$247,800**	**$250,030**	**$2,230**
Total Revenues	**$401,880**	**$247,800**	**$370,998**	**$250,030**	**$2,230**
Personnel Costs	$137,900	$141,198	$139,872	$143,852	$2,654
Operating Expenses (a) (b)	$130,819	$106,602	$228,400	$106,178	($424)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$268,719**	**$247,800**	**$368,272**	**$250,030**	**$2,230**
Rev. Over (Under) Exp.	$133,161	$0	$2,726	$0	$0

(a) The 2013 actual reflects $153,788 from open purchase orders carried over from 2012 into 2013 for audit of emergency government of $44,788, HHS building change order review assistance of $20,000, Parks and Land Use Department of $75,000, and consulting service for internal audit of $14,000.

(b) The 2014 budget reflects $123,198 from open purchase orders carried over from 2013 to 2014 for audit of HHS building change order review assistance of $15,098, consulting service for Internal Audit of $14,000, Clerk of Courts of $37,800 and Sheriff's Department Jail/ CJCC of $51,500 and requisitioned funds for five-year software maintenance of $4,800.

Program Highlights

Personnel costs increase nearly $2,700 based on salary and benefit projections for existing staff and operating expenses decrease slightly due to a reduction in consulting services for outside contracted audits.

Anticipated 2015 audits include: Department of Health & Human Services (DHHS) Mental Health Center (MHC) billings, Register of Deeds, collections/business services, Parks–receipting, payroll/timekeeping system controls and Public Works.

Activity-Workload Data	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Audits of department activities	4	6	5	5	(1)
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

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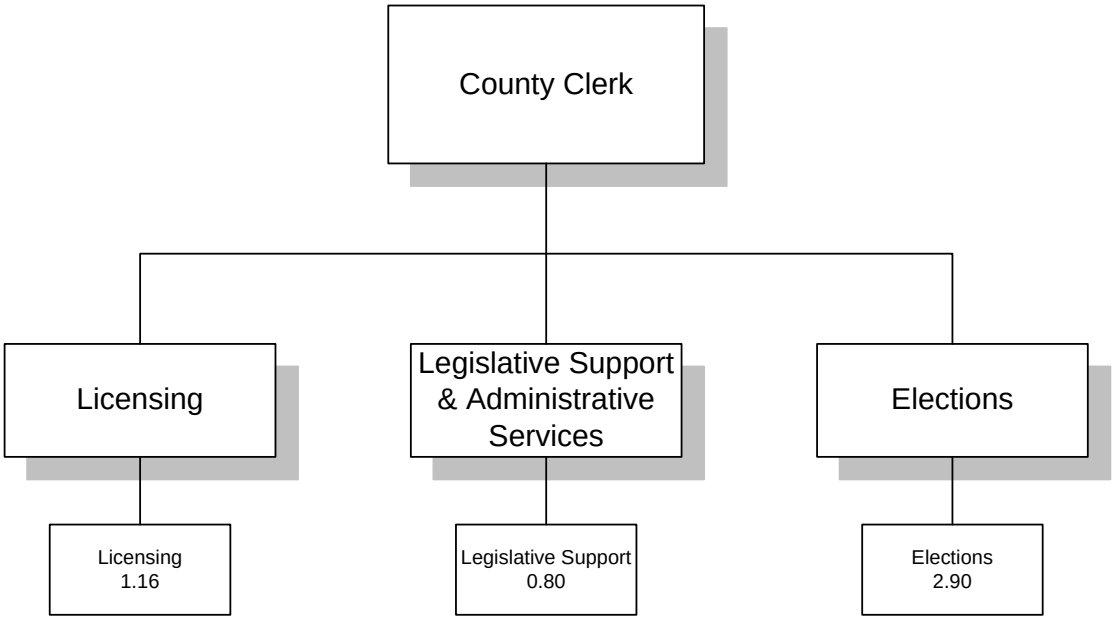
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



4.86 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.

County Clerk

Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

Financial Summary	2013 Actual (a)	2014 Adopted Budget	2014 Estimate	2015 Budget (b)	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$166,896	$162,000	$162,000	$162,000	$0	0.0%
Charges for Services	$72,736	$86,125	$76,205	$71,397	($14,728)	-17.1%
Interdepartmental	$72	$400	$400	$400	$0	0.0%
Other Revenue	$870	$1,400	$900	$900	($500)	-35.7%
Appr. Fund Balance (a)(b)	$0	$110,000	$110,000	$0	($110,000)	-100.0%
County Tax Levy	**$312,360**	**$312,360**	**$312,360**	**$312,360**	**$0**	**0.0%**
Total Revenue Sources	**$552,934**	**$672,285**	**$661,865**	**$547,057**	**($125,228)**	**-18.6%**
Expenditures						
Personnel Costs	$326,378	$360,703	$331,573	$358,840	($1,863)	-0.5%
Operating Expenses	$140,568	$270,907	$264,550	$147,000	($123,907)	-45.7%
Interdept. Charges	$39,811	$40,675	$40,660	$41,217	$542	1.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$506,757**	**$672,285**	**$636,783**	**$547,057**	**($125,228)**	**-18.6%**
Rev. Over (Under) Exp.	$46,177	$0	$25,082	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.92	1.07	1.07	0.79	(0.28)	
Overtime	0.01	0.01	0.01	0.07	0.06	
Total FTEs	4.93	5.08	5.08	4.86	(0.22)	

(a) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher costs associated with the higher number of elections in the mid-term election year.

(b) General Fund Balance appropriation is not needed in 2015 since odd-numbered years only have a spring election and a primary, if required.

The Mission of the County Clerk's Office is to:

- *Issue licenses, and administer programs for the County mandated by State Law & County Ordinances.*
- *Maintain a positive working relationship with elected officials at the Federal, State and local levels and with all County departments and municipalities.*
- *Utilize existing technologies to improve efficiency.*
- *Employ fiscally responsible practices.*
- *Provide expedient and courteous service to our customer*

Current & Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '15	Estimated Operating Impact	A = Annual T = One-Time
201310	Election System Upgrade	2015	$2,318,000	100%	TBD	A

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; distributes dog licenses, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.21**	**1.21**	**1.21**	**1.16**	**(0.05)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$166,896	$162,000	$162,000	$162,000	$0
Charges for Services	$16,410	$13,600	$14,700	$14,700	$1,100
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**($60,344)**	**($66,160)**	**($66,160)**	**($68,335)**	**($2,175)**
Total Revenues	**$122,962**	**$109,440**	**$110,540**	**$108,365**	**($1,075)**
Personnel Costs	$83,275	$72,350	$69,423	$71,493	($857)
Operating Expenses	$14,980	$19,950	$18,985	$19,685	($265)
Interdept. Charges	$16,752	$17,140	$17,125	$17,187	$47
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$115,007**	**$109,440**	**$105,533**	**$108,365**	**($1,075)**
Rev. Over (Under) Exp.	$7,955	$0	$5,007	$0	$0

(a) The tax levy credit in this program area is used to reduce the County Clerk's overall tax levy need in the Elections and Legislative Support programs.

Program Highlights:

Fines and License revenues include marriage license revenue which is unchanged in the 2015 budget at $103,500. Also, passport revenue is unchanged in the 2015 budget at $58,000.

Personnel costs decrease includes a $1,886 reduction in temporary extra help by 0.05 FTE (104 hours) from 0.41 FTE to 0.36 FTE, which is offset by costs to continue the remaining personnel.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget	Budget Change
Marriage Licenses (b)	1,715	1,871	1,763	1,715	1,715	0
Domestic Partnerships	15	11	14	N/A	4	4
Dog Licenses (c)	17,154	16,785	16,199	16,850	16,500	(350)
Passports Applications	1953	2,424	2,161	2,200	2,100	(100)

(b) Excludes re-issued licenses.
(c) No revenues generated from dog licenses are retained in the County Clerk's Office except for direct expenses.

Elections

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget (b)	Budget Change
Staffing (FTE)	**2.92**	**3.07**	**3.07**	**2.90**	**(0.17)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$56,173	$72,000	$60,980	$56,172	($15,828)
Interdepartmental	$45	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)(b)	$0	$110,000	$110,000	$0	($110,000)
County Tax Levy	**$309,674**	**$318,054**	**$318,054**	**$319,086**	**$1,032**
Total Revenues	**$365,892**	**$500,054**	**$489,034**	**$375,258**	**($124,796)**
Personnel Costs	$196,865	$232,902	$207,484	$230,613	($2,289)
Operating Expenses	$119,675	$247,382	$242,498	$124,248	($123,134)
Interdept. Charges	$19,034	$19,770	$19,770	$20,397	$627
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$335,574**	**$500,054**	**$469,752**	**$375,258**	**($124,796)**
Rev. Over (Under) Exp.	$30,318	$0	$19,282	$0	$0

(a) The 2014 budget includes one-time General Fund Balance appropriation of $110,000 for higher estimated costs associated with the higher number of elections in the mid-term election year.
(b) Fund Balance is not required in 2015.

Program Highlights & Activities:

Charges for Services primarily includes charges to municipalities for election services. They are cyclical in nature and therefore slightly higher in 4-election years (even-numbered years) and slightly lower in odd-numbered years.

Personnel costs decrease mainly due to a reduction in temporary extra help by nearly $8,300 or 0.23 FTE to 0.43 FTE (894 hours) since less temporary staffing assistance is estimated to be needed for the fewer elections planned for in 2015. This is offset by an increase of $4,000 in overtime for more experienced personnel to $4,362 or by 0.06 FTE to 0.07 FTE.

Operating expenses decrease by $123,100 mainly due to fewer elections planned for in 2015, including decreases in budgeted ballot costs which fluctuate between even and odd numbered years. Also, legal notices costs are projected to be $18,200 lower in 2015, budgeted at $9,800.

	2011	2012	2013	2014	2015 Est.
Number of Waukesha County Registered Voters as certified in January	268,037	284,034	262,329 (c)	267,472	267,472

(c) The # of registered voters may decline from year to year due to the elimination of duplicate registrations, as determined through maintenance of the Statewide Voter Registration System.

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the Board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the County accounting system, and annual budget for the Department. The County Clerk is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.80**	**0.80**	**0.80**	**0.80**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$153	$525	$525	$525	$0
Interdepartmental	$27	$400	$400	$400	$0
Other Revenue	$870	$1,400	$900	$900	($500)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$63,030**	**$60,466**	**$60,466**	**$61,609**	**$1,143**
Total Revenues	**$64,080**	**$62,791**	**$62,291**	**$63,434**	**$643**
Personnel Costs	$46,238	$55,451	$54,666	$56,734	$1,283
Operating Expenses	$5,913	$3,575	$3,067	$3,067	($508)
Interdept. Charges	$4,025	$3,765	$3,765	$3,633	($132)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,176**	**$62,791**	**$61,498**	**$63,434**	**$643**

Rev. Over (Under) Exp.	$7,904	$0	$793	$0	$0

Program Highlight

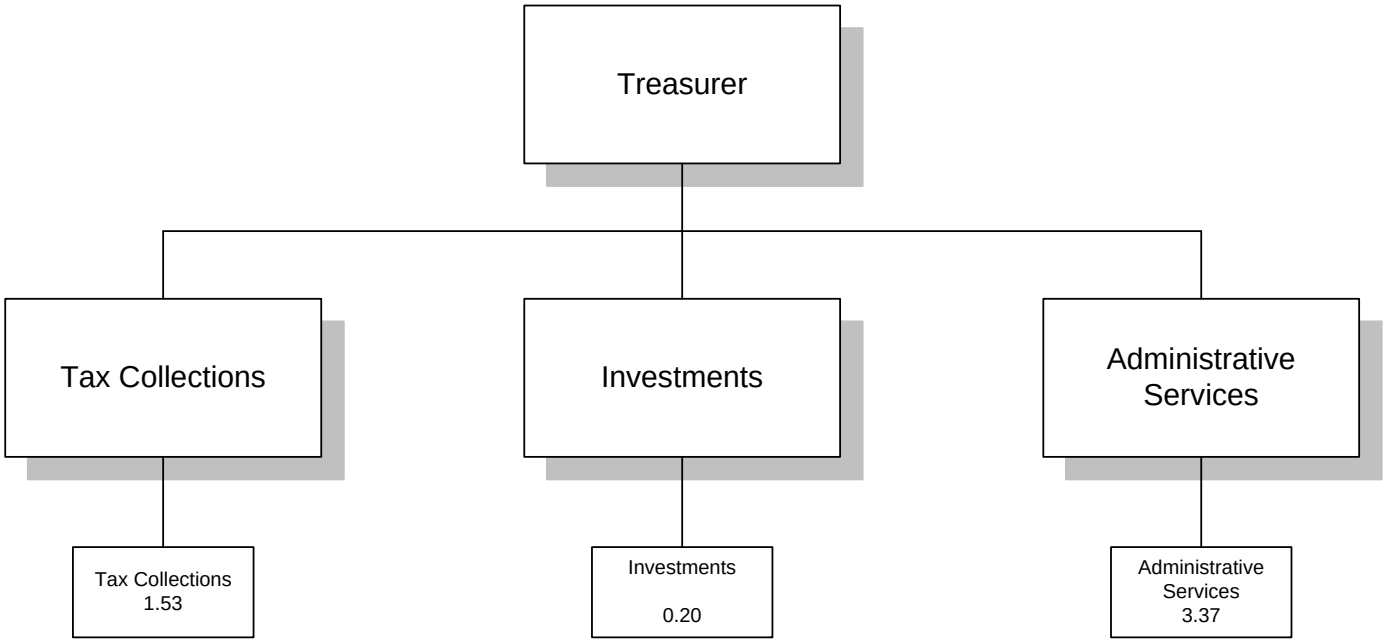
Charges for Service revenues include $525 in the base budget, mostly for copy and duplicating fee revenues. Interdepartmental charge revenues include $400 budgeted for revenue generated from providing other County departments with the “Directory of Public Officials”, which is produced by the County Clerk’s Office staff in this program area. Other revenues consist of reimbursements from municipal officials for meeting supplies.

Personnel costs increase by about $1,300, mainly for costs to continue the 0.80 FTE’s in this program area. Operating expenditures are budgeted to decrease by about $508, mostly due to a decrease in legal notice costs.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.10 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.

County Treasurer

Statement of Purpose

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$31,201	$48,000	$48,000	$44,400	($3,600)	-7.5%
Charges for Services	$162,368	$132,700	$141,720	$125,900	($6,800)	-5.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)(c)	$5,380,823	$7,338,300	$5,682,074	$6,486,946	($851,354)	-11.6%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,053,462)**	**($6,841,304)**	**($6,841,304)**	**($5,983,850)**	**$857,454**	**N/A**
Total Revenue Sources	**($1,479,070)**	**$677,696**	**($969,510)**	**$673,396**	**($4,300)**	**-0.6%**
Expenditures						
Personnel Costs	$315,981	$357,605	$352,396	$371,469	$13,864	3.9%
Operating Expenses	$125,021	$186,236	$173,432	$170,865	($15,371)	-8.3%
Interdept. Charges	$132,508	$133,855	$133,855	$131,062	($2,793)	-2.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$573,510**	**$677,696**	**$659,683**	**$673,396**	**($4,300)**	**-0.6%**
Rev. Over (Under) Exp.	($2,052,580)	$0	($1,629,193)	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	5.50	5.00	5.00	5.00	0.00	
Extra Help	0.07	0.29	0.29	0.07	(0.22)	
Overtime	0.03	0.03	0.03	0.03	0.00	
Total FTEs	5.60	5.32	5.32	5.10	(0.22)	

a) For budget comparison purposes, the 2013 actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
c) The 2014 Revenues are projected to underperform the 2014 adopted budget primarily as a result of expected lower investment rates of return.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '15	Est. Operating Impact	A=Annual T=One-Time
200414	County-wide Cashiering (a) (b)	2015	$970,000	95%	$31,875	A

Refer to Capital Project section of the budget book for additional details.
a) Coordinated project with departments' county-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.
b) Project is coordinated by Department of Administration Business Office. The total operating impact to the County is $31,875 annually. The charges are added to End User Technology Fund (EUTF) and are allocated to all applicable department budgets through the EUTF cost allocation.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective: Work cooperatively with financial institutions and escrow companies to electronically receive tax payments in order to alleviate manual entry and reduce costs.

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2012 and 2013 tax bills, a 2015 target (estimate) is shown below:

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
# Tax payments received electronically	4,168	5,000	5,000	5,500
Projected estimated cost savings	$750	$900	$900	$990

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**2.03**	**1.75**	**1.75**	**1.53**	**(0.22)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$31,201	$48,000	$48,000	$44,400	($3,600)
Charges for Services	$160,828	$131,500	$140,520	$124,700	($6,800)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,884,358	$2,923,900	$2,930,749	$2,878,000	($45,900)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($2,882,985)**	**($2,852,365)**	**($2,852,365)**	**($2,796,715)**	**$55,650**
Total Revenues	**$193,402**	**$251,035**	**$266,904**	**$250,385**	**($650)**
Personnel Costs	$76,475	$99,356	$94,147	$96,520	($2,836)
Operating Expenses	$103,637	$96,340	$97,736	$100,340	$4,000
Interdept. Charges	$54,727	$55,339	$55,339	$53,525	($1,814)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$234,839**	**$251,035**	**$247,222**	**$250,385**	**($650)**
Rev. Over (Under) Exp.	($41,437)	$0	$19,682	$0	$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Tax Collection (cont.)

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use conversion charges budgeted to decrease by $3,600 or 7.5% to $44,400 to more closely reflect historical declining revenues.

Charges for Services revenue is budgeted to decrease $6,800 or 5.2% due to a decrease in Muni Chg.-Tax Processing Fees of $10,800 or 14.4% due to a DOA re-allocation, offset by an increase in In-Rem Fees of $4,000 or 7.1%.

Other revenue is budgeted to decrease $45,900 or 1.57% which includes a budgeted decrease in Interest and Penalty on delinquent taxes of $50,000 or 1.8%, a decrease in recoveries of $400; offset by an increase in Payment in Lieu of Taxes revenue of $4,500 or 7.4%.

Personnel costs are budgeted to decrease $2,800 or 2.9% primarily related to a decrease in Temporary Extra Help of $6,500 or 67.0% which equates to a 0.22 FTE position that was originally slated for possible help with electronic check presentation processes and a decrease in social security of $500 or 9.9%. This decrease is offset by an increase in health insurance of $4,300 or 21.90%.

Operating expenses are budgeted to increase $4,000 or 8.9% consisting of In-Rem Expenses budgeted to increase to $49,000.

Interdepartmental charges are budgeted to decrease $1,800 or 3.3% consisting of a decrease of $800 or 8.6% in Computer Maintenance-Info Sys; a decrease of $700 or 43.5% in telephone fixed costs; and a decrease of $700 or 5.1% in administrative overhead; offset by an increase related to the DOA-Principal Financial Analyst position for tax collection services provided to the Treasurer of $400 or 2.1%.

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2008	2009	2010	2011	2012	2013	2014 Est.
Interest	$1,456,248	$1,953,118	$2,284,491	$2,458,214	$2,365,206	$1,830,493	$1,872,000
Penalty	$749,364	$1,007,175	$1,165,653	$1,227,443	$1,175,615	$914,764	$936,000
TOTAL	$2,205,612	$2,960,293	$3,450,144	$3,685,657	$3,540,821	$2,745,257	$2,808,000

Tax Collection (cont.)

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2013-2014 tax years. The dollars collected increased by $1.9 million to $144.2 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
City of Delafield	$15,434,974	$15,557,891	$15,918,438	$15,814,785	$15,929,219	$16,710,772
Town of Brookfield	$11,959,197	$12,489,714	$12,333,060	$12,476,796	$12,325,160	$12,475,801
Town of Waukesha	$10,608,409	$11,320,785	$11,351,046	$11,481,880	$11,216,061	$10,675,388
Village of Dousman	$2,161,526	$2,167,348	$2,250,107	$2,362,645	$2,464,520	$2,592,556
Village of Lac La Belle	$1,417,124	$1,345,392	$1,482,481	$1,431,506	$1,502,700	$1,525,072
Village of Lannon	$1,445,786	$1,496,486	$1,571,496	$1,573,686	$1,610,014	$1,571,266
Village of Menomonee Falls	$60,985,033	$64,339,552	$65,932,259	$66,324,210	$66,606,056	$67,989,356
Village of Merton	$4,143,616	$4,572,666	$4,797,428	$5,015,291	$5,125,366	$5,093,331
Village of Nashotah	$2,113,498	$2,255,421	$2,370,252	$2,391,372	$2,290,541	$2,324,469
Village of Oconomowoc Lake	$4,655,719	$4,532,374	$4,453,360	$4,471,340	$4,584,523	$4,126,147
Village of Pewaukee	$12,917,048	$12,920,211	$13,237,318	$13,356,551	$13,795,245	$14,207,234
Village of Wales	$4,045,371	$4,373,080	$4,431,651	$4,600,464	$4,933,828	$5,002,671
TOTAL	$131,887,301	$137,370,920	$140,128,896	$141,300,526	$142,383,233	$144,294,064

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
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 (a)	$2,491,347	$4,413,000	$2,750,000	$3,607,646	($805,354)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit) (b)	**($4,483,310)**	**($4,319,601)**	**($4,319,601)**	**($3,513,127)**	**$806,474**
Total Revenues	**($1,991,963)**	**$93,399**	**($1,569,601)**	**$94,519**	**$1,120**
Personnel Costs	$18,113	$18,421	$18,421	$18,766	$345
Operating Expenses	$0	$36,000	$36,000	$36,000	$0
Interdept. Charges	$38,429	$38,978	$38,978	$39,753	$775
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$56,542**	**$93,399**	**$93,399**	**$94,519**	**$1,120**
Rev. Over (Under) Exp.	($2,048,505)	$0	($1,663,000)	$0	$0

(a) 2014 Estimate of investment income is projected to be $1,600,000 lower than 2014 budget figures as a result of expected lower investment rates of return.
(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

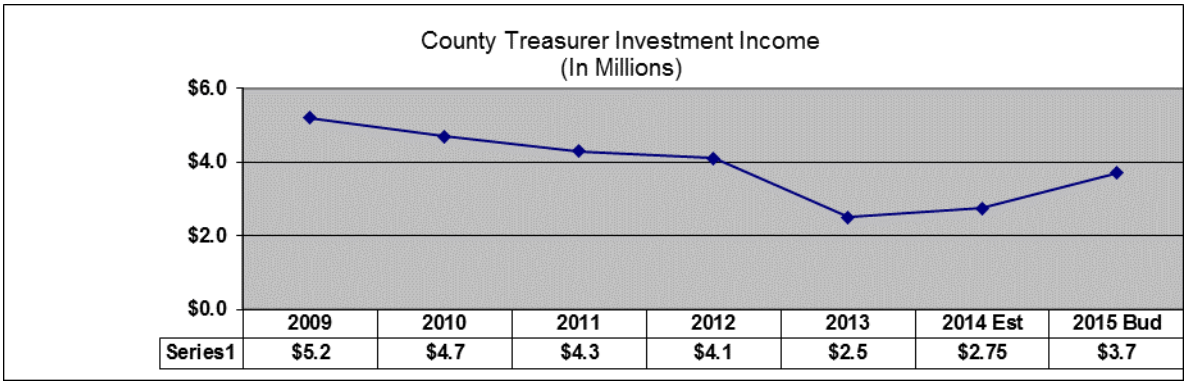
Other revenue consists of Investment Income which is being decreased by $805,400 or 14.5% to $3,607,700.

Personal costs overall are increasing by $350 or 1.9%.

Interdepartmental charges is budgeted to increase by nearly $800 or 2.0% due to an increase in the DOA-Principal Financial Analyst position allocated costs.

Activity

Interest rates between 2009 and 2013 have been declining with investment income at historical levels ending 2013 slightly under $2.5 million. Interest rates are expected to remain historically low in 2014 but improve slightly in 2015.



Administrative Services

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.37**	**3.37**	**3.37**	**3.37**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,540	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$5,118	$1,400	$1,325	$1,300	($100)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy\(Credit) (a)	**$312,833**	**$330,662**	**$330,662**	**$325,992**	**($4,670)**
Total Revenues	**$319,491**	**$333,262**	**$333,187**	**$328,492**	**($4,770)**
Personnel Costs	$221,393	$239,828	$239,828	$256,183	$16,355
Operating Expenses	$21,384	$53,896	$39,696	$34,525	($19,371)
Interdept. Charges	$39,352	$39,538	$39,538	$37,784	($1,754)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$282,129**	**$333,262**	**$319,062**	**$328,492**	**($4,770)**
Rev. Over (Under) Exp.	$37,362	$0	$14,125	$0	$0

(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Other revenue is budgeted to decrease by $100 or 7.1% in sales tax-county portion.

Personnel costs are budgeted to increase by $16,400 or $6.8% primarily due to an increase in health insurance of $12,600 or 36.6% due to employee selections and costs to continue the 3.37 FTE staff.

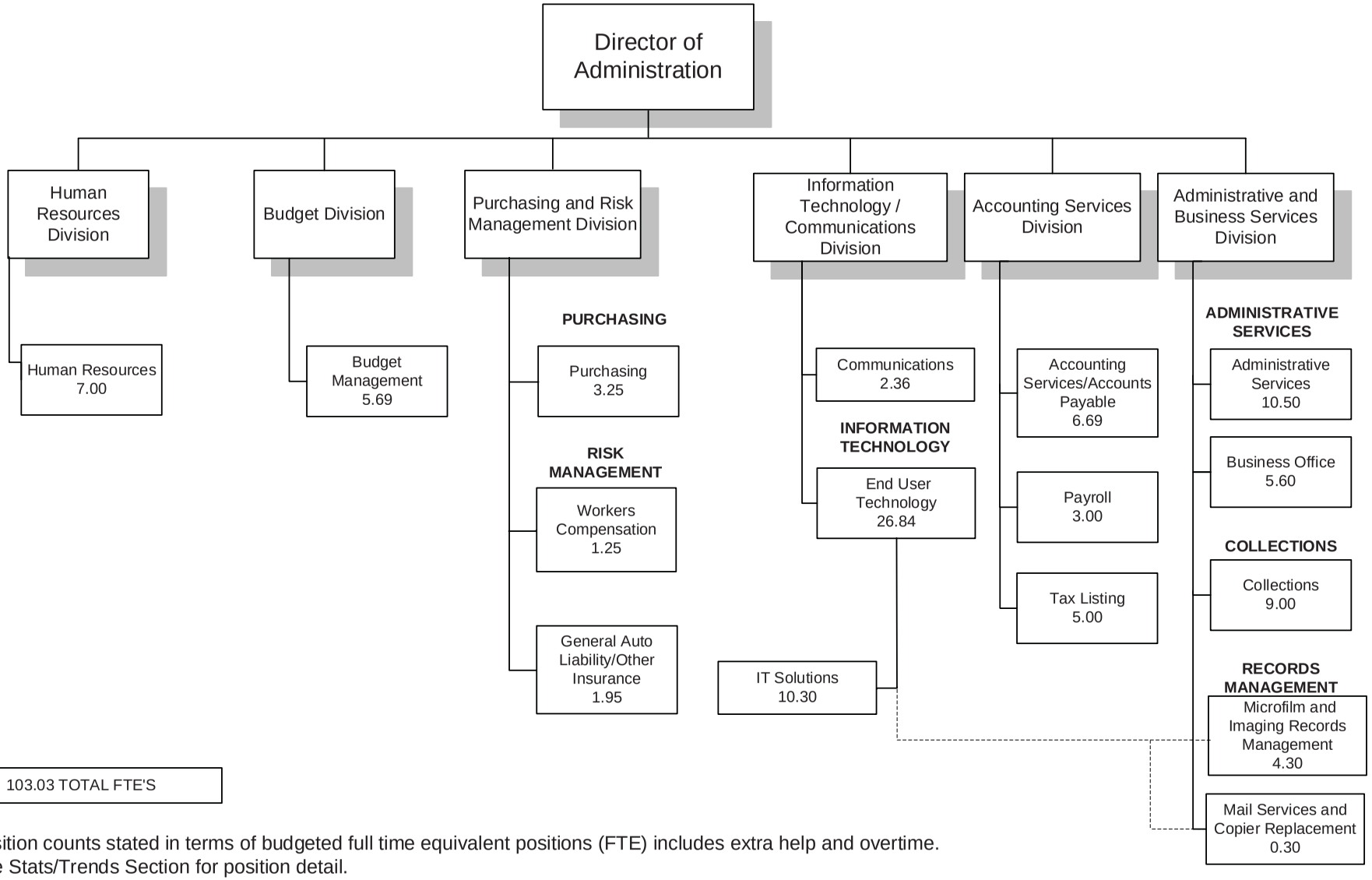
Operating expenses are budgeted to decrease by $19,400 or 35.9% mainly due to a decrease in office equipment and furniture of $11,500 or 76.7%, which was previously budgeted for possible electronic check presentation equipment; a decrease in DP software repair/maintenance of $9,500 or 100% due to a DOA re-allocation of costs; offset by an increase in printing supplies of $800 or 57.2%; an increase in computer software of $700 or 700%.

Interdepartmental charges are budgeted to decrease by $1,800 or 4.4% primarily due to a decrease in computer maintenance-Information Systems of $1,500 or 8.6% .

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



103.03 TOTAL FTE'S

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

Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
General Fund						
Revenues	$1,682,577	$1,644,482	$1,659,232	$1,681,566	$37,084	2.3%
County Tax Levy	$3,161,430	$3,192,430	$3,192,430	$3,175,153	($17,277)	-0.5%
Expenditures	$4,666,017	$4,836,912	$4,734,665	$4,856,719	$19,807	0.4%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
End User Technology Fund						
Revenues	$6,398,811	$6,518,507	$6,440,984	$6,597,550	$79,043	1.2%
County Tax Levy	$1,621,424	$1,590,424	$1,590,424	$1,575,701	($14,723)	-0.9%
Expenditures	$7,556,758	$8,075,909	$7,756,955	$8,133,358	$57,449	0.7%
Operating Inc./(Loss)	$463,477	$33,022	$274,453	$39,893	$6,871	20.8%
Risk Management						
Revenues	$3,115,606	$2,613,310	$2,613,310	$2,696,027	$82,717	3.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$3,085,453	$2,613,310	$2,604,136	$2,696,027	$82,717	3.2%
Operating Inc./(Loss)	$30,153	$0	$9,174	$0	$0	N/A
Communications						
Revenues	$770,492	$791,783	$689,102	$706,893	($84,890)	-10.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$776,085	$791,783	$685,928	$706,893	($84,890)	-10.7%
Operating Inc./(Loss)	($5,593)	$0	$3,174	$0	$0	N/A
Collections						
Revenues	$919,075	$951,712	$884,413	$975,771	$24,059	2.5%
County Tax Levy (a)	($120,000)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Expenditures	$815,363	$951,712	$884,413	$975,771	$24,059	2.5%
Operating Inc./(Loss)	($16,288)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Total All Funds						
Revenues	$12,886,561	$12,519,794	$12,287,041	$12,657,807	$138,013	1.1%
County Tax Levy (a)	$4,662,854	$4,692,854	$4,692,854	$4,690,854	($2,000)	0.0%
Expenditures	$16,899,676	$17,269,626	$16,666,097	$17,368,768	$99,142	0.6%
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Operating Inc./(Loss)	$471,749	($56,978)	$196,801	($20,107)	$36,871	N/A
Position Summary (FTE) (b)						
Regular Positions	93.50	93.50	93.50	93.50	0.00	
Extra Help	11.94	11.29	11.29	9.52	(1.77)	
Overtime	0.10	0.07	0.07	0.01	(0.06)	
Total	**105.54**	**104.86**	**104.86**	**103.03**	**(1.83)**	

(a) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. This will be phased down over four years as to date and with 2015 budget total payback $1,330,000.

(b) Includes End User Technology Fund, Risk Management, Communications and Collections. Refer to Stats/Trends section.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200414	County wide Cashiering (a) (b)	Y	2014	$970,000	95%	$35,000	A
200619	Financial Operations & Management Systems	Y	2014	$2,040,000	100%	($75,000)	A
200820	VOIP and Infrastructure Upgrades	Y	2014	$1,175,500	100%	($50,000)	A
200910	Enterprise Content Management (b)	Y	2016	$1,240,000	45%	$58,000	A
200912	Workforce Management System (b)	Y	2015	$1,293,000	80%	$45,000	A
201411	End User Report Development	Y	2015	$125,000	0%	($50,000)	A

(a) Coordinated project with Departments County-wide. At the close of 2013, integration with all available lines of business applications has been achieved. The projects scope is modified in the 2015 budget, 95% completion reflects the ongoing business process review that will be used to document and establish requirements for future cashiering projects and system replacement.

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$625,878	$593,733	$593,733	$593,733	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$168,560	$159,036	$158,786	$159,202	$166	0.1%
Interdepartmental	$660,896	$684,732	$684,732	$703,558	$18,826	2.7%
Other Revenue	$206,934	$178,981	$193,981	$197,073	$18,092	10.1%
Appr. Fund Balance (a)	$20,309	$28,000	$28,000	$28,000	$0	0.0%
County Tax Levy	**$3,161,430**	**$3,192,430**	**$3,192,430**	**$3,175,153**	**($17,277)**	**-0.5%**
Total Revenue Sources	**$4,844,007**	**$4,836,912**	**$4,851,662**	**$4,856,719**	**$19,807**	**0.4%**
Expenditures						
Personnel Costs	$4,071,815	$4,076,110	$4,017,273	$4,113,340	$37,230	0.9%
Operating Expenses (a)	$424,531	$584,851	$544,262	$568,185	($16,666)	-2.8%
Interdept. Charges	$169,671	$175,951	$173,130	$175,194	($757)	-0.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,666,017**	**$4,836,912**	**$4,734,665**	**$4,856,719**	**$19,807**	**0.4%**
Rev. Over (Under) Exp.	$177,990	$0	$116,997	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	44.75	44.75	44.75	44.85	0.10	
Extra Help	1.46	2.48	2.48	1.88	(0.60)	
Overtime	0.02	0.00	0.00	0.00	0.00	
Total FTEs	46.23	47.23	47.23	46.73	(0.50)	

(a) 2013 includes $18,309 Fund Balance appropriation in revenues and in open purchase orders from 2012 carried forward into 2013 and $2,000 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2014 and 2015 includes $28,000 Fund Balance appropriation in revenues and consulting services for the Diversity program.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: As part of the Enterprise Content Management (ECM) Governance Committee, establish a Countywide Information Governance Plan through the development of policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of hard copy and electronic records, including litigation holds, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement.

Audit existing records retention schedules and identify long term storage and frequently recalled records for conversion to ECM solutions. Identify payback ratio of implementing Enterprise Content Management (ECM) technology and create policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements.

Key Outcome Indicators:
Complete conversion of Existing Stellent environment to SharePoint 2010 1st quarter 2015.
Complete ECM Governance Plan 1st quarter 2015.
Implement ECM solutions when savings to departments is greater than records consulting and management costs (ongoing).

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

Objective 2: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator: Actual cost reduction in operational expenses related to server room operations Savings ending 2013 (8-years cumulative) $747,666.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Operating cost reductions*	$37,500	$50,000	$65,500	$40,000

*Operating cost reductions include continued virtualization of servers, conversion from tape backup to disk and elimination of UNIX environment as part of the financial system implementation. For 2014, in addition to the Server Virtualization, the backup process was converted from tape to disk, the SAN storage framework was transitioned to a more competitive provider and the ProStor environment was retired. For 2015, reductions will include the elimination of the Oracle Database license for the PeopleLink system (being replaced by the NetSmart system for HHS) and its associated hardware, a transition to a different ISP and the migration of appropriate systems to Cloud provisioning.

Objective 3: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Implementation of Time and Attendance (T&A) base application into departments. Later advance scheduling systems implemented with reduction in staff time committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

Performance Measures:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Areas Implemented	Sheriff	DPW, PLU, Smaller departments	Completed Group 3: DOA, Courts, DA, ROD, Clerk, Treasurer, ME, County Board Group 4: DPW and PLU Implemented by year end	HHS

Objective 4: In collaboration with the City of Waukesha and the School District of Waukesha, the County will establish an onsite medical/wellness center for employees, dependents and retirees who are eligible to enroll in the health insurance program. Target date of opening is November 1, 2014. The goal and purpose for establishing the center is to reduce health care expenditures over a five year period.

Revise and enhance the health advancement / wellness program in conjunction with the services available with the on-site medical clinic in order to provide employees with an integrated and comprehensive wellness program and service.

Key Outcome Indicator:
Evaluate clinic, health plan and wellness data to determine trends, and services to assist in the control and management of health care costs (4th quarter 2015 and ongoing). Key outcome indicators will include the maintaining health insurance plan cost increases below the medical rate of inflation and increased wellness and education program participation.

Objective 5: Continue implementation of the Diversity and Equal Employment Opportunity Plan. Specifically, coordinating and developing training for all managers, supervisors and staff involved in the selection of individuals for employment with the County. Expand the recruitment and outreach efforts to regional, professional, and community organizations.

In 2015, develop and implement a communications strategy including new policies, such as Respect in the Workplace which reflects the County commitment to diversity and inclusion for all employee and prospective employees.

Key Outcome Indicator:
Conduct regular assessments of employment policies, practices, and data in order to identify and correct any barriers to employment and to share the analysis with department managers, supervisors and employees (ongoing).

Objective 6: Continue the County's Lean Government Initiative through the training and development of County staff and workgroups in the concepts and tools needed to identify areas for improved efficiencies and cost-savings. Utilize the centralized Process Improvement Resources (PIRs) committee to support projects, identify opportunities and monitor success.

Key Outcome Indicator: Implement intranet site to document achievement, support projects and monitor program success through dashboard reporting (1st quarter 2015).

Objective 7: Working with internal stakeholders, vendors, and other local government entities, explore opportunities for moving applications off of county infrastructure onto Cloud-provisioned environments where the transference of the application shows a definite Return on Investment (ROI) and limits the risk for the County. Develop ROI methodology that identifies the best targets and specifications for implementation.

Key Outcome Indicator:
Establish policy and methodology in determining when to use Cloud Service environments.
Achieve return on investment for applications selected for Cloud Service environments.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**10.82**	**10.50**	**10.50**	**10.50**	**0.00**
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	**$650,116**	**$650,704**	**$650,704**	**$664,273**	**$13,569**
Total Revenues	**$650,116**	**$650,704**	**$650,704**	**$664,273**	**$13,569**
Personnel Costs	$563,757	$585,010	$590,532	$601,966	$16,956
Operating Expenses	$29,608	$31,889	$25,697	$31,720	($169)
Interdept. Charges	$32,519	$33,805	$31,990	$30,587	($3,218)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$625,884**	**$650,704**	**$648,219**	**$664,273**	**$13,569**

Rev. Over (Under) Exp.	$24,232	$0	$2,485	$0	$0

Program Highlights

County tax levy funding increases by $13,569 due to increased expenditures budgeted as described below.

Personnel costs increase $16,956 mostly due to cost to continue existing staff and the addition of single HSA health plan for 0.50 FTE temporary extra help position at a cost of $3,200. Interdepartmental charges decrease $3,218 mostly due to a reduction in phone charges relating to the VoIP implementation.

Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.60**	**0.10**
General Government	$625,878	$593,733	$593,733	$593,733	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$602,602	$625,737	$625,737	$643,320	$17,583
Other Revenue	$114,746	$118,231	$118,231	$121,323	$3,092
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**($758,827)**	**($729,200)**	**($729,200)**	**($718,778)**	**$10,422**
Total Revenues	**$584,399**	**$608,501**	**$608,501**	**$639,598**	**$31,097**
Personnel Costs	$568,965	$591,566	$593,980	$622,205	$30,639
Operating Expenses	$6,603	$5,910	$6,229	$5,875	($35)
Interdept. Charges	$10,733	$11,025	$11,025	$11,518	$493
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$586,301**	**$608,501**	**$611,234**	**$639,598**	**$31,097**
Rev. Over (Under) Exp.	($1,902)	$0	($2,733)	$0	$0

Program Highlights

Interdepartmental revenues increase $17,583 mostly due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenues increase $3,092 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding increases $10,422 reflecting increased program costs partially offset by due to increased revenues budgeted as described above.

Personnel costs increase $30,639 which includes the transfer of 0.10 FTE of the Collections & Business Services Manager from the Collections division to more accurately reflect assignment of duties. Remaining personnel increases reflect cost to continue existing staff. Interdepartmental charges increase $493 mostly due to increased End User Technology Fund (EUTF) charges.

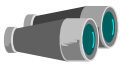
Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.01**	**3.60**	**3.60**	**3.00**	**(0.60)**
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	$18,309	$0	$0	$0	$0
County Tax Levy	**$374,517**	**$393,975**	**$393,975**	**$367,613**	**($26,362)**
Total Revenues	**$392,826**	**$393,975**	**$393,975**	**$367,613**	**($26,362)**
Personnel Costs	$260,290	$263,773	$235,095	$238,405	($25,368)
Operating Expenses	$120,433	$120,672	$120,672	$119,273	($1,399)
Interdept. Charges	$9,328	$9,530	$9,530	$9,935	$405
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$390,051**	**$393,975**	**$365,297**	**$367,613**	**($26,362)**
Rev. Over (Under) Exp.	$2,775	$0	$28,678	$0	$0

Program Highlights



County tax levy funding decreases by $26,362 due to decreased expenditures budgeted as described below.

Personnel costs decrease $25,368 mostly due to elimination of extra temporary help of $30,762, partially offset by cost to continue existing staff. Operating expenses decrease $1,399 mostly due to decrease contracted services for the Ceridian payroll system, partially offset by an increase of $5,000 for the one-time purchase of garnishment processing software to improve payroll processing efficiency. Interdepartmental charges increase $405 due to increased End User Technology Fund (EUTF) charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Paychecks Processed	42,817	44,000	44,000	44,000	0
Payroll Exception Checks	14	50	50	50	0
W2s Processed	1,989	2,000	2,000	2,000	0

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**6.01**	**6.69**	**6.69**	**6.69**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$58,294	$58,995	$58,995	$60,238	$1,243
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$635,288**	**$657,429**	**$657,429**	**$671,782**	**$14,353**
Total Revenues	**$693,582**	**$716,424**	**$716,424**	**$732,020**	**$15,596**
Personnel Costs	$626,096	$577,194	$563,323	$587,484	$10,290
Operating Expenses	$53,712	$121,555	$121,555	$126,543	$4,988
Interdept. Charges	$17,582	$17,675	$17,675	$17,993	$318
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$697,390**	**$716,424**	**$702,553**	**$732,020**	**$15,596**
Rev. Over (Under) Exp.	($3,808)	$0	$13,871	$0	$0

Program Highlights

Interdepartmental revenue for investment management services provided to the county Treasurer's Office is increased by $1,243.

County tax levy funding increases by $14,353 mostly due to increased expenditures budgeted as described below.

Personnel costs increase $10,290 mostly due to cost to continue existing staff. Operating expenses increase $4,988 mostly due to increased maintenance for FMIS accounting system by $3,450 and increased auditing expenses by $1,538.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Budget Entries Audited	655	1,200	675	675	(525)
Journal Entries Audited	2,842	3,000	3,000	3,000	0
Invoices (Direct Buys) Audited	44,945	45,000	46,000	46,000	1,000
P-card Lines Entered/Audited	12,121	13,500	13,000	13,000	(500)

Tax Listing

Program Description

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

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$166,244	$158,036	$157,786	$158,202	$166
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$223,141**	**$235,856**	**$235,856**	**$229,271**	**($6,585)**
Total Revenues	**$389,385**	**$393,892**	**$393,642**	**$387,473**	**($6,419)**
Personnel Costs	$339,183	$348,401	$351,983	$358,824	$10,423
Operating Expenses	$25,251	$34,704	$18,252	$17,425	($17,279)
Interdept. Charges	$11,318	$10,787	$10,787	$11,224	$437
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$375,752**	**$393,892**	**$381,022**	**$387,473**	**($6,419)**
Rev. Over (Under) Exp.	$13,633	$0	$12,620	$0	$0

Program Highlights

Charges for Services revenue for tax billing to municipalities increased by $166. County tax levy funding decreases by $6,585 mostly due to decreased expenditures budgeted as described below.

Personnel costs increase $10,423 due to cost to continue existing staff. Operating expenses decrease $17,279 mostly due to a transfer of $12,000 for the tax system maintenance to End User Technology Fund and a decrease of $6,000 for contracted printing services.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,709	99,000	98,362	98,400	(600)
Number of property listings updated (a)	829,583	492,000	555,000	560,000	68,000
Number of property transfers processed (b)	7,809	9,000	6,500	7,000	(2,000)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	103,904	104,100	104,000	104,100	0
# Notice of Assessment Customers	0	0	1	0	0
# Notice of Assessments	0	0	4,500	0	0
# Online County Tax Payments (c)	4,334	4,400	4,400	4,400	0
$ Online County Tax Payments (c)	$14,045,985	$14,700,000	$14,700,000	14,700,000	0
# Municipalities participating with County's online payment program	7	3	7	8	5

(a) Conversion cleanup work was done in 2013.
(b) Real estate transfers are substantially lower than anticipated during 2014.
(c) Reflects payments to County for property tax. Total 2013 online portal transactions, including County, municipal partners and the Register of Deeds combined in 7,107 transactions totaling $17,264,517.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.64**	**5.69**	**5.69**	**5.69**	**0.00**
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	**$616,180**	**$582,922**	**$582,922**	**$583,591**	**$669**
Total Revenues	**$616,180**	**$582,922**	**$582,922**	**$583,591**	**$669**
Personnel Costs	$587,379	$539,148	$516,608	$539,241	$93
Operating Expenses	$11,755	$27,630	$24,700	$27,630	$0
Interdept. Charges	$15,820	$16,144	$16,144	$16,720	$576
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$614,954**	**$582,922**	**$557,452**	**$583,591**	**$669**

Rev. Over (Under) Exp.	$1,226	$0	$25,470	$0	$0

Program Highlights

County tax levy funding increases by $669 due to increased expenditures budgeted as described below.

Personnel costs increase $93 mostly due cost to continue existing staff, partially offset by lower health and dental insurance by $6,420 for changes in plan selection. Interdepartmental charges increase $576 mostly due to increased End User Technology Fund (EUTF) charges.

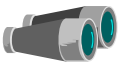
Human Resources

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,956	$800	$800	$800	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$10,535	$15,750	$15,750	$15,750	$0
Appr. Fund Balance (a)	$2,000	$28,000	$28,000	$28,000	$0
County Tax Levy	**$1,071,871**	**$1,058,108**	**$1,058,108**	**$1,071,727**	**$13,619**
Total Revenues	**$1,086,362**	**$1,102,658**	**$1,102,658**	**$1,116,277**	**$13,619**
Personnel Costs	$810,186	$830,070	$827,703	$841,953	$11,883
Operating Expenses	$168,481	$219,691	$208,007	$220,669	$978
Interdept. Charges	$49,673	$52,897	$51,891	$53,655	$758
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,028,340**	**$1,102,658**	**$1,087,601**	**$1,116,277**	**$13,619**
Rev. Over (Under) Exp.	$58,022	$0	$15,057	$0	$0

(a) 2013 represents Wellness fundraising activities. 2014 and 2015 represents funding for the Diversity program.



Program Highlights

County tax levy funding increases by $13,619 due to increased expenditures budgeted as described below.

Personnel costs increase $11,883 due cost to continue existing staff. Operating expenses increase $978 mostly due to an increase in training. Interdepartmental charges increase $758 mostly due to increased End User Technology Fund (EUTF) charges.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	167	150	170	170	20
# of Regular Full-Time Employees Hired	100	100	100	100	0
Promotions/Demotions/Transfers	64	80	80	80	0
Peak # of Employees on Payroll	1,743	1,750	1,750	1,750	0
# of Employee/Family Medical Leaves	248	250	250	250	0

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$360	$200	$200	$200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$81,653	$45,000	$60,000	$60,000	$15,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$349,144**	**$342,636**	**$342,636**	**$305,674**	**($36,962)**
Total Revenues	**$431,157**	**$387,836**	**$402,836**	**$365,874**	**($21,962)**
Personnel Costs	$315,959	$340,948	$338,049	$323,262	($17,686)
Operating Expenses	$8,688	$22,800	$19,150	$19,050	($3,750)
Interdept. Charges	$22,698	$24,088	$24,088	$23,562	($526)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$347,345**	**$387,836**	**$381,287**	**$365,874**	**($21,962)**
Rev. Over (Under) Exp.	$83,812	$0	$21,549	$0	$0

Program Highlights

Other revenue for procurement card rebates increased by $15,000.

County tax levy funding decreases by $36,962 mostly due to decreased expenditures budgeted as described below and increased revenues as described above.

Personnel costs decrease $17,686 mostly due to turnover and lower health and dental insurance for change in plan selection. Operating expenses decrease $3,750 mostly due to decreased advertising/legal notices by $3,000. Interdepartmental charges decrease $526 due to decrease records storage by $673 and decrease phone charges by $618, partially offset by increased End User Technology Fund charges by $765.

Activity	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Requisitions Processed*	302	275	280	275	0
Purchase Orders / Blanket Contracts Issued**	521	575	520	520	(55)
Bids/Proposals Issued	92	125	126	125	0
Procard Transactions***	$5,207,000	$5,400,000	$7,194,000	$10,000,000	$4,600,000

* Anticipate reduction in 2014 requisition count due to streamlined processes put in place with FMIS implementation.
** Budgeted for an increase in 2014 Purchase Orders as a result of the FMIS requisition change but purchase orders stabilized at prior years actual.
*** Procard transactions (contract period ending) 2014 estimate higher than budgeted due to unanticipated credit card acceptance by trunked radio vendor. It is expected to carry into 2015 given the project management and multiple radio purchases on the Pcard program. However, once those transactions are complete, the 2016 annual contract volume should drop back down to $5,207,000 peak since the penetration of the program has been maximized based on current business opportunities and payment practices by departments.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$154,188	$200,000	$190,000	$191,500	($8,500)	-4.3%
Interdepartmental (a)	$5,494,721	$5,751,482	$5,683,959	$5,806,431	$54,949	1.0%
Other Revenue	$26,400	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$723,502	$567,025	$567,025	$599,619	$32,594	5.7%
County Tax Levy (c)	**$1,621,424**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**	**-0.9%**
Total Revenue Sources	**$8,020,235**	**$8,108,931**	**$8,031,408**	**$8,173,251**	**$64,320**	**0.8%**
Expenditures						
Personnel Costs (c)	$3,939,778	$4,238,950	$4,065,194	$4,277,024	$38,074	0.9%
Operating Expenses (c)	$3,278,583	$3,497,007	$3,352,122	$3,502,748	$5,741	0.2%
Interdept. Charges (c)	$338,397	$339,952	$339,639	$353,586	$13,634	4.0%
Fixed Assets (Memo) (d)	$476,545	$416,380	$394,075	$501,152	$84,772	20.4%
Total Expenditures (d)	**$7,556,758**	**$8,075,909**	**$7,756,955**	**$8,133,358**	**$57,449**	**0.7%**
Rev. Over (Under) Exp. (d)(e)	$463,477	$33,022	$274,453	$39,893	$6,871	20.8%
Position Summary (FTE)						
Regular Positions	37.45	37.45	37.45	37.45	0.00	
Extra Help	7.13	5.46	5.46	4.29	(1.17)	
Overtime	0.06	0.06	0.06	0.00	(0.06)	
Total FTEs	44.64	42.97	42.97	41.74	(1.23)	

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.

(b) 2013 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $624,773. 2014 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $567,025. 2015 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $599,619.

(c) Total expenditures and net operating income exclude Fixed Assets to conform to financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues and General Fund Balance.

(d) The goal is to breakeven across the years. In some years the copier replacement program will budget a gain and some years will budget a loss with an overall trend to breakeven.

(e) The goal is to breakeven across the years. In some years the copier replacement will budget a gain and some years a loss with and overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Percent ID Login Costs	51%	57%	57%	57%
Percent Server & Software Costs	42%	38%	38%	37%
Percent Connected Device Cost	7%	5%	5%	6%

End User Technology
(Proprietary Operation)

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

This program also includes Records Management staff that conducts business analysis and collaboratively works with departments to improve information access and reduce operating costs though the implementation of Enterprise Content Management (ECM) solutions. Records Management staff also create, analyze and update retention schedules, obtain approval of schedules, audit schedules and maintain records within the County's ECM system and physical records center; managing retrieval, records destruction, and maintaining retention in accordance with the County's records retention ordinance.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

End User Technology (cont.)

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**27.63**	**27.78**	**27.78**	**26.84**	**(0.94)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$66,450	$125,000	$110,000	$111,500	($13,500)
Interdepartmental (a)	$4,779,797	$4,960,923	$4,948,039	$5,056,607	$95,684
Other Revenue	$23,673	$0	$0	$0	$0
Appr. Fund Balance (b)	$659,177	$552,025	$552,025	$557,119	$5,094
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$5,529,097**	**$5,637,948**	**$5,610,064**	**$5,725,226**	**$87,278**
Personnel Costs	$2,532,097	$2,823,044	$2,625,980	$2,830,266	$7,222
Operating Expenses	$2,688,272	$2,810,404	$2,718,466	$2,889,809	$79,405
Interdept. Charges	$3,958	$4,500	$4,500	$5,151	$651
Fixed Assets (Memo) (c)	$363,947	$375,000	$375,000	$375,000	$0
Total Expenditures (c)	**$5,224,327**	**$5,637,948**	**$5,348,946**	**$5,725,226**	**$87,278**
Rev. Over (Under) Exp. (c)	$304,770	$0	$261,118	$0	$0

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) All Appropriated Fund Balance is from End User Technology Fund.
(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.

Program Highlights

Charges for Services decrease $13,500 mostly due to lower anticipated charges for equipment and licenses for Emergency Preparedness services related to municipal cost sharing for public safety mobile connectivity.

Personnel costs increase by $7,222 mostly due to the transfer of 0.15 FTE Information Technology Manager position from the Information Technology Solutions program (to more properly reflect staff directed) and cost to continue existing staff, partially offset by a reduction of extra temporary help by $52,559 or 1.09 FTE and lower health and dental insurance by $11,573 for a change in plan selection.

Operating expenses increase $79,405 mostly due to increased contracted services by $53,320 and increased computer equipment by $37,149, partially offset by decreased tuition and registration by $10,000.

Activity

The plan is scheduled to replace 325 PC's (including laptops), 75 flat panels and 50 peripherals (printers, scanners, etc.) in 2015. The plan currently supports 1,514 personal workstations and laptop computers.

Year	2008	2009	2010	2011	2012	2013	2014	2015	Units Purchased Incr./(Decr.)
PC	186	205	316	310	279	252	268	325	57
Flat panels	164	300	300	50	50	50	75	75	0
Peripherals	35	30	50	50	45	45	45	50	5

Information Technology Solutions

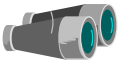
(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment. This program is being shifted from the Department of Administration-General Fund to the End User Internal Service Fund, but the restated costs are not being allocated out to departments.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**10.85**	**10.70**	**10.70**	**10.30**	**(0.40)**
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	$33,018	$0	$0	$0	$0
County Tax Levy	**$1,621,424**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**
Total Revenues	**$1,654,442**	**$1,590,424**	**$1,590,424**	**$1,575,701**	**($14,723)**
Personnel Costs	$1,218,676	$1,212,401	$1,247,152	$1,212,494	$93
Operating Expenses	$76,388	$133,655	$130,970	$113,280	($20,375)
Interdept. Charges	$240,202	$244,368	$244,035	$249,927	$5,559
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,535,266**	**$1,590,424**	**$1,622,157**	**$1,575,701**	**($14,723)**

Rev. Over (Under) Exp.	$119,176	$0	($31,733)	$0	$0



Program Highlights

County tax levy funding decreases by $14,723 due to decreased expenditures budgeted as described below.

Personnel costs increase $93 mostly due to cost to continue existing staff, promotion of 1.0 FTE from Senior Information Technology Professional to Principal Information Technology Professional, partially reduced by a transfer of 0.15 FTE Information Technology Manager to the End User Technology program (to more properly reflect staff directed) and a transfer of 0.25 FTE Principal Information Technology Professional to the Records Management program. Operating expenses decrease $20,375 mostly due to reduced contracted services by $10,875, reduced third party temporary help by $2,000 and other reductions in multiple accounts.

Microfilm and Imaging/Records Management

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**5.86**	**4.19**	**4.19**	**4.30**	**0.11**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$87,738	$75,000	$80,000	$80,000	$5,000
Interdepartmental	$212,620	$235,500	$212,600	$216,609	($18,891)
Other Revenue	$2,727	$0	$0	$0	$0
Appr. Fund Balance	$31,307	$15,000	$15,000	$42,500	$27,500
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$334,392**	**$325,500**	**$307,600**	**$339,109**	**$13,609**
Personnel Costs	$171,765	$182,515	$172,318	$213,991	$31,476
Operating Expenses	$33,069	$63,044	$37,875	$37,838	($25,206)
Interdept. Charges	$78,254	$79,941	$80,061	$87,280	$7,339
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$283,088**	**$325,500**	**$290,254**	**$339,109**	**$13,609**
Rev. Over (Under) Exp.	$51,304	$0	$17,346	$0	$0

Program Highlights

Charges for service increase $5,000 recognizing increased volume of sales to external customers. Interdepartmental charges decrease $18,891 reflecting lower volume of centralized imaging services being performed as departments implement decentralized scanning and ECM (Enterprise Content Management) solutions. Fund balance increases $27,500 to stabilize interdepartmental charges.

Personnel costs increase mainly due to the transfer of 0.25 FTE Principal Information Technology Professional from the Information Technology Solutions program partially offset by a 0.14 FTE reduction temporary extra help and overtime. The transfer reflect the need for technical support in the development of Enterprise Content Management business solutions and software implementation.

Operating expenses decrease $25,206 mainly due to the elimination of third party temporary services and lower supply costs reflecting a lower budgeted centralized scanning workload. Interdepartmental expenses mostly due to increases in End User Technology Fund Charges (EUTF).

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$502,304	$555,059	$523,320	$533,215	($21,844)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$502,304**	**$555,059**	**$523,320**	**$533,215**	**($21,844)**
Personnel Costs	$17,240	$20,990	$19,744	$20,273	($717)
Operating Expenses	$480,854	$489,904	$464,811	$461,821	($28,083)
Interdept. Charges	$15,983	$11,143	$11,043	$11,228	$85
Fixed Assets (Memo) (b)	$112,598	$41,380	$19,075	$126,152	$84,772
Total Expenditures (b)	**$514,077**	**$522,037**	**$495,598**	**$493,322**	**($28,715)**
Rev. Over (Under) Exp. (b)(c)	($11,773)	$33,022	$27,722	$39,893	$6,871

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues decrease $21,844 mostly due to decreased mail reflecting a reduction in quantity of mail sent out.

Operating expenses decrease $28,083 mostly due to decreased postage costs by $16,600 reflecting lower usage and a decrease of $9,700 for the purchase of a lower number of copiers in 2015 that are not classified as fixed assets (i.e. <$5,000). Fixed assets reflect the purchase of copier machines.

Activity – Copier Replacement

Copier Purchases	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Number of Units in Plan	91	91	94	94	3
Units Purchased Annually	45	14	13	22	8

Activity – Records Management

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Storage Boxes Received (a)	1,367	700	500	500	(200)
Storage Boxes Destroyed (a)	1,259	1,100	1,500	1,100	0
Boxes/Journals Offsite	12,758	11,990	11,758	11,158	(832)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Images Converted (Microfilmed & Digitized) (b)	612,419	682,000	560,000	560,000	(122,000)
CD's Produced (b)	1,124	1,150	1,150	1,150	0

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

Output Indicators	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Incoming Mail (Bins)	1,486	1,550	1,300	1,300	(250)
Outgoing Mail (Pieces)	630,684	655,000	620,000	620,000	(35,000)
Outgoing UPS (Pieces)	206	240	200	200	(40)

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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 (a)	$1,796,077	$1,940,625	$1,940,625	$2,062,100	$121,475	6.3%
Other Revenue (b)	$556,375	$492,800	$492,800	$515,000	$22,200	4.5%
Appr. Fund Balance (c)	$763,154	$179,885	$179,885	$118,927	($60,958)	-33.9%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources (a)(b)(c)	**$3,115,606**	**$2,613,310**	**$2,613,310**	**$2,696,027**	**$82,717**	**3.2%**
Expenditures						
Personnel Costs	$289,803	$304,633	$304,205	$312,271	$7,638	2.5%
Operating Expenses	$2,729,147	$2,242,228	$2,242,177	$2,320,844	$78,616	3.5%
Interdept. Charges	$66,503	$66,449	$57,754	$62,912	($3,537)	-5.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,085,453**	**$2,613,310**	**$2,604,136**	**$2,696,027**	**$82,717**	**3.2%**
Rev. Over (Under) Exp.	$30,153	$0	$9,174	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	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	3.20	3.20	3.20	3.20	0.00	

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends, and insurance/subrogation recoveries on claims which are increased to reflect anticipated increased returns on investments and historical revenues on claims.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2013 Budget	2014 Budget	2015 Budget
Source			
General Fund Balance	$243,154	$179,885	$118,927
Use			
General/Auto/Other Liability	$122,998	$90,625	$60,278
Worker's Compensation	$120,156	$89,260	$58,649

Major Departmental Strategic Outcomes and Objectives for 2015

County-Wide Key Strategic Outcome: A county that provides cost-effective services delivered with competence and skill

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2013 Actual	2014 Target	2014 Actual	2015 Target
Workers' Compensation Experience Modification Factor	.99	At or below 1.00	.98	At or below 1.00

NOTE: Prior to 2013 the experience modification factor was above 1.00 (2010=1.14, 2011=1.08, 2012=1.05). Various initiatives were taken to achieve the target in 2013. Such efforts will continue to maintain target.

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1988 to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (15 in 2014) and cities (3 in 2014) and a special district.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$804,677	$844,900	$844,900	$878,700	$33,800
Other Revenue (b)	$470,362	$445,000	$445,000	$465,000	$20,000
Appr. Fund Balance	$122,998	$90,625	$90,625	$60,278	($30,347)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)(b)	**$1,398,037**	**$1,380,525**	**$1,380,525**	**$1,403,978**	**$23,453**
Personnel Costs	$171,990	$184,092	$185,693	$188,882	$4,790
Operating Expenses	$1,167,135	$1,131,024	$1,130,973	$1,153,224	$22,200
Interdept. Charges	$65,573	$65,409	$56,714	$61,872	($3,537)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,404,698**	**$1,380,525**	**$1,373,380**	**$1,403,978**	**$23,453**
Rev. Over (Under) Exp.	($6,661)	$0	$7,145	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Insurance Company (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 4% or $33,800 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $60,278 of General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance until it is eliminated as department charges are modified to better reflect program costs.

Personnel costs increased 2.6% or $4,790 based on budget projections. Operating expenses increased 1.9% or $22,200 primarily due to projected increase in self-insured claims costs. Interdepartmental charges reduced 5.4% or $3,537 to reflect historical payout pattern for self-insured collision damage claims.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$991,400	$1,095,725	$1,095,725	$1,183,400	$87,675
Other Revenue	$86,013	$47,800	$47,800	$50,000	$2,200
Appr. Fund Balance	$640,156	$89,260	$89,260	$58,649	($30,611)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,717,569**	**$1,232,785**	**$1,232,785**	**$1,292,049**	**$59,264**
Personnel Costs	$117,813	$120,541	$118,512	$123,389	$2,848
Operating Expenses	$1,562,012	$1,111,204	$1,111,204	$1,167,620	$56,416
Interdept. Charges	$930	$1,040	$1,040	$1,040	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,680,755**	**$1,232,785**	**$1,230,756**	**$1,292,049**	**$59,264**
Rev. Over (Under) Exp.	$36,814	$0	$2,029	$0	$0

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 8% or $87,675 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at this increase with the assistance of $58,649 in General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance until it is eliminated as department charges are modified to better reflect program costs.

Personnel costs increased 2.3% or $2,848 based on budget projections. Operating expenses increased 5% or $56,416 primarily due to projected increase in self-insured claims costs and to ensure adequate funds are available for year-end reserve booking.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
Safety Inspections/Surveys	30	33	38	41	40
Safety Meetings	23	37	38	45	45
Training In-services	22	26	28	30	30
Beat Articles/Flyers	3	5	14	6	6
Contracts & Ins Certificates Reviewed	586	595	622	575	575
Efficiency Indicators:					
Total Purchased Insurance Premium	$622,547	$628,664	$626,228		
Cost of Insurance Per $1,000 of County Expenditures*	$2.84	$2.80	$2.70		
Total Risk Mgmt Expenditures	$2,435,583	$2,543,177	$2,637,471	$3,085,454	
Cost of Risk Per $1,000 of County Expenditures*	$11.11	$11.31	$11.38		

*Excludes capital projects & debt service

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
# of Property/Auto Physical Claims	57	55	39	57	52
Paid & Reserve Net of Subrogation	$203,251	$124,687	$259,357	$195,493	N/A
Average Cost Per Claim	$3,566	$2,267	$6,650	$3,430	N/A
Subrogation Collections	$10,247	$56,304	$43,379	$20,015	N/A
# of General/Auto Liability Claims	43	56	40	32	42
Paid & Reserve	$328,091	$270,559	$71,868	$30,315	N/A
Average Cost Per Claim	$7,630	$4,831	$1,797	$947	N/A

Note: Accident year claims data valued as of 04/01/14.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate
# of Worker's Compensation Claims	112	110	89	99	103
Paid & Reserve Net of Subrogation	$990,694	$885,975	$1,066,814	$544,387	N/A
Average Cost Per Claim	$8,845	$8,054	$11,987	$5,499	N/A

Notes: Accident year claims data valued as of 04/01/14
Dollars include legal expenses and statutory workers' compensation portion of disability pay.
NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Communications Division operates as an Internal Service fund by providing County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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	$756,893	$786,843	$684,162	$702,813	($84,030)	-10.7%
Other Revenue	$4,512	$4,940	$4,940	$4,080	($860)	-17.4%
Appr. Fund Balance (a)(b)	$9,087	$0	$0	$0	$0	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$770,492**	**$791,783**	**$689,102**	**$706,893**	**($84,890)**	**-10.7%**
Expenditures						
Personnel Costs	$209,651	$214,990	$214,518	$218,515	$3,525	1.6%
Operating Expenses	$538,463	$549,821	$444,438	$466,913	($82,908)	-15.1%
Interdept. Charges	$27,971	$26,972	$26,972	$21,465	($5,507)	-20.4%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures (c)	**$776,085**	**$791,783**	**$685,928**	**$706,893**	**($84,890)**	**-10.7%**
Rev. Over (Under) Exp. (b)	($5,593)	$0	$3,174	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.02	0.01	0.01	0.01	0.00	
Total FTEs	2.37	2.36	2.36	2.36	0.00	

(a) In 2012 and 2013 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.
(b) The 2013 net operating income differs from the amount shown in the Comprehensive Annual Financial Report (CAFR) because the CAFR does not recognize Appropriated Fund Balance of $9,087 as a current-year revenue source.
(c) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards.

Program Highlights

Interdepartmental charges decrease $84,030 reflecting revision to rates structure due to lower operating costs associated with the implementation of Voice Over Internet Protocol (VoIP) phone system.

Personnel costs increase $3,525 reflecting the cost to continue existing staff. Operating costs decrease mainly due decreased line service and supply expenses of $123,000 partially offset by a $32,000 increase in software/hardware maintenance and an $11,000 increase in depreciation.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

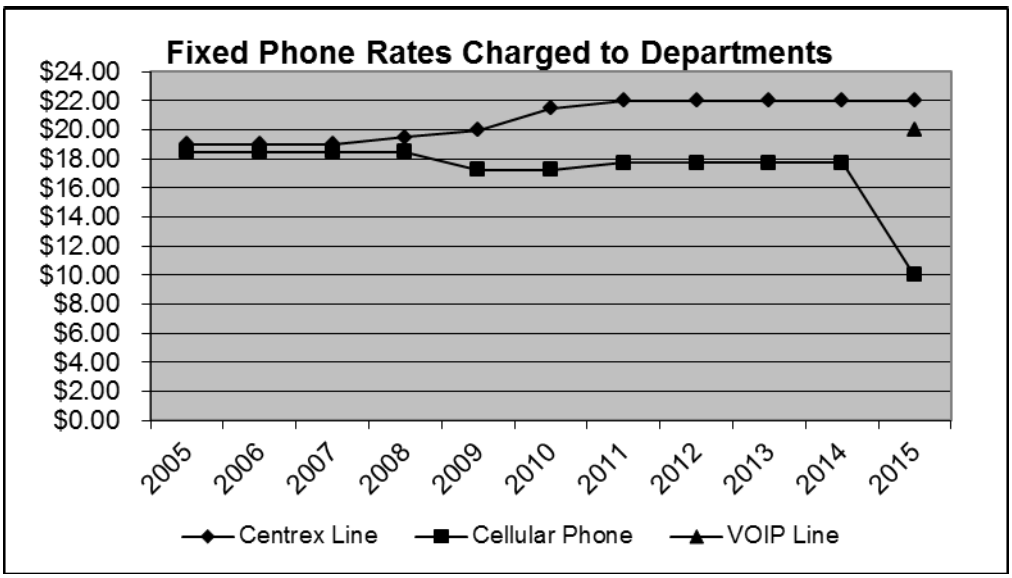
Performance Measure:	2013 Actual	2014 Budget	2014 Estimate	2015 Target
System Uptime*	98%	95%	95%	95%

*2014 system uptime unknown due to new system and linked to a new network.

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2013 Actual	2014 Budget	2014 Estimate	2015 Target
Average time to clear issue: Standard Repair – 6 hours	98%	90%	95%	90%
Announced Move – 14 days	100%	95%	95%	95%

Current Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200820	VOIP and Infrastructure Upgrades (a)	2014	$1,175,500	100%	($50,000)	A

(a) Coordinated project with Department of Administration – Information Technology.

Activity

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
# of VOIP Lines	838	1,847	1,519	1,519	(328)
# of Centrex Telephone Lines	1,128	120	339	339	219
# of Non-Centrex Telephone Lines	118	120	118	118	(2)
# of Cellular Phones	270	273	270	270	(3)

The VOIP capital project implementation occurred in 2013 – 2014. At the time of 2015 budget development 339 Centrex and 118 non-Centrex traditional analog lines remain. These phone lines are in locations that either not served by the internet or relate to devices that require traditional analog signals to operate such fax machines, modems, panic alarms or monitoring systems. These analog devices, and lines that are in difficult to serve locations will be reviewed in 2014-2015 for conversion to VoIP where possible.

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$192,927	$186,000	$190,000	$192,000	$6,000	3.2%
Interdepartmental	$479,383	$463,412	$470,000	$475,000	$11,588	2.5%
Other Revenue	$38,765	$102,300	$102,300	$124,300	$22,000	21.5%
Appr. Fund Balance (a)	$208,000	$200,000	$122,113	$184,471	($15,529)	-7.8%
County Tax Levy (b)(c)	**($120,000)**	**($90,000)**	**($90,000)**	**($60,000)**	**$30,000**	**N/A**
Total Revenue Sources	**$799,075**	**$861,712**	**$794,413**	**$915,771**	**$54,059**	**6.3%**
Expenditures						
Personnel Costs	$518,123	$632,047	$532,050	$626,961	($5,086)	-0.8%
Operating Expenses (a)	$84,797	$100,949	$135,802	$129,789	$28,840	28.6%
Interdept. Charges	$212,443	$218,716	$216,561	$219,021	$305	0.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$815,363**	**$951,712**	**$884,413**	**$975,771**	**$24,059**	**2.5%**
Rev. Over (Under) Exp. (b)(c)	($16,288)	($90,000)	($90,000)	($60,000)	$30,000	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.65	(0.10)	
Extra Help	3.35	3.35	3.35	3.35	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total FTEs	9.10	9.10	9.10	9.00	(0.10)	

(a) The Collections Fund Balance appropriation in 2013 of $13,000 is for depreciation expense, $8,000 relates to 2012 carryover expenses and $187,000 to maintain Collections internal cost to departments for total of $208,000. A Collections Fund Balance appropriation in 2014 of $13,000 is for depreciation expense and $187,000 to maintain Collections internal cost to departments for total of $200,000. A Collections Fund Balance appropriation in 2015 of $19,684 is for depreciation expense, $30,000 one-time appropriation for collection computer system conversion and $134,787 to maintain Collections internal cost to departments for a total of $184,471.

(b) The 2013 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2015, the overall amount of this general tax levy reduction totals $1,330,000. The (negative) levy provided will be reduced in future years beginning in 2014 reflecting full payment to the General Fund.

Major Departmental Strategic Outcomes and Objectives for 2015

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

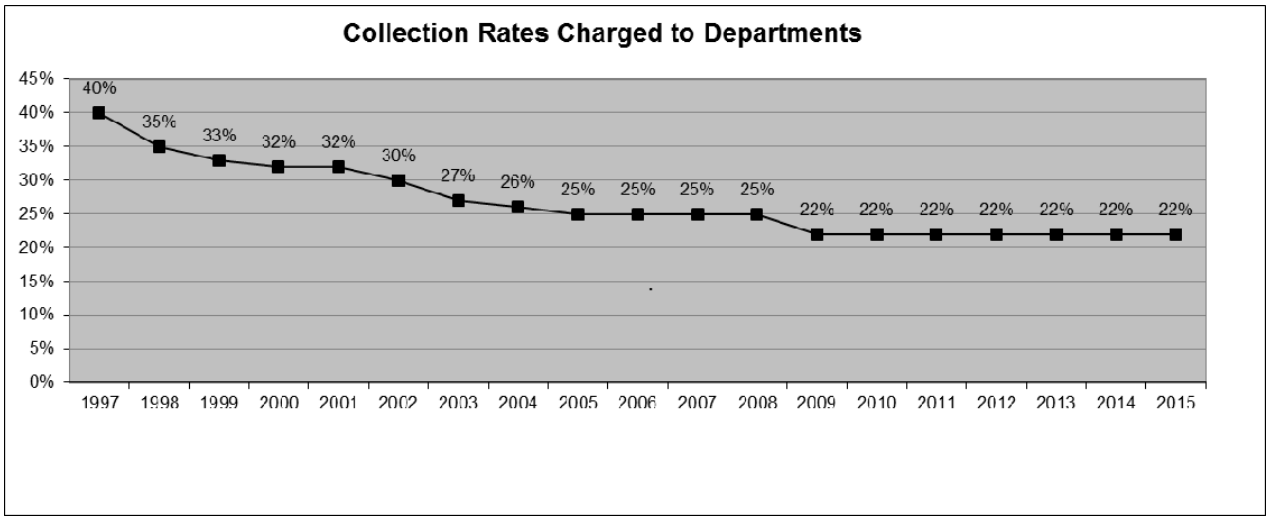
Objective 1: Work cooperatively with county and external clients, Department of Administration-Information Technology (DOA-IT) and applicable software vendors to explore software and business process changes to improve efficiencies. In 2015 the Collections Division will evaluate the transition of the collector system to a platform that will either allow for server virtualization or a cloud hosted solution. The desired result is the maintenance of existing automation processes but at a lower cost and decreased administrative complexity.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Ratio – All Collected Funds*	3.78	3.06	3.06	3.03

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to the onetime expense of $30,000 to evaluate and implement collection computer system replacement.

Waukesha County Recovery %**	32.3%	31.0%	31.0%	31.0%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27%

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



Program Highlights

Charges for service revenue increase $6,000 and interdepartmental revenue increase $11,588 recognizing a trend toward increasing County and municipal collections. Other revenue increases $22,000, mainly reflecting increased interest on judgments. A Collections Fund Balance Appropriation of $184,471 is for general depreciation expenses, onetime software investments and to maintain a low collection fee for internal customers.

Personnel costs decrease $5,086 mainly due to the transfer of 0.10 FTE portion of the Business Services and Collections Manager to the Business Services program area, aligning the budget to actual work assignment. Operating costs increase $28,840 mainly due to a one-time $30,000 investment to analyze and migrate the collections system to a Microsoft Windows environment, with the long term of improved functionality and decreased cost.

Activity

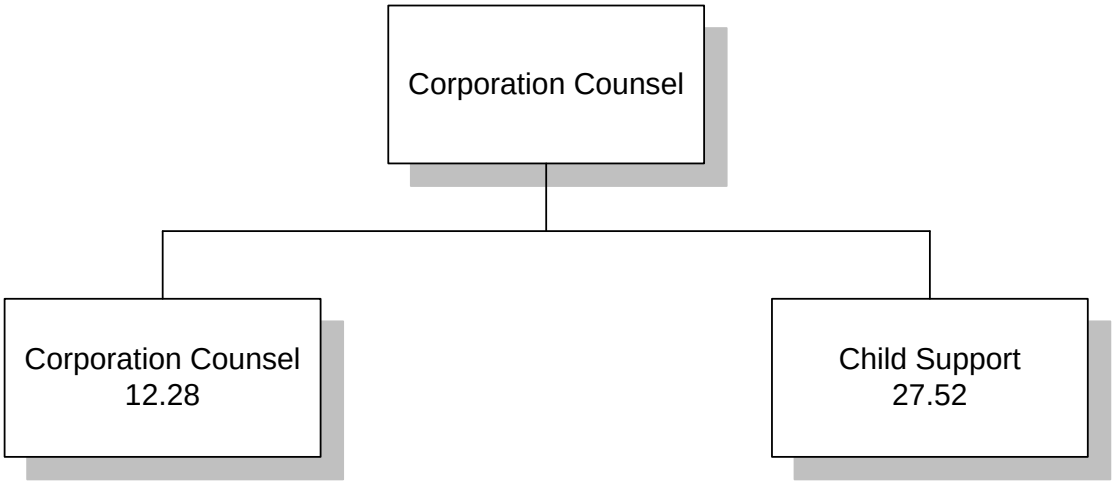
	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	1,546,483	1,473,300	1,517,500	1,548,200	$74,900
$ Coll. & Shared with State	$788,568	$737,000	$737,000	$737,000	$0
$ Coll. for Municipal Customers	$743,107	$665,400	$665,400	$667,800	$2,400
Total $ Collected	**$3,078,158**	**$2,875,700**	**$2,919,900**	**$2,953,000**	$77,300
Total $ Retained by County	$2,132,047	$2,028,862	$2,089,700	$2,104,434	$75,572
Accts Referred to Collection Div.	25,557	25,500	25,500	25,500	0
$ Referred to Collection Division *	$11,788,150	$10,000,000	$10,000,000	$10,000,000	$0
# of External Intergovernmental Customers	45	38	48	48	10

*90.59% of the 2013 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



39.80 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.

Corporation Counsel

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Corporation Counsel						
Revenues	$481,384	$463,784	$463,504	$472,643	$8,859	1.9%
County Tax Levy	$1,006,785	$991,785	$991,785	$1,000,785	$9,000	0.9%
Expenditures	$1,243,824	$1,455,569	$1,395,327	$1,473,428	$17,859	1.2%
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	-	N/A
Child Support						
Revenues (a)	$2,084,417	$2,138,622	$2,049,465	$2,118,322	($20,300)	-0.9%
County Tax Levy	$365,462	$355,462	$355,462	$335,462	($20,000)	-5.6%
Expenditures	$2,401,063	$2,494,084	$2,293,160	$2,453,784	($40,300)	-1.6%
Rev. Over (Under) Exp.	$48,816	$0	$111,767	$0	-	N/A
Total						
Revenues (a)	$2,565,801	$2,602,406	$2,512,969	$2,590,965	($11,441)	-0.4%
County Tax Levy	$1,372,247	$1,347,247	$1,347,247	$1,336,247	($11,000)	-0.8%
Expenditures	$3,644,887	$3,949,653	$3,688,487	$3,927,212	($22,441)	-0.6%
Rev. Over (Under) Exp.	$293,161	-	$171,729	-	-	N/A
Position Summary (FTE)						
Regular Positions	38.00	38.00	38.00	38.00	0.00	
Extra Help	2.53	2.49	2.49	1.81	(0.68)	
Overtime	0.11	0.11	0.11	0.10	(0.01)	
Total	40.64	40.60	40.60	39.91	(0.69)	

(a) Child Support revenues include General Fund Balance appropriation of $52,232 in 2013, and $0 in 2014 and 2015.

Corporation Counsel

Fund Purpose

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$17	$300	$20	$300	$0	0.0%
Interdepartmental	$480,864	$463,484	$463,484	$472,343	$8,859	1.9%
Other Revenue	$38	$0	$0	$0	$0	N/A
Appr. Fund Balance	$465	$0	$0	$0	$0	N/A
County Tax Levy	**$1,006,785**	**$991,785**	**$991,785**	**$1,000,785**	**$9,000**	**0.9%**
Total Revenue Sources	**$1,488,169**	**$1,455,569**	**$1,455,289**	**$1,473,428**	**$17,859**	**1.2%**
Expenditures						
Personnel Costs	$1,114,478	$1,152,486	$1,162,568	$1,222,220	$69,734	6.1%
Operating Expenses	$58,512	$228,278	$158,954	$175,547	($52,731)	-23.1%
Interdept. Charges	$70,834	$74,805	$73,805	$75,661	$856	1.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,243,824**	**$1,455,569**	**$1,395,327**	**$1,473,428**	**$17,859**	**1.2%**
Rev. Over (Under) Exp.	$244,345	$0	$59,962	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	11.40	11.40	11.40	11.40	0.00	
Extra Help	0.97	0.93	0.93	0.84	(0.09)	
Overtime	0.04	0.04	0.04	0.04	0.00	
Total FTEs	12.41	12.37	12.37	12.28	(0.09)	

Program Highlights

Total revenue sources in the Corporation Counsel Program increase by $17,900 or 1.2% to $1,473,400 mainly due to an $8,900 increase to $472,300 in interdepartmental revenues for legal services provided to the Health and Human Services department. County tax levy increases by $9,000 or 0.9% to $1,000,785.

Personnel costs increase by $69,700 or 6.1% to $1,222,200. In an effort to best utilize the skills of all attorneys in the Office of Corporation Counsel, the office has begun cross-training attorneys in the many areas of law overseen by Corporation Counsel. This has resulted in attorneys at various salary ranges being reallocated between the Corporation Counsel budget and the Child Support budget. This division transferred in a 0.50 FTE Senior Attorney and transferred out a 0.50 FTE Attorney to Child Support which will results in a $28,600 increase in budgeted personnel costs. Also, costs are higher due to health insurance increases of $24,400 mostly related to employee selections and cost to continue the 12.28 FTEs. Temporary extra help is reduced by 0.09 FTE, however, the budget remains at the 2014 level of $22,260.

Operating expenses decrease $52,700 or -23.1% to $175,547. Based on a review of prior year expenditures, the department has reduced outside legal costs for arbitration, collective bargaining, and paralegal and legal accounts, totaling $34,600. Also, per historical spending and projected spending levels, contracted services is reduced by $16,900.

Interdepartmental charges increase by almost $900 or 1.1% to $75,700 mainly due to an increase in End User Technology Fund allocation and an offset by a slight decrease in telephone charges.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Provide quality and timely review of contracts, ordinances and resolutions for Waukesha County Departments. Represent the County successfully in civil litigation prosecution and defense. Issue validated opinions concerning interpretation of the rights, duties and powers of the municipal corporation, its departments and officials.

Key Outcome Indicator: Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2013 Actual	2014 Target	2014 Estimate	2015 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	98%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	>98%	>98%	>98%

Activity - Workload Data	2012 Actual	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	431	500	375	350	325	-50
Claims Received	47	40	55	45	47	-8
Lawsuits Monitored	11	10	15	12	13	-2
Contracts Reviewed	239	256	250	260	260	10
Opinions Issued	302	290	300	300	300	0
Resolutions/Ordinances Reviewed	118	116	120	125	125	5

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

Objective 2: To provide support for children, establish care for the mentally ill and elderly infirm, and provide stability for families in need through the Court system. Provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Workload Data	2012 Actual	2013 Actual	2014 Budget	2014 Estimate (a)	2015 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,520	1,418	1,560	1,450	1,450	-110
Guardianships/Protective Placements:						
- Adults (b)	468	447	440	450	450	10
- Juveniles	37	41	40	40	40	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	417	401	420	400	410	-10
- Termination of Parental Rights (TPR)	8	8	9	20	15	6

(a) Estimate takes into consideration recent trends (increases/decreases) in the number of filed cases over the past three years.

(b) WATTS hearings, as a separate case type, were included as of January 1, 2010.

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Non-Departmental

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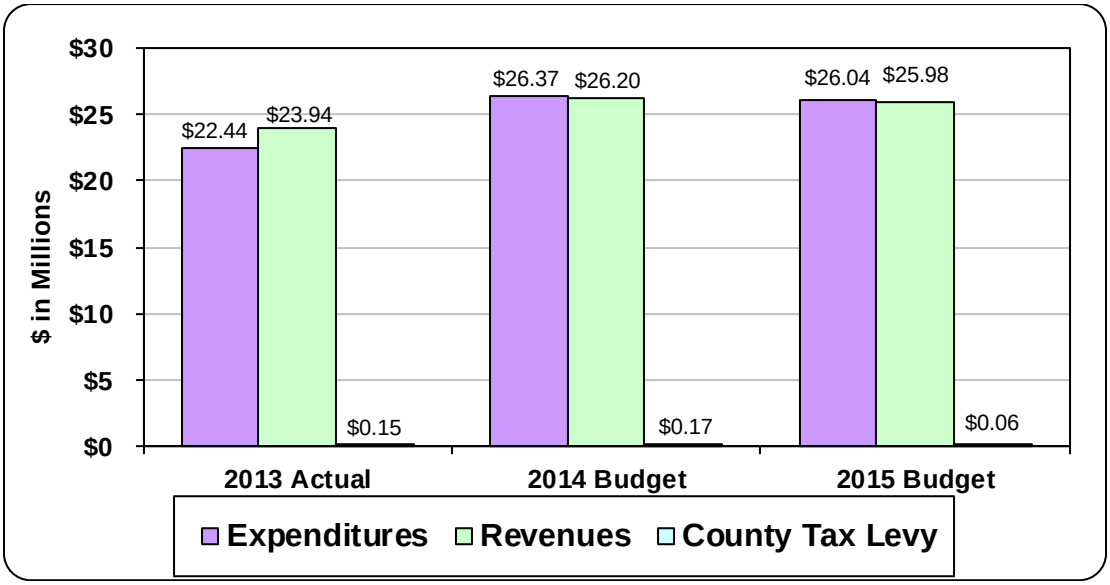
NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an interest-bearing Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Advancement) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. Beginning in 2014, this Fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in County Health Insurance plans, with the goal of reducing prescription drug and medical costs. The center will be operated through an intergovernmental agreement with the School District of Waukesha and the City of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals $61,200, a decrease of $110,000 from the 2014 Budget.
- **Non-Departmental General Fund** revenues include the first time budgeting for the repayment of loans to help municipal fire, police and emergency units upgrade their radios and equipment for the new Countywide digital radio system, estimated at $190,000.
- **Non-Departmental General Fund** – The Waukesha County Small Business Leverage Loan program is budgeted to decrease by $100,000, from $300,000 to $200,000, and will be funded by first-time repayments of loans made in prior-years. Initial loans were funded using prior-year Tax Increment District (TID) revenues returned to the County. The program is intended to provide "gap" loan funding for small, established businesses in Waukesha County to promote economic growth.
- The **Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund)** budget decreases by $159,200 and reflects budgeting for the first full-year of operations (estimated to start operations in November 2014.) The overall decrease is largely due to the 2014 budget originally assuming that the partner agencies' (City and School District of Waukesha) share of program costs and related reimbursements would be paid through this program. Based on the approved intergovernmental agreement signed in 2014, the City and School District will pay for their share of program costs directly, except for one-time start-up and facility-related costs (e.g., utilities, housekeeping), which will be reimbursed to the County. Expenditures include contract staffing estimated at $446,200, contractor management and consultant fees at $209,300, facility-related expenses at $74,300, laboratory fees at $60,500, depreciation at $48,600, and supply and other operation costs estimated at $41,700.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City.
- **Contingency Fund** expenditure appropriations remain at the 2014 budgeted level of $1.2 million and are funded with appropriated General Fund Balance.

NON-DEPARTMENTAL

Functional Area Summary by Agency

	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change from 2014 Adopted Budget $	%
TOTAL NON-DEPARTMENTAL						
Revenues (a)	$23,943,488	$26,195,700	$23,149,578	$25,977,800	($217,900)	-0.8%
County Tax Levy	$150,000	$171,200	$171,200	$61,200	($110,000)	-64.3%
Expenditure (b)	$22,436,889	$26,366,900	$22,869,600	$26,039,000	($327,900)	-1.2%
Rev. Over (Under) Exp.	$548,947	$0	$279,578	$0	$0	N/A
Oper Income/(Loss)	$1,107,652	$0	$171,600	$0	$0	N/A
BREAKDOWN BY AGENCY						
GENERAL NON-DEPARTMENTAL						
Revenues	$2,165,461	$1,924,200	$1,921,378	$1,798,300	($125,900)	-6.5%
County Tax Levy	$150,000	$171,200	$171,200	$61,200	($110,000)	-64.3%
Expenditure	$1,766,514	$2,095,400	$1,813,000	$1,859,500	($235,900)	-11.3%
Rev. Over (Under) Exp.	$548,947	$0	$279,578	$0	$0	N/A
HEALTH AND DENTAL INSURANCE						
Revenues	$21,503,027	$23,071,500	$20,928,200	$22,979,500	($92,000)	-0.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$20,395,375	$23,071,500	$20,756,600	$22,979,500	($92,000)	-0.4%
Oper Income/(Loss)	$1,107,652	$0	$171,600	$0	$0	N/A
CONTINGENCY						
Revenues (a)	$275,000	$1,200,000	$300,000	$1,200,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditure	$275,000	$1,200,000	$300,000	$1,200,000	$0	0.0%
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

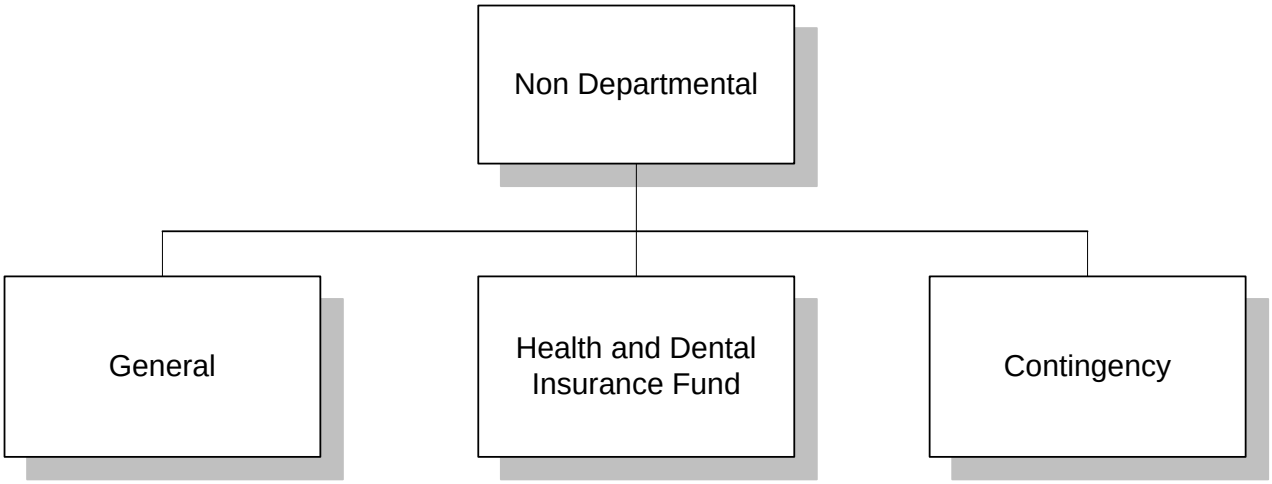
(a) For budget comparative purposes, 2013 actual revenues exclude jail assessment fees of about $644,200, which is accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual revenues in 2013 exclude about $61,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures. Actual revenues in 2013 also exclude unclaimed funds revenue of about $4,900, and is budgeted in later years as General Fund Balance due to its unpredictability.

(b) Revenue Budget for the 2015 budget includes fund balance appropriations totalling $3,105,200 as follows: General Fund: $300,300; Health and Dental Insurance Fund: $1,514,900; Contingency Fund: $1,200,000. The 2014 budget includes fund balance appropriations totalling $2,921,200 as follows: General Fund: $719,200 (of which $300,000 is from Tax Increment Dissolution (TID) funds); Health and Dental Insurance Fund: $1,002,000; and Contingency Fund: $1,200,000.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for County facilities and programs.

Financial Summary	2013 Actual	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 Adopted Budget $	%
Revenues						
General Government (a)	$1,361,189	$955,000	$923,000	$873,000	($82,000)	-8.6%
Fine/Licenses (b)	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (c)	$165,066	$130,000	$150,000	$145,000	$15,000	11.5%
Other Revenue (b)	$75,673	$120,000	$106,000	$480,000	$360,000	300.0%
Appr. Fund Balance (d)	$563,533	$719,200	$742,378	$300,300	($418,900)	-58.2%
County Tax Levy	**$150,000**	**$171,200**	**$171,200**	**$61,200**	**($110,000)**	**-64.3%**
Total Revenue Sources	**$2,315,461**	**$2,095,400**	**$2,092,578**	**$1,859,500**	**($235,900)**	**-11.3%**
Expenditures						
Personnel Costs (d)	$297,891	$455,000	$345,200	$475,000	$20,000	4.4%
Operating Expenses (d)	$1,391,840	$1,549,600	$1,377,000	$1,284,500	($265,100)	-17.1%
Interdept. Charges	$76,783	$90,800	$90,800	$100,000	$9,200	10.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,766,514**	**$2,095,400**	**$1,813,000**	**$1,859,500**	**($235,900)**	**-11.3%**
Rev. Over (Under) Exp.	$548,947	$0	$279,578	$0	$0	N/A

Position Summary (FTE) **No Positions are Budgeted in this fund**

(a) General Government revenues include State Shared Revenue Payments of $745,000 for the 2015 Budget and $795,000 for the 2014 Budget. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State/Federal funding sources for Child Support and the Aging and Disability Resource Center Contract.

(b) 2013 Actual Fines and Licenses revenues exclude jail assessment fees of about $644,200, which are accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual Other Revenues in 2013 exclude about $61,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures. Actual Other Revenues in 2013 also exclude unclaimed funds revenue of about $4,900, and is budgeted in later years as General Fund Balance due to its unpredictability.

(c) Interdepartmental Revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.

(d) Appropriated General Fund Balance for the 2015 Budget includes $140,000 for retirement payouts from reserves for this purpose; $110,000 toward one-time employee severance/retention payments; $37,800 from prior-year unclaimed funds revenues; and $12,500 for the fourth and final year contribution to the Milwaukee 7 Regional Economic Development Campaign. For a description of 2014 Budget and 2014 Estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary on page 437.

2015 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: New initiative for 2015 is to competitively seek proposals from potential contract agencies to leverage County funds to further County economic development efforts. Continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the year or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities.

Waukesha County Historical Society Museum Operations Grant:
Final year of two-year grant extension was 2014. Prior to the two-year extension, for ten years, beginning in 2003, the county provided a $215,000 grant annually from the Parks and Land Use budget and an operations grant totaling $1.7 million. Initial County grant of $1.3 million to fund capital infrastructure needs of the Historical Society's old courthouse facility.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. Waukesha County's fourth-year contribution to the Milwaukee 7's Regional Economic Development Campaign is the final installment toward the $50,000 four-year commitment ($12,500 annually, from 2012 though 2015) to be funded with appropriated General Fund Balance.

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County established a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three- to five-year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. In 2015, the program is funded with loan repayments from prior-year loans.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: *Continuous*	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change	% Chng
Operating	SEWRPC Allocation	$658,920	$668,200	$668,000	$674,000	$5,800	0.9%
Operating	Economic Development: WCEDC in 2013-14	$95,000	$95,000	$95,000	$95,000	$0	0%
Operating	Waukesha County Tourism Initiative	$10,000	$10,000	$10,000	$10,000	$0	0%
Operating	Wis. River Rail Transit System	$28,000	$28,000	$28,000	$29,000	$1,000	4%
Operating	Loss Control/ADA (a)	$35,510	$50,000	$60,000	$40,000	($10,000)	-20%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	$110,650	$150,000	$120,000	$140,000	($10,000)	-7%
Personnel	Empl. Max. Sick Leave/NonRep. Vac. Payouts (Active Empl.)	$130,060	$150,000	$150,200	$145,000	($5,000)	-3%
Operating	Section 125 Plan Administration Costs	$21,684	$15,000	$13,000	$16,000	$1,000	7%
Personnel	Unemployment	$56,583	$85,000	$75,000	$80,000	($5,000)	-6%
Personnel	Severence/Retention (a)	$0	$70,000	$0	$110,000	$40,000	57%
Operating	Deferred Comp. Plan Consulting/Retirement Planning (b)	$12,000	$40,000	$15,000	$25,000	($15,000)	-38%
Operating	Consulting (a)	$72,426	$40,000	$42,000	$40,000	$0	0%
Operating	Merchant Card Fees (c)	$100,072	$52,900	$50,000	$55,000	$2,100	4%
Operating	Employment Advertising	$28,724	$20,000	$18,000	$20,000	$0	0%
Operating	Property Tax/Special Assessments	$12,919	$50,000	$45,000	$50,000	$0	0%
Operating	Printing inc. Adopted Budget Books	$4,991	$8,000	$6,000	$8,000	$0	0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	$76,783	$90,800	$90,800	$100,000	$9,200	10%
Operating	Other Expenses	$8,692	$10,000	$10,000	$10,000	$0	0%
	Short-Term/Temporary/Periodic						
Operating	Wauk. Co. Hist. Society - Operations Grant (a)	$85,000	$150,000	$150,000	$0	($150,000)	-100%
Operating	Milwaukee 7 Regional Econ Dev Campaign (a)	$12,500	$12,500	$12,500	$12,500	$0	0%
Operating	Wauk. Co. Small Business Leverage Loan Fund Program (a)	$206,000	$300,000	$154,500	$200,000	($100,000)	-33%
	Total Expenditures	$1,766,514	$2,095,400	$1,813,000	$1,859,500	($235,900)	-11%
	Revenue:						
Gen Gov't	State Shared Revenues/State Computer Aid	$1,223,383	$795,000	$795,000	$745,000	($50,000)	-6%
Gen Gov't	Other General Government Revenues (d)	$137,806	$160,000	$128,000	$128,000	($32,000)	-20%
Interdept'l	Interdepartmental Charge Revenue*	$165,066	$130,000	$150,000	$145,000	$15,000	12%
Fund Bal	Fund Balance Appropriation (a)	$563,533	$719,200	$742,378	$300,300	($418,900)	-58%
Other	Other Revenue (b)(c)(e)(f)	$75,673	$120,000	$106,000	$480,000	$360,000	300%
Tax Levy	Tax Levy	$150,000	$171,200	$171,200	$61,200	($110,000)	-64%
	Total Revenues	$2,315,461	$2,095,400	$2,092,578	$1,859,500	($235,900)	-11%
	Revenues Over/(Under) Expenditures	$548,947	$0	$279,578	$0	$0	N/A

* See Footnote (c) to the financial summary table on first page of this budget on page 435.

(a) Appropriated General Fund Balance for the **2015 Budget** includes $140,000 for retirement payouts from reserves for this purpose; $110,000 toward one-time employee severance/retention payments; $37,800 from prior-year unclaimed funds revenues; and $12,500 for the fourth and final year contribution to the Milwaukee 7 Regional Economic Development Campaign. The **2014 Estimate** includes about $23,000 in carried over open purchase orders (and related expenditure authority) from 2013. The **2014 Budget** includes $300,000 in prior-year Tax Increment District (TID) revenues to fund the Small Business Leverage Loan Funding program; $150,000 for retirement payouts from reserves; $150,000 toward an extension of the Waukesha County Historical Society (WCHS) operations grant; $70,000 toward one-time employee severance/retention; $36,700 from prior-year unclaimed funds revenues; and $12,500 for the third payment to Milwaukee 7.

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $25,000 in the 2015 Budget and $40,000 in the 2014 Budget. No County tax levy is used to fund this expenditure.

(c) The decrease in merchant card fees and revenues since 2013 is mostly due to a change in service providers as a result of a request for proposal. The new contract results in a reduction in charges to taxpayers that use this service. This budget will continue to provide funding for credit card and debit card processing fees in other non-enterprise activities.

(d) Other General Government revenue includes indirect cost recovery in excess of the amounts budgeted in the (Department of Administration) received from state and federal government funding sources including the Aging and Disability Resource Center Contract and Child Support.

(e) Major increases in Other Revenue in the 2015 budget include the anticipated first repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program estimated at $200,000, which will be used to fund that program in 2015. Initial loans were made using prior-year Tax Increment District (TID) revenues returned to the County. In addition, the 2015 budget includes the first-time repayment of loans to help municipal fire, police and emergency response units upgrade their radios and equipment for the new Countywide digital radio system.

(f) Other Revenues include miscellaneous recoveries ($50,000 in 2015/2014 Budgets) and procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($15,000 in 2015 Budget and $30,000 in 2014 Budget).

Fund Purpose

The Health and Dental Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2013 Actual (a)	2014 Adopted Budget (b)	2014 Estimate	2015 Budget (b)(c)	Change From 2014 Adopted Budget $	%
Revenues						
General Government	$0	$476,500	$6,000	$44,600	($431,900)	-90.6%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,119,835	$3,543,000	$3,358,000	$3,541,000	($2,000)	-0.1%
Interdepartmental	$17,086,050	$17,626,000	$16,713,000	$17,521,000	($105,000)	-0.6%
Other Revenue (a)	$1,032,819	$424,000	$388,000	$358,000	($66,000)	-15.6%
Appr. Fund Balance (b)	$264,323	$1,002,000	$463,200	$1,514,900	$512,900	51.2%
Memo: Reimb. for Facility Improvements (c)	$0	$0	$0	$42,750	$42,750	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$21,503,027**	**$23,071,500**	**$20,928,200**	**$22,979,500**	**($92,000)**	**-0.4%**
Expenditures (a)						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$20,395,146	$23,002,600	$20,740,700	$22,950,000	($52,600)	-0.2%
Interdept. Charges	$229	$68,900	$15,900	$29,500	($39,400)	-57.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$20,395,375**	**$23,071,500**	**$20,756,600**	**$22,979,500**	**($92,000)**	**-0.4%**
Rev. Over (Under) Exp.	$1,107,652	$0	$171,600	$0	$0	N/A

Position Summary (FTE) **No Positions Budgeted in this fund**

(a) Other Revenues for 2013 actuals include one-time stop loss repayments of about $591,400, received from the County's stop loss insurer for high-cost claims, plus primarily prescription drug rebates.

(b) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the **2015 Budget** includes $210,000 to cover to temporary (annually for three years, beginning in 2015) payments required under the Federal Affordable Care Act (ACA). In addition, $305,000 is budgeted to cover half of estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program ($550,000) the full amount in the Retiree Health program ($30,000), to partially reflect premiums in excess of costs in 2013 and projected in 2014. Fund Balance of $263,900 is budgeted to fund the Wellness Initiative program and $736,000 to fund a portion of the Waukesha Employee Health and Wellness Center. The **2014 Budget** includes $216,000 for payments required under the ACA, which were originally assumed to begin in 2014, but were later delayed through federal regulations until 2015. The 2014 Budget also includes $222,700 in the Wellness Program and $563,300 in the Waukesha Employee Health and Wellness Center Program.

(c) Beginning in 2015, the County will receive a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement and other start-up costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at $42,750.

Major Departmental Strategic Outcomes and Objectives for 2015

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

Objective 1: Control Health Plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans. Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Average Plan % Premium Increase	-0.1%	2.0%	2.0%	1.0%
Average Monthly Plan Cost: Single	$638	$651	$651	$658
Family	$1,687	$1,721	$1,721	$1,738

HSA Plan	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Average Plan % Premium Increase	2.5%	1.0%	1.0%	1.4%
Average Full Monthly Plan Cost: Single*	$538	$588	$588	$595
Family*	$1,485	$1,498	$1,498	$1,516

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2013 Actual	2014 Budget	2014 Estimate	2015 Budget
Medical Inflation Rate**	9%	9%	8%	8%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Objective 2: Demonstrate return on investment (ROI) under the wellness program. In 2014, the County conducted an ROI analysis of the employees who participated in the 3 Steps to Success program over a three-year period (2011-13). There were 312 employees actively engaged and 731 non-engaged during this time period. The analysis looked at medical and participation in preventative health screenings between the actively and non-engaged employee groups.

Key Outcome Indicator: Participation in the Health Risk Assessment program is expected to help County staff and their spouses lead healthier life styles that may, on average, lead to lower claims and sick leave-related costs. : Similarly, wellness program initiatives are designed to encourage individuals to be more proactive with their health to avoid the on-set of disease. This is accomplished by participating in preventive screenings and other wellness initiatives such as weight management, fitness challenges, and on-going education.

Performance Measure:	Actively Engaged	Non-Engaged	Total Est. Cost Avoidance
2013 Avg. Health Insurance Claims	$4,972	$5,822	$265,200
% Having Annual Physical Exams	81%	55%	
% Having Preventative Screenings	64%	52%	

Current & Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '14	Estimated Operating Impact	A = Annual T = One-Time
200417	Waukesha Employee Health and Wellness Center, Retrofit Facility	2014	$243,000	100%	***	A

***Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City. It is anticipated that the clinic will begin operations in November, 2014.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Both plans offer an incentive to employees for participating in the Health Advancement Program, designed to help reduce the County's health insurance costs (see Wellness Initiative Program). Program participants in the POS plan pay a lower premium costs share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher employer HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants).

	2013 Actual (a)	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$2,291,194	$2,697,000	$2,601,000	$2,673,000	($24,000)
Interdepartmental	$16,414,080	$16,934,000	$16,019,000	$16,829,000	($105,000)
Other Revenue (a)	$1,009,959	$402,000	$370,000	$340,000	($62,000)
Appr. Fund Balance	$0	$210,000	$0	$485,000	$275,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$19,715,233**	**$20,243,000**	**$18,990,000**	**$20,327,000**	**$84,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$18,901,151	$20,240,000	$18,879,700	$20,324,000	$84,000
Interdept. Charges	$0	$3,000	$2,000	$3,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$18,901,151**	**$20,243,000**	**$18,881,700**	**$20,327,000**	**$84,000**
Rev. Over (Under) Exp.	$814,082	$0	$108,300	$0	$0

(a) Other Revenues for 2013 actuals include one-time stop loss repayments of about $591,400, received from the County's stop loss insurer for high-cost claims.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2015 (described below). Charges for Service revenue include the employees' share of estimated premiums (15% or 20% for individuals enrolled in the POS plan, depending on participation in Health Advancement Program, or 10% if in the HSA plan, see program description above). Interdepartmental Charge revenues include the County's share (85%, 80% or 90%) of estimated premiums and employee HSA contributions charged to County departments. Other Revenues decrease due to the discontinuation of interest income allocated to this program, budgeted at $62,000 in 2014, since favorable prior-years have resulted in sufficient reserve levels. Appropriated Health Insurance Fund Balance budgeted includes $210,000 to cover temporary (for three years, beginning in 2015) payments required under the Federal Affordable Care Act (ACA). This payment was budgeted in 2014, but later delayed to 2015 through federal regulations. In addition, fund balance of $275,000 is budgeted to cover half of estimated stop loss insurance coverage (for higher-cost claims), to partially reflect premiums in excess of costs in 2013 and projected in 2014.

Operating expenditures consist mostly of estimated claims costs for the County's self-insured health plans. Stop loss insurance coverage for higher-cost claims is budgeted to increase by $68,000.

Activity		2013	2014	2014	2015	Budget
# of Health Ins. Contracts		Actual (a)	Budget (b)	Estimate (c)	Budget (b)	Chng
POS	Single	228	236	228	227	(9)
	Family	478	504	455	465	(39)
Subtotal		**706**	**740**	**683**	**692**	**(48)**
H.S.A.	Single	114	120	126	130	10
	Family	353	368	368	400	32
Subtotal		**467**	**488**	**494**	**530**	**42**
Total		**1,173**	**1,228**	**1,177**	**1,222**	**(6)**

(a) Enrollment as of 12/31/2013.
(b) The 2014 and 2015 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions. Decrease in overall enrollment is based on reduction in budgeted FTE countywide for 2015.
(c) Enrollment as of 8/1/2014.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical, pharmacy and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$730,177	$770,000	$663,000	$692,000	($78,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$19,123	$19,000	$15,000	$15,000	($4,000)
Appr. Fund Balance	$0	$6,000	$0	$30,000	$24,000
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$749,300**	**$795,000**	**$678,000**	**$737,000**	**($58,000)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$567,246	$794,100	$677,100	$736,100	($58,000)
Interdept. Charges	$229	$900	$600	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$567,475**	**$795,000**	**$677,700**	**$737,000**	**($58,000)**
Rev. Over (Under) Exp.	$181,825	$0	$300	$0	$0

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2014 (described below). Charges for Service revenues consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs). Premium revenues are budgeted to decrease due to a planned 4.8% in rates charged to retirees since premiums have been more than sufficient to cover claims experiences in recent years. This is the second year premium rates have decreased for retirees. Appropriated Health Insurance Fund Balance is budgeted to cover stop loss insurance coverage for higher-cost claims, more than offset by premiums in excess of costs in 2013 and projected in 2014. Other revenues consist of anticipated prescription drug rebate revenues.

Operating expenditures are budgeted to decrease mainly due to a decrease in estimated claims expenses.

Activity # of POS Retiree Health Ins. Contracts (a)	2013 Actuals (b)	2014 Budget	2014 Estimate (c)	2015 Budget	Budget Change
Pre-Medicare					
Single	39	41	38	45	4
Family	11	10	7	10	0
Subtotal	**50**	**51**	**45**	**55**	**4**
Medicare					
Single	6	9	8	10	1
Family	6	2	2	5	3
Subtotal	**12**	**11**	**10**	**15**	**4**
Total	**62**	**62**	**55**	**70**	**8**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which had 300 participants (as of August 19, 2014), and is not accounted for in the County Budget.
(b) Enrollment as of December 31, 2013.
(c) Enrollment as of August 1, 2014.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2013 Actual	2014 Budget	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$98,464	$76,000	$77,000	$76,000	$0
Interdepartmental	$671,970	$692,000	$694,000	$692,000	$0
Other Revenue	$3,737	$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	**$774,171**	**$771,000**	**$774,000**	**$771,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$662,426	$769,400	$710,200	$769,400	$0
Interdept. Charges	$0	$1,600	$800	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$662,426**	**$771,000**	**$711,000**	**$771,000**	**$0**
Rev. Over (Under) Exp.	$111,745	$0	$63,000	$0	$0

Program Highlights

Charges for Service revenue consist of the employees' share (10%) of dental premiums, and Interdepartmental Revenues, which consist of the County's share (90%) of Dental premiums, which remains at the 2014 budget level. Other revenues consist of investment income, which remains at the 2014 budget level. Premium rates are not changing for the 2015 budget.

Operating expenditures consist mostly of dental claims costs and are budgeted to remain at the 2014 budget level.

Activity # of Dental Ins. Contracts	2013 Actual (a)	2014 Budget (b)	2014 Est. (c)	2015 Budget (b)	Budget Change
Self-Funded					
Single	203	211	206	211	0
Family	550	553	552	553	0
Subtotal	**753**	**764**	**758**	**764**	**0**
DentaCare ❖					
Single	117	135	121	135	0
Family	309	316	302	316	0
Subtotal	**426**	**451**	**423**	**451**	**0**
Total	**1,179**	**1,215**	**1,181**	**1,215**	**0**

❖ DentaCare is a fully-insured dental insurance plan and is not budgeted in this Fund. This plan is budgeted at the lowest cost plan amount in departmental budgets and accounted for in General Fund Balance Sheet Accounts.

(a) Enrollment as of 12/31/2013

(b) The 2014 and 2015 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 8/1/2014.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, program marketing and communications, and participation incentives.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses are required to participate in the Health Advancement Program's Health Risk Assessment program (biometric screening and health risk questionnaire) in order to qualify for the following incentives: For 2015, program participants in the POS plan pay a lower premium cost share at 15% (vs. 20% for non-participants), and participants in the HSA plan receive a higher HSA contribution at $1,125/$2,250 for single/family plans (vs. $500/$1,000 for non-participants).

	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
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 (a)	$264,323	$222,700	$211,100	$263,900	$41,200
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$264,323**	**$222,700**	**$211,100**	**$263,900**	**$41,200**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses (a)	$264,323	$220,200	$208,600	$261,400	$41,200
Interdept. Charges	$0	$2,500	$2,500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$264,323**	**$222,700**	**$211,100**	**$263,900**	**$41,200**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) The 2014 Budget is restated for comparability purposes to reflect a portion of in biometric screening related costs budgeted ($69,200) in the Waukesha Employee Health and Wellness program budget, but which in 2015 is combined and accounted for in this program budget.

Program Highlights

Appropriated Health and Dental Insurance Fund Balance from reserves increase by $41,200 to cover changes in program expenditures. Operating expenses increase mainly due to higher biometric screening costs by $58,700, from $102,800 to $161,500, based on higher anticipated participation in the Health Risk Assessment program.

Activity	2013 Actual	2014 Budget*	2014 Estimate	2015 Budget	Budget Change
Health Assessment Participation					
# Participating*	1,258	1,440	1,600	1,700	260
% of Work Force + Spouses	70%	80%	90%	95%	15%

*2014 Budget for number participating is restated for comparability purposes to have a consistent base of covered employees and spouses.

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all costs and revenues associated with the development and implementation of a shared on-site health/wellness center. The center will be a shared intergovernmental arrangement managed and funded by Waukesha County, City of Waukesha and the Waukesha School District. The center is being developed following a joint feasibility study and a subsequent comprehensive request for proposal process. Based on the results of the request for proposal process, it is projected that the center will generate a positive return on investment for the combined organizations of approximately $7.7 million over a 5 year period: With savings of $3.1 million estimated for the County, $3.4 million for the school district and $1.2 million for the City. It is anticipated that the clinic will begin operations in November, 2014.

The goal of the center is to lower health care and prescription drug costs as a result of managing and reducing emergency care, urgent care and higher cost physician and other medical related services. The Center will provide services to employees and dependents enrolled in the County health insurance program. Services will include primary and preventative care, wellness programming, biometric and health risk assessments, health coaching and education, limited pharmacy and occupational medicine services. The center will be located in the former County Public Health Building.

	2013 Actual	2014 Budget (a)	2014 Estimate	2015 Budget (b)	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$476,500	$6,000	$44,600	($431,900)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$17,000	$100,000	$100,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$0	$563,300	$252,100	$736,000	$172,700
Memo: Reimb. for Facility Imprvmnts. (b)	$0	$0	$0	$42,750	$42,750
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$0**	**$1,039,800**	**$275,100**	**$880,600**	**($159,200)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$0	$978,900	$265,100	$859,100	($119,800)
Interdept. Charges	$0	$60,900	$10,000	$21,500	($39,400)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$0**	**$1,039,800**	**$275,100**	**$880,600**	**($159,200)**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0

(a) The 2014 Budget is restated lower for comparability purposes to reflect $69,200 in biometric screening related costs budgeted in this program, but which in 2015 are now combined and accounted for in the Wellness Initiative program.

(b) Beginning in 2015, the County will receive a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement and other costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at $42,700.

Program Highlights

Program revenues and expenditures are budgeted to reflect the first full-year of operations (estimated to start operations in November 2014.) The overall decrease is largely due to the 2014 budget originally assuming that the partner agencies' (City and School District of Waukesha) share of program costs and related reimbursements would be paid through this program. Based on the approved intergovernmental agreement signed in 2014, the City and School District will pay for their share of program costs directly, except for one-time start-up and facility-related costs (e.g., utilities, housekeeping), which will be reimbursed to the County.

General Government revenues consist of the City and School District's estimated share of facility-related costs. Charges for Service consist of estimated office visit revenues from County employees and dependents enrolled in the County's health plans. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

Operating expenditures include contract staffing estimated at $446,200, contractor management and consultant fees at $209,300, facility-related expenses at $74,300 (including $21,500 in interdepartmental charges), laboratory fees at $60,500, depreciation at $48,600, and supply and other operation costs estimated at $41,700.

Contingency Fund Non-Departmental

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2013 Actual (a)	2014 Adopted Budget	2014 Estimate	2015 Budget	Change From 2014 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 (a)	$275,000	$1,200,000	$300,000	$1,200,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$275,000**	**$1,200,000**	**$300,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)	$275,000	$1,200,000	$300,000	$1,200,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$275,000**	**$1,200,000**	**$300,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$0	$0	$0	$0	$0	N/A

(a) Actual Contingency Fund use in 2013 includes $110,000 transferred to the Health and Human Services Budget to maintain 24/7 crisis phone coverage through the Mental Health Association. In addition, $90,000 was transferred to Department of Public Works - Highway Operations for above budget highway salt costs from severe winter weather conditions. Also, $75,000 was transferred to cover unanticipated water flow management costs related to the County Highway E, Oconomowoc River Bridge capital project (#200008).

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Debt Service

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than ten percent of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (next page).

By State Statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County. The County will have over 95% of its debt limit available after including the planned 2015 debt issue of $10.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2013 Actual (a)	2014 Budget (b)	2014 Estimate (b)	2015 Based on Prior Years	Impact of 2015 Issue	2015 Budget	Budget Change
Principal	$12,380,000	$12,220,000	$12,220,000	$12,635,000		$12,635,000	$415,000
Interest Expense	$2,040,889	$2,203,154	$1,897,313	$1,734,317	$250,000	$1,984,317	($218,837)
TOTAL DEBT	$14,420,889	$14,423,154	$14,117,313	$14,369,317	$250,000	$14,619,317	$196,163
Fund Balance (c)	$123,141	$116,965	$123,141	$105,960 (c)	$0	$105,960	($11,005)
Fund balance	$942,748	$1,096,189 (d)	$784,172	$1,563,357 (e)	$0	$1,563,357	$467,168
TAX LEVY	$13,355,000	$13,210,000	$13,210,000	$12,700,000	$250,000	$12,950,000	($260,000)

(a) Does not include the 2013 refunding of the $4.6 million of the 2006 issue. Since principal paydown was not changed in refunding, it would otherwise reflect a doubling of debt in years of refinancing.

(b) Does not include the 2014 refunding of $4.3 million for the 2007 issue.

(c) Includes fund balance in anticipation of 45% direct payment interest credit (to be received over the life of the note beginning in 2010) from the United States Treasury in connection with the 2010 Notes. State requirements do not allow the use of budgeted revenue for payment of debt obligations but revenues can be used in a future year, after they have been received.

(d) 2014 Budget includes designated jail assessment revenue from prior years of $500,000, investment income (prior year revenue) of $200,000 and $396,189 of debt service fund balance.

(e) 2015 Budget includes jail Assessment Fee Revenues of $280,000 (last year of Jail addition debt), investment income (prior year revenue) of $120,000 and $1,163,357 of Debt Service Fund Balance.

Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than ten percent of the total governmental operating expenditures in future County budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2015-2019 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2015.

(Millions)	2013 Actual	2014 Estimate	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Gov. Oper.*	$198.0	$198.9	$207.1	$213.3	$219.7	$226.3	$233.1
Debt Ser.**	$14.4	$14.1	$14.6	$14.8	$14.9	$14.9	$15.0
Ratio (%) of Debt to Oper	7.3%	7.1%	7.1%	6.9%	6.8%	6.6%	6.4%

*Excludes proprietary fund operating expenditures.
**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the County has pledged its full faith, credit and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2014 GOPN	2014	2024	$10,000,000	1.74%	$10,000,000
2014 Refunding (b)	2014	2017	$4,255,000	0.80%	$4,255,000
2013 GOPN	2013	2023	$17,000,000	1.64%	$16,500,000
2013 Refunding (c)	2013	2016	$4,550,000	0.65%	$2,515,000
2012 GOPN	2012	2022	$20,000,000	1.64%	$18,800,000
2012 Refunding (d)	2012	2015	$6,635,000	1.19%	$1,400,000
2011 GOPN (e)	2011	2021	$19,490,000	1.81%	$9,200,000
2010 GOPN (f)	2010	2020	$9,000,000	1.93%	$7,350,000
2009 GOPN (g)	2009	2019	$15,700,000	2.70%	$6,250,000
2008 GOPN	2008	2018	$10,000,000	3.28%	$5,700,000
			TOTAL DEBT 12/31/14		$81,970,000
			2015 BUDGET (h)		$10,000,000
			TOTAL DEBT		$91,970,000

(a) GOPN=General Obligation Promissory Note
(b) 2014 refunding includes $4,255,000 of 2007 notes refunded in 2014.
(c) 2013 refunding includes $4,550,000 of 2006 notes refunded in 2013.
(d) 2012 refunding includes $6,635,000 of the 2005 notes refunded in April, 2012.
(e) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues.
(f) The 2010 Adopted Budget was reduced by $1,000,000 to offset related Capital Budget reductions.
(g) The 2009 issue includes $7.7 million to refinance debt issued in 2001 and 2002.
(h) The 2015 budget will reduce the outstanding debt with the budgeted principal payment of $12,635,000 to $79,335,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2013 Budget Year	2014 Budget Year	2015 Budget Year
Equalized Value (i)	$47,739,764,800	$47,217,366,700	$48,995,016,900
Debt Limit (5% x equalized value)	$2,386,988,240	$2,360,868,335	$2,449,750,845
Outstanding Debt (j)	$96,665,000	$94,235,000	$91,970,000
Available Debt Limit	$2,290,323,240	$2,266,633,335	$2,357,780,845
Percent of Debt Limit Available	96.0%	96.0%	96.2%

(i) Total County equalized value including Tax Incremental Districts for budget year purposes.
(j) Includes anticipated 2014 debt issue of $10.0 million.

SCHEDULE OF CURRENT AND PLANNED DEBT SERVICE REQUIREMENTS

	2012 REFUNDING (a)	2013 REFUNDING (b)	2014 REFUNDING (c)	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN (d)	2012 GOPN	2013 GOPN	2014 GOPN	2015 GOPN	Total
2015												
Principal	1,400,000	1,480,000	1,630,000	1,800,000	950,000	1,075,000	1,200,000	2,200,000	600,000	300,000	$0	12,635,000
Interest	8,330	11,538	27,520	163,525	183,063	235,466	213,250	355,625	334,000	202,000	$250,000	1,984,317
2015 Budget Total												14,619,317
2016												
Principal		1,035,000	1,585,000	1,800,000	1,450,000	1,435,000	1,700,000	2,300,000	600,000	500,000	$300,000	12,705,000
Interest		3,364	14,660	102,775	148,250	198,443	180,000	310,625	322,000	194,000	$300,000	1,774,117
2017												
Principal			1,040,000	1,100,000	1,450,000	1,435,000	1,800,000	2,600,000	2,000,000	500,000	$400,000	12,325,000
Interest			4,160	53,700	102,938	152,164	136,250	261,625	296,000	184,000	$291,000	1,481,837
2018												
Principal				1,000,000	1,300,000	1,435,000	2,000,000	2,700,000	2,300,000	800,000	$400,000	11,935,000
Interest				17,500	58,250	103,015	88,750	208,625	253,000	171,000	$279,000	1,179,140
2019												
Principal					1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	1,500,000	$800,000	10,805,000
Interest					18,563	53,430	51,250	153,625	206,500	148,000	$267,000	898,368
2020												
Principal						715,000	1,000,000	2,500,000	2,350,000	1,500,000	$1,400,000	9,465,000
Interest						14,479	26,250	100,625	159,500	118,000	$243,000	661,854
2021												
Principal							500,000	2,400,000	2,300,000	1,500,000	$1,600,000	8,300,000
Interest							6,875	51,625	113,000	88,000	$201,000	460,500
2022												
Principal								1,300,000	2,000,000	1,400,000	$1,600,000	6,300,000
Interest								13,813	67,500	59,000	$153,000	293,313
2023												
Principal									2,000,000	1,200,000	$1,500,000	4,700,000
Interest									22,500	31,500	$105,000	159,000
2024												
Principal										800,000	$1,200,000	2,000,000
Interest										9,000	$60,000	69,000
2025												
Principal											$800,000	800,000
Interest											$24,000	24,000
Total Principal	$1,400,000	$2,515,000	$4,255,000	$5,700,000	$6,250,000	$7,350,000	$9,200,000	$18,800,000	$16,500,000	$10,000,000	$10,000,000	$91,970,000
Total Interest	$8,330	$14,902	$46,340	$337,500	$511,064	$756,997	$702,625	$1,456,188	$1,774,000	$1,204,500	$2,173,000	$8,985,446
Total Payment	$1,408,330	$2,529,902	$4,301,340	$6,037,500	$6,761,064	$8,106,997	$9,902,625	$20,256,188	$18,274,000	$11,204,500	$12,173,000	$100,955,446

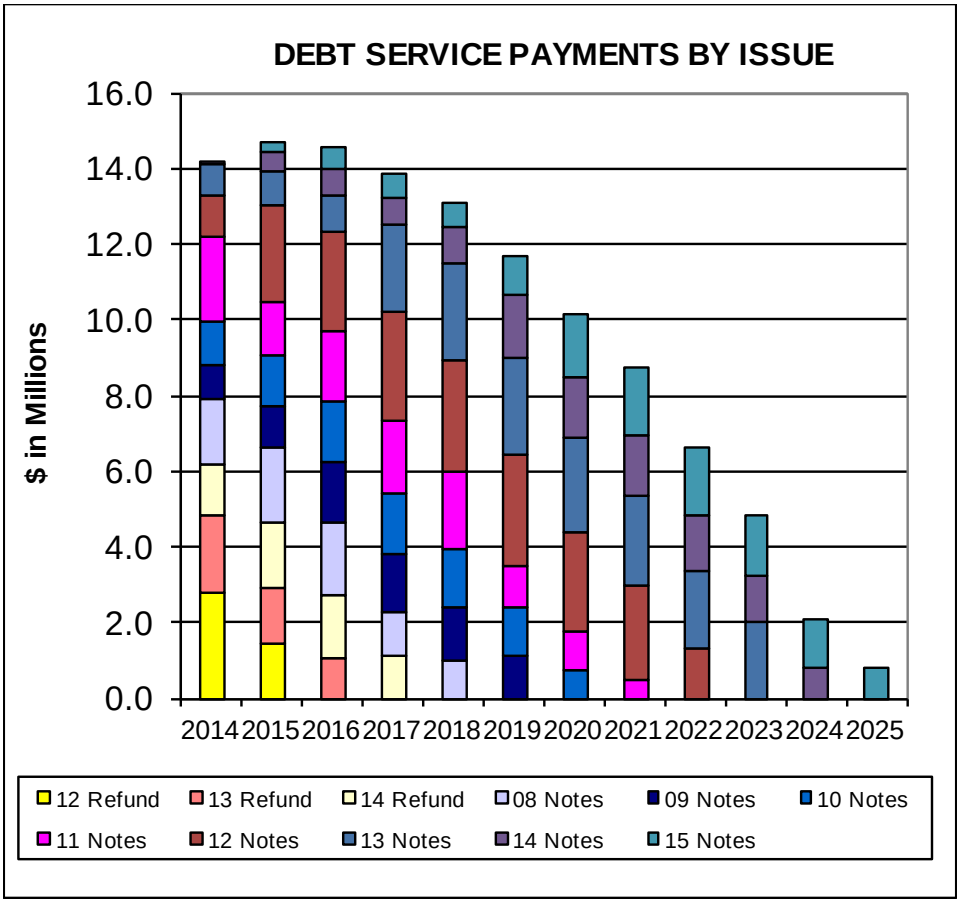
(a) 2012 Refunding Issue includes $6.6 million of the 2005 notes refunded in April, 2012.
(b) 2013 Refunding Issue includes $4.55 million of the 2006 notes refunded in 2013.
(c) 2014 Refunding Issue includes $4.255 million of the 2007 notes refunded in 2014.
(d) 2011 Issue of $19,490,000 includes refunding of $9.9 million balance of the 2003 and 2004 debt issues.

DEBT SERVICE BY BOND ISSUE

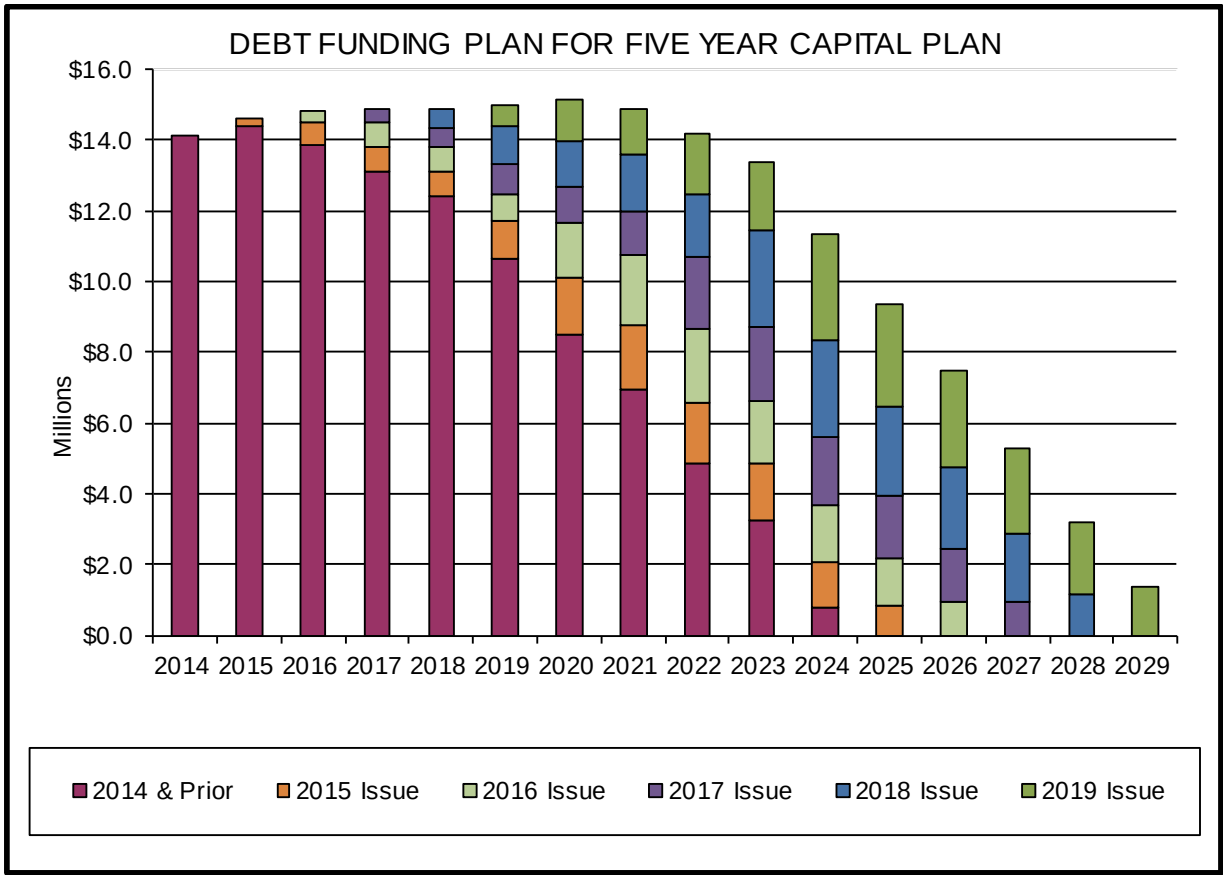
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (9 to 10 years) promissory notes amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service expenditures are projected to increase by about $196,200 in 2014, including an increase in principal payments by $415,000, partially offset by a decrease in interest payments by about $218,800. Decreases in interest payments are mostly due to favorable rates obtained in bond issues and through refinancing of existing debt.

The County has taken action to reduce planned borrowing and refinanced past debt issues to prepare for the large debt issues in 2012 and 2013. The 2008 Adopted Budget included planned borrowing of $12,000,000; however, after reviewing 2007 year end results, it was determined that $2 million of undesignated Fund Balance was available to reduce the 2008 borrowing to $10,000,000. In 2009, favorable contract bids allowed reduced capital expenditures and reduced debt borrowing by $2 million to $8 million. In 2010, debt borrowing was reduced from $10,000,000 to $9,000,000 due to lower cash flow requirements for a major road project. In 2011, $9 million of debt issues in 2003 and 2004 was refinanced resulting in future interest savings estimated at $256,000. In 2012, $6.625 million of debt issued in 2005 was also refinanced with additional interest savings estimated at $322,000. In 2013, $4,550,000 of debt issued in 2006 was also refinanced with savings estimated at $254,000. In 2014, $4,255,000 of debt issued in 2007 was refinanced with savings estimated at $224,000.



Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service Activity page)



	2015 Budget	2016 5- Year Plan	2017 5- Year Plan	2018 5- Year Plan	2019 5- Year Plan
Capital Plan Project Costs	$16,141,400	$17,234,200	$16,935,000	$19,455,000	$22,178,000
Capital Plan Funding					
Project Direct Funding Sources (a)	$767,500	$2,185,200	$2,261,600	$210,000	$90,000
Investment Income on Cash Balances	$300,000	$350,000	$450,000	$500,000	$600,000
Tax levy/Current Funds (b)	$5,073,900	$3,699,000	$3,223,400	$3,845,000	$5,488,000
Borrowed Funds	$10,000,000	$11,000,000	$11,000,000	$14,900,000	$16,000,000
Total Capital Plan Funding	$16,141,400	$17,234,200	$16,935,000	$19,455,000	$22,178,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.00%	3.50%	4.00%	4.50%	4.50%
Planned Bond Issue	$10,000,000	$11,000,000	$11,000,000	$14,900,000	$16,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.
(b) Includes funds from Capital and General Fund Balances.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Justification includes costs vs. benefits, return on investment analysis and project need.

A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget.

In this section, under "2015 Capital Projects and Operational Impact," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for County operations (See individual project pages), but are only included in operating department budgets in the year they will be incurred.

Financial Summary

	2013 Budget	2014 Budget	2015 Budget	Change from 2014 $	Change from 2014 %
Expenditures	$27,870,000	$27,992,700	$16,141,400	($11,851,300)	-42.3%
Revenues-Project Specific	$4,213,000	$1,000,000	$767,500	($232,500)	-23.3%
Enterprise Fund Balance (a)	$1,071,000	$7,121,500	$745,000	($6,376,500)	-89.5%
Internal Service Fund Balance (b)	$525,000	$933,500	$360,000	($573,500)	-61.4%
Restricted Special Rev Fund Bal (c)	$0	$0	$195,500	$195,500	N/A
Net Expenditures	$22,061,000	$18,937,700	$14,073,400	($4,864,300)	-25.7%
Other Financing Sources:					
Investment Earnings	$510,000	$250,000	$300,000	$50,000	20.0%
Debt Issue Proceeds	$17,000,000	$10,000,000	$10,000,000	$0	0.0%
Cash Balances from					
Governmental Fund Balance (d)	$2,000,500	$6,087,700	$1,223,400	($4,864,300)	-79.9%
Revenues-General	$550,500	$650,000	$700,000	$50,000	7.7%
Tax Levy	**$2,000,000**	**$1,950,000**	**$1,850,000**	**($100,000)**	**-5.1%**
Total Cash Balances	$4,551,000	$8,687,700	$3,773,400	($4,914,300)	-56.6%
Est. Use of Cash Balances as % Of Net Expenditures	21%	46%	27%		

(a) 2015 budget use of enterprise fund balance of $605,000 includes $530,000 of Airport Fund Balance and $75,000 of Golf Course Fund Balance.
(b) 2015 budget use of internal service fund balance consists of $360,000 of End User Technology Fund Balance.
(c) 2015 budget use of restricted special revenue fund balance consists of $195,500 of Land Information System Fund Balance.
(d) 2015 budget use of governmental fund balance of $1,223,400 includes Capital Projects Fund Balance of $1,003,400 and $220,000 of prior-year jail assessment fee revenues re-appropriated as General Fund Balance.

2015 Capital Projects

	2013 Budget	2014 Budget (a)	2015 Budget	14-15 Budget Change
EXPENDITURES				
Justice and Public Safety	$1,045,000	$10,168,000	$265,000	($9,903,000)
Health and Human Services	$10,721,000	$95,000	$0	($95,000)
Parks, Env, Edu & Land Use (a)	$3,996,000	$6,875,200	$1,589,900	($5,285,300)
Public Works (a)	$11,018,000	$8,201,000	$12,811,500	$4,610,500
County Wide Technology Projects	$960,000	$2,538,500	$1,360,000	($1,178,500)
Est. Financing Costs	$130,000	$115,000	$115,000	$0
Total Gross Capital Expenditures	$27,870,000	$27,992,700	$16,141,400	($11,851,300)
REVENUES-Project Specific				
Federal Transportation Alternatives Program (TAP) Grant	$0	$0	$427,500	$427,500
County Highway Improvement Program (CHIP)	$0	$330,000	$330,000	$0
Donation Revenue	$0	$0	$10,000	$10,000
CHIP-Discretionary	$300,000	$250,000	$0	($250,000)
Federal Transportation Enhancement (TE) Grant	$1,900,000	$0	$0	$0
Sale of Excess Land	$0	$400,000	$0	($400,000)
Highway Local Reimbursement	$2,013,000	$20,000	$0	($20,000)
Subtotal Revenues-Project Specific	$4,213,000	$1,000,000	$767,500	($232,500)
REVENUES-General				
State Shared Revenue/Utility Payment	$200,500	$50,000	$100,000	$50,000
State Computer Equipment Exemption	$350,000	$600,000	$600,000	$0
Subtotal Revenues-General	$550,500	$650,000	$700,000	$50,000
FUND BALANCE APPROPRIATIONS:				
Airport Fund	$491,000	$239,000	$670,000	$431,000
Radio Services Fund	$387,500	$1,212,500	$0	($1,212,500)
Material Recycling Fund Balance	$0	$5,410,000	$0	($5,410,000)
Golf Course Fund	$50,000	$160,000	$75,000	($85,000)
Ice Arena Fund	$142,500	$100,000	$0	($100,000)
Subtotal: Enterprise Funds	$1,071,000	$7,121,500	$745,000	($6,376,500)
End User Technology Fund Balance	$525,000	$315,000	$360,000	$45,000
Telecommunications Fund Balance	$0	$375,500	$0	($375,500)
Health Insurance Fund Balance	$0	$243,000	$0	($243,000)
Subtotal: Internal Service Funds	$525,000	$933,500	$360,000	($573,500)
Special Revenue Fund: Land Info. System Fund Balance	$0	$0	$195,500	$195,500
CAFÉ Library Fund-Special Revenue	$65,000	$0	$0	$0
General Fund - ROD Doc. Fee Reserved	$300,000	$600,000	$0	($600,000)
General Fund - Communication Center Assigned	$0	$900,000	$0	($900,000)
General Fund - Digital Radio System Upgrade Assigned	$0	$3,119,000	$0	($3,119,000)
General Fund - Assigned	$1,240,500	$1,063,200	$220,000	($843,200)
Capital Project Funds Assigned	$395,000	$405,500	$1,003,400	$597,900
Subtotal: Cash Balances from Governmental Fund Balance	$2,000,500	$6,087,700	$1,223,400	($4,864,300)
Total Fund Balance Uses For Capital Projects	$3,596,500	$14,142,700	$2,523,900	($11,618,800)
Investment Earnings	$510,000	$250,000	$300,000	$50,000
Debt Proceeds	$17,000,000	$10,000,000	$10,000,000	$0
Tax Levy	$2,000,000	$1,950,000	$1,850,000	($100,000)

(a) Restated to reflect transition of Energy Efficiency Improvement Project (201208) from Public Works-Facilities to Parks, Land Use and Education in 2015.

Pg #	PROJECT TITLE	Project Number	2015 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS - AIRPORT					
470	AIRPORT FACILITY UPGRADES	201118	$540,000	$540,000	(a)	$0
471	SOUTH AND WEST TERMINAL RAMP EXPANSION	201311	$140,000	$140,000	(b)	$0
	PUBLIC WORKS - FLEET & HIGHWAY OPS					
472	REPLACE BRINE MAKER\CONSTR CANOPY ROOF	201401	$10,500	$0		$10,500
	EMERGENCY PREPAREDNESS - BUILDINGS					
473	COMMUNICATIONS CENTER EXPANSION	200808	$45,000	$0		$45,000
	PUBLIC WORKS - BUILDINGS					
474	ADMINISTRATION CENTER ROOFING UPGRADES	201113	$211,000	$0		$211,000
475	HWY OPS-FLEET HVAC UPGRADES	201206	$45,000	$0		$45,000
476	MHC CHILLER UPGRADES	201214	$694,000	$0		$694,000
477	LAW ENFORCEMENT CTR MECHANICAL UPGRADES	201413	$220,000	$220,000	(c)	$0
478	LIMIT DEMOLITION TO EAST WING OF FORMER HHS BLDG	201503	$1,515,000	$0	(d)	$1,515,000
	UW - WAUKESHA					
479	UWW BOILER,CHILLER & CONTROLS REPLACEMENT	200902	$1,386,000	$0		$1,386,000
481	UWW ROOFING UPGRADES	201210	$1,442,000	$0		$1,442,000
	PUBLIC WORKS - HIGHWAYS					
482	CTH I, CTH ES TO CTH O REHAB	201005	$353,000	$0		$353,000
483	CTH M, CTH YY TO EAST COUNTY LINE	201008	$1,098,000	$0		$1,098,000
484	CTH D, CALHOUN -INTERSECTION (Memo)	200511	($200,000)	$0	(e)	$0
485	CHT P, BARK RIVER BRDG	200606	$106,000	$0		$106,000
486	CTH CW, ASHIPPUN RIVER BRIDGE	200810	$407,600	$0		$407,600
487	CTH NN, STH 83 TO CTH ES	201006	$818,000	$0		$818,000
488	CTH C, MILL STREET TO OAKWOOD ROAD	201116	$103,000	$0		$103,000
489	CULVERT REPLACEMENT PROGRAM	9817	$100,000	$0		$100,000
490	REPAVING PROGRAM 2013-2017	200911	$3,000,000	$330,000	(f)	$2,670,000
491	SIGNAL/SAFETY IMPROVEMENTS	200427	$842,400	$0		$842,400

(a) Airport Fund Balance of $530,000 and donation revenue of $10,000
(b) Airport Fund Balance
(c) General Fund Balance from prior year jail assessment fees
(d) Capital Project Fund Balance of $1,003,400 is budgeted to partially cover this project (see footnote (m) on next page)
(e) Expenditure budget is reduced $200,000 and re-appropriated as Capital Projects Fund Balance in 2015. Since budgeted expenditure authority for this project was approved in prior years, the reduction is displayed as a memo item and does not affect the bottom-line project totals in this summary.
(f) County Highway Improvement Program (CHIP)

Pg #	PROJECT TITLE	Project Number	2015 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PARKS AND LAND USE					
493	ORTHOPHOTOGRAPHY	201119	$195,500	$195,500	(g)	$0
494	WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407	$450,000	$427,500	(h)	$22,500
495	PARK BEACH AREA RENOVATIONS	201408	$15,000	$0		$15,000
496	ENERGY EFFICIENCY IMPROVEMENTS	201208	$75,000	$75,000	(i)	$0
497	CAMP POW WOW EXPANSION	201504	$54,400	$0		$54,400
498	PAVEMENT MANAGEMENT PLAN 2013 - 2017	200824	$800,000	$0		$800,000
	IT - COUNTY CLERK					
499	ELECTION SYSTEM UPGRADE	201310	$1,000,000		(j)	$1,000,000
	TECHNOLOGY PROJECTS					
501	COUNTY-WIDE CASHIERING	200414			(k)	$0
503	ENTERPRISE CONTENT MANAGEMENT	200910	$150,000	$150,000	(l)	$0
505	WORKFORCE MANAGEMENT SYSTEM	200912	$100,000	$100,000	(l)	$0
506	END USER REPORT DEVELOPMENT	201411	$110,000	$110,000	(l)	$0
	EST. FINANCING (Includes Arb Rebate/Discount)	999999	$115,000	$0		$115,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$16,141,400	$2,288,000		$13,853,400

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED			
STATE COMPUTER EQUIPMENT EXEMPTION	$600,000		
STATE SHARED REVENUE/UTILITY PAYMENT	$100,000		
CAPITAL PROJECT FUND BALANCE	$1,003,400	(m)	
DEBT ISSUE PROCEEDS	$10,000,000		
INVESTMENT INCOME EARNED ON DEBT ISSUE	$300,000		
TOTAL FROM OTHER FUNDING SOURCES			$12,003,400
TAX LEVY			$1,850,000

(g) Land Information Systems Fund Balance
(h) Federal Transportation Alternatives Program (TAP) Grant funding
(i) Golf Courses Fund Balance
(j) Of the upfront County funding toward this project, it is estimated that municipalities will repay the County in future years for a portion of their share, totaling approximately $650,000.
(k) Project includes a change in scope. No additional expenditure authority is requested in 2015.
(l) End User Technology Fund Balance
(m) Capital Project Fund Balance is budgeted to partially cover the cost of the project to demolish the east wing of the former Health and Human Services Building (see footnote (d) on previous page).

GENERAL SUMMARY

The 2015 capital project expenditures decrease $11,851,400 from the 2014 Adopted Budget to about $16.1 million. Changes are identified by functional area below.

Justice and Public Safety

Projects in this functional area total $265,000, which is a decrease of $9.9 million from the prior year budget. The 2014 budget had included about $9.6 million to complete an upgrade of the County's public safety radio technology from an analog to a digital signal and replace corresponding radio console equipment at the County's dispatch center, which is not repeated in the 2015 budget. The 2015 Budget includes funding for project concept to replace HVAC equipment at the Law Enforcement Center, estimated at $220,000, and for the future expansion of the Waukesha County Communications Center (WCC), estimated at $45,000. The WCC expansion will allow for additional municipal police and fire agencies to join County dispatch and provide the needed space for handling large-scale emergency events.

Parks, Environment, Education and Land Use

Projects in this functional area total $1.6 million, a decrease of about $5.3 million from the 2014 budget level. This includes $800,000 for the Parks pavement management plan, $450,000 for design work for a multi-use trail connecting Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield, $195,500 to for orthophotography to update digitized maps for Land Information (GIS) Systems, $75,000 for energy-saving lighting upgrades at clubhouse facilities at Nagawaukee and Wanaki golf courses, and about $70,000 for preliminary design work for park beach house improvements and the expansion of Camp Pow Wow at Menomonee Park.

Public Works

Project expenditures in the Public Works functional area total $12.8 million, an increase of decrease of $4.6 million from the 2014 Adopted Budget. Projects include buildings, highways and the airport as follows:

Buildings

Building infrastructure improvements total about $3.8 million. Facility project improvements include about $2.8 million at the UW-Waukesha campus, with $1.4 for replacement of boilers and controls and $1.4 million for roofing upgrades. HVAC upgrades at County facilities include $694,000 to replace the chiller at the Mental Health Center and $45,000 for project design to replace the HVAC system at the Highway Operations Building. The budget includes $211,000 for roof replacement at the Administration Center. Project design for replacement of the brinemaker and construction of a canopy roof at the Highway Operations Building is budgeted at $10,500.

The budget also includes $1.5 million in 2015 to demolish the east wing (1963 constructed) of the former Health and Human Services (H&HS) Building, which is now vacant after the new H&HS facility was opened in October 2013.

Highways

The 2015 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Bridges/Culverts

The existing culvert replacement program continues with an appropriation of $100,000. Bridge reconstruction projects include additional funding of $407,600 for the County Trunk Highway (CTH) CW Ashippun River bridge and $106,000 for the CTH P Bark River. Federal Bridge Aid and Highway Safety Improvement Program (HSIP) funding, which is managed by the State Department of Transportation and not included in the County Budget, total about $1.5 million.

Signal & Safety Improvements

Project costs of $842,400 are budgeted in 2015 to address intersection improvement including traffic signals and turn lanes at the top rated locations over the next three years (2015-17). Ratings are based on safety, traffic congestion and roadway safety audits to identify the use of lower cost remediation strategies. Current and future construction costs are expected to be mostly covered with federal HSIP funding totaling about $3.6 million (not included in County budget). An existing project to improve the intersection at CTH D (Cleveland Avenue) and Calhoun road in the City of New Berlin, is being reduced in scope to bring the intersection widening project within budget with an adjusted budget. The existing budget (appropriated in prior-years) is decreased by $200,000 for the lower cost estimate.

Repaving

A funding level of $3.0 million is budgeted for annual County Trunk Highway (CTH) repaving program with a goal of covering approximately 20 miles of road. In addition, $818,000 is budgeted to begin rehabilitating CTH NN, from State Highway 83 to CTH ES, in the Village of Mukwonago; $353,000 for design to rehabilitate CTH I (Beloit Road), from CTH ES (National Avenue) to CTH O (Moreland Road), in the City of New Berlin; and $103,000 for design work to rehabilitate CTH C (Genesee Street) from Mill Street to Oakwood Road in the City of Delafield.

Priority Corridors
The 2015 budget includes about $1.1 million for project design work to widen 2.1 miles of CTH M (North Avenue), from CTH YY (Pilgrim Road) to the East County Line (124th Street), in the City of Brookfield and Village of Elm Grove. Construction is planned to begin in 2018. Total project costs are estimated at $17 million. Federal aid is expected to cover $10.3 million of project costs, and the City and Village will add an additional $210,000 for local street amenities. The remaining $6.5 million is County funded.

Airport
The 2015 budget includes funding for two Airport projects including $540,000 to complete a project to upgrade the Terminal Building and Control Tower, and $140,000 to complete a ramp expansion to accommodate the construction of additional corporate aircraft hangars

County Wide Technology Investments
County technology projects include $1.0 million to complete a project to upgrade the County's election system through process improvements and automated system enhancements. Other technology projects include the last year of funding for multiple technology projects, including $150,000 to implement an enterprise wide content management system; $110,000 to transition the County to a new, more affordable data reporting system; and $100,000 to implement a workforce management system. The existing project to implement a Countywide cashiering system includes a change in scope to plan for a likely migration to a new existing cashiering system after the current vendor signaled that their system will likely be de-supported in the next few years. Planning would be funded through existing appropriations and no additional funding is requested at this time.

Project Revenue Funding
Revenues and various Fund Balance appropriations for project funding decrease by about $11.8 million to $4.3 million for the 2015 Budget.

Project specific revenues decrease by $232,500 to $767,500, and include $427,500 to cover 95% of the design costs associated with the development of the Waukesha-Brookfield Multi-Use Trail project. Funding sources include the Federal Transportation Alternatives Program (TAP) grant, State Department of Natural Resources Stewardship funding and the local share from the City of Brookfield. In addition, $330,000 of federal County Highway Improvement Program (CHIP) funding is budgeted to partially cover County highway repaving costs. A corporate donation of $10,000 is budgeted toward the project to upgrade the Airport Terminal Building and Control Tower.

Revenues also include State payments received for personal property tax exemption for technology equipment of $600,000 and State shared revenue/utility payments allocated to Capital Projects budget estimated at $100,000.

Use of Fund Balance in 2015 totals $2,523,900, which is a decrease of $11,618,800 (2014 Budget included significant one-time fund balance use for the Material Recycling Facility and Digital Radio System Upgrade projects). This include $1,003,400 of **Capital Projects Fund Balance**, to partially cover the project to demolish the east wing of the former Health and Human Services Building. Capital project Fund Balance in the 2015 budget is estimated to be available from favorable project balances lapsing at the completion or closure of multiple projects, including the discontinuation of the project to widen CTH O (Moorland Road), from CTH HH (College Avenue) to Grange Avenue, in the City of New Berlin by $469,000, and the project making improvements at the intersection at CTH D (Cleveland Avenue) and Calhoun Road in the City of New Berlin by $200,000.

Other uses of various fund balances in the 2015 budget include $670,000 of **Airport Fund Balance**; $360,000 of **End User Technology Fund Balance**; $220,000 of prior-year Jail Assessment Fee revenues (reserved **General Fund Balance**) for the project to upgrade HVAC equipment at the Law Enforcement Center; and $195,500 in **Land Information System Fund Balance**.

Borrowed funds are budgeted at $10 million, the same level as the 2014 budget. Investment income is budgeted at $300,000, an increase of $50,000 from the 2014 budget. Property tax levy funding at $1,850,000 is a reduction of $100,000 from the 2014 Adopted Budget. Tax levy and the use of governmental fund cash balance and other revenues maintains the County's "down payment" at 27% of net capital expenditures, well above the policy target of 20%.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety

The future expansion of the Waukesha County Communications Center (WCC) will accommodate additional staffing and equipment needs as new municipal police and fire agencies join County dispatch. Future municipal members should experience net savings from the economies of the WCC. The project to upgrade mechanical HVAC equipment at the Law Enforcement Center is expected to help reduce energy consumption through newer, high-efficiency equipment with direct digital controls.

Park, Environment, Education and Land Use

The project to renovate the beach house at Minooka Park would include newer energy-efficient lighting, plumbing, HVAC and day lighting solutions. The renovation would also permit greater flexibility in future facility usage in the future, potentially turning the beach house into a year-round rentable pavilion if the County chooses to discontinue beach services at the Park due to low usage. Higher rental revenues and lower beach operational costs are estimated to result in a net $32,000 in savings per year.

Wanaki Golf Course bridges are planned to be replaced over the next three years. The number of bridges will be reduced to avoid future maintenance costs. The project is also expected to improve river flow and reduce flooding which may help limit golf course closures and loss of revenue.

An energy conservation project to install energy efficiency lighting at the clubhouses and other facilities at Nagawaukee and Wanaki Golf Courses is estimated to reduce energy costs with a return on investment in two years.

Public Works

The project to replace the chiller at the Mental Health Center building is estimated to be approximately 10% to 20% more energy efficient, which would reduce utility costs an estimated $2,000 to $4,000 per year

Highways

Annual operating costs for additional lane miles are estimated at $6,860 per lane mile. Since 1998, the County has used a highway pavement management program to achieve an average Pavement Condition Index (PCI) rating of 70. Since 1998, the overall average PCI rating of all County Trunk highways has improved from 60.6 in 1998 to a 68 for 2013. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges.

Technology Projects

The Capital plan continues a number of technology projects to improve and automate business processes as well as upgrade old systems. This includes a workforce management system upgrade (time and attendance tracking and scheduling) expected to help better manage and reduce overtime usage and spending, with a return on investment estimated within four years. An election system upgrade is expected to generate process improvements and automated system enhancements to maximize efficiencies and automate the vote collection, tallying and reporting processes. A project to transition the County to a new, more affordable data reporting system is estimated to have an immediate return on investment by forgoing estimated re-licensing ($190,000) and annual maintenance fees ($83,000) estimated with the current system in 2015. By contrast, the new system is expected to have ongoing annual maintenance cost of $5,500. A project to implement an enterprise wide content management system is estimated to include additional annual software and hardware costs of about $58,000 to be offset largely by intangible savings related to risk reduction (related to e-Discovery and open records requests) and staff time savings. The return on investment is currently estimated at approximately 4 years.

Project #	201118	**Project Title**:	Airport Facility Upgrades
Department:	Public Works-Airport	**Manager:**	Allison Bussler, DPW Director
Phase:	Design		
Budget Action:	C – Revenue Update	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$11,000	$59,000	$540,000	$610,000
Revenue Budget	$0	$0	$10,000	$10,000
Net County Cost	$11,000	$59,000	$530,000	$600,000

COST DOCUMENTATION		**REVENUE**	
Architect	$70,000	Airport Fund Balance	$600,000
Construction	$500,000	Donation Revenue	$10,000
Contingency	$40,000		
Total Project Cost	$610,000	Total Revenue	$610,000
EXPENDITURE BUDGET	$610,000	**REVENUE BUDGET**	$10,000

Project Scope & Description

Replace the heating, ventilation, and air conditioning (HVAC) infrastructure, replace associated equipment, and increase functionality of the buildings.

Location

Terminal and control tower buildings at the Waukesha County Airport.

Analysis of Need

Waukesha County Airport's main terminal building serves as the aviation gateway to Waukesha County for pilots, passengers and the community. The terminal building was built in 1998 and requires a functional upgrade to better serve the increasing demands of our customers. The upgrades increase the functionality of the passenger waiting area by allowing business patrons and outside organizations to utilize the space for training, conferences and to conduct business meetings.

The Air Traffic Control Tower has been in service since 1997 and is due for repair and reconfiguration of the workspace to aid the functionality and use of the air traffic controller space. Both buildings have been measured and assessed for repairs and a five-year-building improvement plan was developed to calculate the cost of these repairs.

The HVAC equipment installed in this facility was scheduled to be replaced in the LAW study in 2010 and 2011. The equipment is still in operable condition and it is recommended that replacement be deferred until 2015. The HVAC unit located at the Control Tower had to be replaced in the summer of 2013 due to failure and there has been increased maintenance on the Terminal Building units indicating the end of their useful life.

Revenue includes estimated corporate donation towards new automated doors at the terminal entrances.

Alternatives

Replace the HVAC equipment only and program interior upgrades/replacements in subsequent years in the building improvement plan as they fail.

Upgrade the building interiors only and replace mechanical equipment as it fails.

Ongoing Operating Costs

Energy consumption will be reduced by replacing the older equipment with newer high efficiency equipment. The return on investment is minimal as an end of its useful life mechanical equipment replacement.

Previous Action

Approved as new project in 2011-2015 Plan.
2012-2016, 2013-2017capital plans: approved as planned.
2014-2018 capital plan: approved with cost update.

Project #	201311	**Project Title**:	South and West Terminal Ramp Expansion
Department:	DPW – Airport	**Sponsor:**	Kurt Stanich – Airport Manager
Phase:	Design	**Manager:**	Allison Bussler – Public Works Director
Budget Action	C – Scope, $ - Update, Rev	**Date:**	August 28, 2014

CAPITAL BUDGET SUMMARY			
Year	2013	2015	Total
Project Phase	Design/Engineering/Construc	Construction	Project
Expenditure Budget	$560,000	$140,000	$700,000
Revenue Budget	$0	$0	$0
Net County Cost	$560,000	$140,000	$700,000

COST DOCUMENTATION		REVENUE	
Design/Engineering	$30,000		
Construction*	$670,000		
*Includes Contingency		Airport Fund Balance	$700,000
Total Project Cost	$700,000		
EXPENDITURE BUDGET	$700,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project was originally designed to expand the South and West Airport Terminal Ramps to accommodate requests by aeronautical service providers to construct corporate aircraft hangars, and included federal and state funding to lower the County's share of costs. However, federal and state funding was redirected to the runway reconstruction (Project 200704) necessitating a reduction in scope. The decision was made to reconstruct (rather than just rehabilitate) the runway in order to increase the useful life of the runway from 5 years to 25 years. Had the shorter-term solution to the runway project been chosen, state and federal funding would have been available for this ramp expansion project.

The new design includes 8,400 square yards of new pavement on the West Terminal Ramp. This project adds a taxi lane between the existing terminal ramp and the West Corporate Hangar area that will increase both aircraft and vehicle safety. Work also includes improvements to airport drainage, and airfield lighting and signage. All of these improvements have been identified in the Airport Master Plan and the Airport Layout Plan.

Before construction begins on the ramp expansion project, the County will require a signed agreement with Stein Aircraft Services, LLC (SAS), guaranteeing that SAS will construct a new hangar (see analysis of need below).

Location

Waukesha County Airport Terminal Ramp

Analysis of Need

The current extent of the terminal ramp was constructed with the Airport Terminal in 1997. It was designed to meet the projected demand for aeronautical service providers with the intent of expanding the ramp once demand for the available hangar lots was met. The current west terminal ramp can only accommodate one additional hangar building. Stein's Aircraft Services, LLC. (SAS), a corporate aircraft management, maintenance, charter, and flight school company, has submitted conceptual plans for a 33,900 square foot hangar to be located on West Ramp lot 2641 Aviation Drive. Their proposed building occupancy is August 2015. Atlantic Aviation, Inc, our Fixed Base Operator (FBO), has applied for West Ramp lot 2621 Aviation Drive. This proposed activity consumes all of the remaining lots on the west ramp.

Alternatives

A smaller extension of the existing taxi lane to accommodate the new hangar development, which will not aid in increased safety or operational flow of aircraft and related airport support.

Ongoing Operating Costs

Ongoing operating costs include an additional $200 per year in pavement maintenance and marking costs and $28,000 per year in depreciation expense based on a 25-year pavement life cycle. Snow removal costs for the leased ramp area is the responsibility of hangar owner. The additional taxiway pavement may increase the County's snow removal contract base cost an estimated $2,000 to $2,500. Additional land lease revenue is projected at $50,000 from the related hangar development.

Previous Action

Approved as amendment to County Capital Plan in 2013 (Enrolled Ordinance 167-83).

Project #	201401	**Project Title**:	Replace Brine Maker/Construct Canopy Roof
Department:	Public Works-Hwy Operations	**Sponsor:**	Public Works
Phase:	Formation	**Manager:**	Peter Chladil, Highway Operations Manager
Budget Action:	As Planned	**Date:**	August 26, 2014

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Project Phase	Budget & Concept Design	Construction	Construction	Project
Expenditure Budget	$10,500	$0	$313,200	$323,700
Revenue Budget	$0	$0	$0	$0
Net County Cost	$10,500	$0	$313,200	$323,700

COST DOCUMENTATION		**REVENUE**	
Design	$10,500		
Equipment	$190,000		
Construction	$100,000		
Contingency	$23,200		
Total Project Cost	$323,700	Total Revenue	$0
EXPENDITURE BUDGET	$323,700	**REVENUE BUDGET**	$0

Project Scope & Description

Replace existing brinemaker originally purchased in 2007 by Wisconsin Department of Transportation (DOT). Purchase of replacement brinemaker and five (5) additional 6,000 gallon tanks for salt brine storage and liquid blending of de-icing chemicals. Construct canopy roof off back of Highway Operations to shelter truck wash, liquid loading area and additional storage tanks.

Location

Highway Operations, 1641 Woodburn Road, Waukesha, WI 53188. Two of the five additional 6,000 gallon tanks will be located at the New Berlin and Sussex substations.

Analysis of Need/Return on Investment

The useful life of this type of equipment has not been established. We estimate that the existing brinemaker could have a useful life of 10 years. The Highway Operations Division has 100% of its trucks applying pre-wet to its salt as it comes off the salt spinner. Additionally, we anti-ice prior to storms and sell approximately 150,000 gallons of salt brine to other municipalities within Waukesha County and to Jefferson County Highway Department.

It is essential that we continue to be able to produce salt brine as not using it as a pre-wet would increase our salt usage by at least 20%. County has used on average 16,532 tons of salt over the last 5 winter seasons. A 20% increase by not being able to pre-wet salt causing more bounce and scatter would add an additional 3,300 tons of salt use annually. At an average of $56 a ton, this would amount to an additional $184,880 cost on salt. Under this scenario, replacing the brinemaker would pay for itself in approximately 1.5 years.

The project includes the construction of a canopy roof to the Highway Operations building. The additional roofing is intended to provide cover from the elements while county staff refill trucks with salt brine during snow storms.

Alternatives

Replace equipment individually as it breaks down.

Ongoing Operating Costs

The current brinemaker continues to run with minimal costs to maintain at this point. We have spent approximately $500-700 per year on parts and sensors. This will continue to increase as the brinemaker ages.

Previous Action

Approved as a new project in 2014-2018 Capital Plan

Project #	200808	**Project Title**:	Communications Center Expansion
Department:	Public Works -Buildings	**Sponsor:**	Gary Bell
Phase:	Design	**Manager:**	Allison Bussler
Budget Action:	C – Scope, $ - Update	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	Total
Project Phase	Budget & Concept	Design	Construction	Project
Expenditure Budget	$45,000	$203,000	$2,943,000	$3,191,000
Revenue Budget	$0	$0	$708,400	$708,400
Net County Cost	$45,000	$203,000	$2,234,600	$2,482,600

COST DOCUMENTATION		**REVENUE**	
Architect	$248,000	Municipal Cost Share per ordinance*	$350,000
Construction	$2,476,000	New Berlin Joining fee for	$358,400
Contingency	$198,000	infrastructure received in 2012	
Survey/Soil Test/Permits/Etc	$28,000	and reserved in General Fund Balance	
Furniture	$241,000		
Total Project Cost	$3,191,000	Total Revenue	$708,400
EXPENDITURE BUDGET	$3,191,000	**REVENUE BUDGET**	$708,400
		*Future new large member that requires expansion	

Project Scope & Description

This project was proposed in 2008 and will incorporate space for the Waukesha Communications Center (WCC) to accommodate additional dispatch agencies and space for the Emergency Operations Center (EOC) to better handle countywide emergencies. This project adds approximately 1,200 square feet to the original proposal for an approximate total of 5,300 square feet to the WCC. Based on further research, the hiring of a new Director, EOC training exercises, and actual experience with a large incident, the project will expand the EOC to include the additional 1,200 square feet. The project will also include storage and administrative space to free up existing space in the current facility to accommodate additional dispatch positions and have the needed space to better manage significant incidents.

Location

Waukesha County Communications Center, 1621 Woodburn Road, Waukesha, WI 53188

Analysis of Need

The existing facility was completed in 2004 and started operations that same year. The facility was designed to handle all the agencies that committed originally and a small increase to the number of agencies in the future. The current dispatch floor has workstations for fourteen 9-1-1 positions, one 9-1-1 supervisor position and two supervisor workstations. While the facility is capable of handling increases in activity and a small number of new partners in the existing structure, at some point the facility will need to expand to accommodate substantial growth due to more agencies joining. Since 2004, three police departments and three fire departments have been added to the WCC, as well as additional emergency management and Information Technology Division personnel. The most recent addition was in 2012 with New Berlin Police and Fire becoming part of the WCC. Within the next couple of years, growth is estimated to include additional police and fire departments, but the size of these agencies is unknown at this point. In addition, space is needed in the EOC to handle countywide incidents. The current square footage is insufficient for substantial growth due to new agencies.

Alternatives

- Until the building is expanded, the dispatch floor can be re-configured to add up to four 9-1-1/dispatch positions and convert the two supervisor's workstations to 9-1-1/dispatch workstations, but room for support staff, storage, meeting rooms, etc. is in short supply.
- Only allow one partner/agency and deny all other agency requests.
- Create new formula to better account for all cost of new agencies that join the dispatch center.

Ongoing Operating Costs

The major components of the building already exist. Additional space and equipment will require additional staff and increases in personnel, maintenance and utilities costs. Estimated costs will be determined as the project construction design plan is completed.

Previous Action

- 2008-2012 capital plan: approved as new.
- 2009-2013, 2010-2014, 2011-2015; 2013-2017 capital plans: delayed one year.
- 2012-2016 capital plan: cash update.
- 2014-2018 capital plan: approved as planned.

Project #	201113	**Project Title**:	Administration Center Roofing Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construciton	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	August 16, 2014

CAPITAL BUDGET SUMMARY			
Year	2014	2015	Total
Project Phase	Design	Construction	Project
Expenditure Budget	$11,000	$211,000	$222,000
Revenue Budget	$0	$0	$0
Net County Cost	$11,000	$211,000	$222,000

COST DOCUMENTATION		REVENUE	
Architect	$11,000		
Construction	$196,000		
Contingency	$15,000		
Total Project Cost	$222,000	Total Revenue	$0
EXPENDITURE BUDGET	$222,000	**REVENUE BUDGET**	$0

Project Scope & Description
This project is to replace 34,000 GSF (gross square feet) of 60 mil EDPM (rubber) roofing on the Administration Center.

Location
Administration Center, 515 W. Moreland Boulevard, Waukesha, WI 53188

Analysis of Need
This replacement was originally scheduled for 2008 but patching done in 2010 to the perimeter of the building, deferred replacement until 2015 when the roof will be 21-years-old. EDPM roofs are typically under warranty for 15 years and have a useful life expectancy between 15 and 20 years. The patched roofing has shrunk and deteriorated due to sun exposure. The Administration Center was constructed in 1994.

Alternatives
Patch the roof when leaks develop.

Ongoing Operating Costs
Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action
- 2011-2015 capital plan: approved as a new project.
- 2012-2016, 2013-2017, 2014-2018 capital plans: approved as planned.

Project #	201206	**Project Title**:	HWY Ops-Fleet HVAC Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler Director
Budget Action:	As Planned	**Date:**	August 26, 2014

CAPITAL BUDGET SUMMARY			
Year	2015	2017	Total
Project Phase	Budget & Concept Design	Construction	Project
Expenditure Budget	$45,000	$718,000	$763,000
Revenue Budget	$0	$0	$0
Net County Cost	$45,000	$718,000	$763,000

COST DOCUMENTATION		REVENUE	
Design	$45,000		
Construction	$663,000		
Contingency	$55,000		
Total Project Cost	$763,000	Total Revenue	$0
EXPENDITURE BUDGET	$763,000	**REVENUE BUDGET**	$0

Project Scope & Description
This project will upgrade the HVAC infrastructure including pumps, motors, air handling units and heaters at the Highway Operations and Fleet Facilities.

Location
Highway Operations and Fleet Facilities, 1641 Woodburn Road, Waukesha, WI 53188

Analysis of Need
The Highway Operations Center was constructed in 1997 and the Fleet Garage was constructed in 1998. The LAW study is a planning document to help the county plan for equipment replacement at the end of a piece of equipment's useful life, but before it fails. The study identified approximately 63 individual pieces of HVAC-related equipment that should be upgraded or replaced at these facilities.

Alternatives
Replace equipment individually as it breaks down.

Ongoing Operating Costs
Energy consumption will be reduced by replacing older equipment with newer high efficiency equipment. Estimated energy consumption reductions to be determined as part of the budget and concept design in 2015.

Previous Action
2012-2016 capital plan: approved as new project.
2013-2017, 2014-2018 capital plan: approved as planned.

Project #	201214	**Project Title**:	MHC Chiller Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler, DPW Director
Budget Action:	C - $ Update	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year	2013	2015	Total
Project Phase	Budget & Concept, Design	Construction	Project
Expenditure Budget	$48,000	$694,000	$742,000
Revenue Budget	$0	$0	$0
Net County Cost	$48,000	$694,000	$742,000

COST DOCUMENTATION		**REVENUE**	
Architect	$48,000	Energy rebates will be identified prior to construction year.	
Construction	$642,000		
Contingency	$52,000		
Total Project Cost	$742,000	Total Revenue	$0
EXPENDITURE BUDGET	$742,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is for the replacement of the chiller and controls at the Mental Health Center (MHC). This project would include variable frequency drives (VFD) for energy efficiency that should qualify for Focus on Energy rebates.

Location

Mental Health Center, 1501 Airport Road, Waukesha, WI 53188

Analysis of Need

Normal life expectancy for mechanical equipment is approximately 25 years. The chiller unit at the MHC has experienced equipment problems needing repairs to coils, compressors and pumps in the last few years. The chillers and related equipment are outdated, use significantly more energy than new high efficiency models and have reached the end of their useful life. As a 24/7 healthcare facility, it is imperative that the County provide a properly conditioned environment for Mental Health patients and Health and Human Services staff. The facility was constructed in 1994, and the new chiller and related equipment will be operating 24/7 for the next 22 years to the end of its useful life. Construction costs updated based on budget and concept developed in 2013.

Alternatives

Delay the project and replace equipment only when it can no longer be repaired, breaks down frequently, and/or operation interruptions cannot continue to be tolerated. To replace the equipment when it breaks will result in excessive costs for temporary air conditioning, equipment acquisition, and significant operation interruptions. The replacement chiller and related equipment has a 90-day lead time for manufacturing and delivery. A planned, end of useful life, chiller replacement will allow for minimal operations interruptions and equipment down time.

Ongoing Operating Costs

The updated equipment is estimated to be 10% to 20% more efficient, per manufacturer specifications, than existing equipment and provide more reliable service to the Mental Health Center. The MHC uses 996,000 kWh of energy use per year based on a three year average. If 20% of the electrical load was attributed to the chiller operation, between 20,000 and 40,000 kWh could be saved per year equaling $2,000 to $4,000 in utility costs. The return on investment is minimal as an end of its useful life mechanical equipment replacement.

Previous Action

2012-2016 capital plan: approved as a new project.
2013-2017 capital plan: approved as planned.
2014-2018 capital plan: approved as planned.

Project #	201413	**Project Title**:	LEC Mechanical Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Formation	**Manager:**	Allison Bussler, DPW Director
Budget Action:	C – Scope, $ - Update, Accelerate, Rev Update	**Date:**	August 16, 2014

CAPITAL BUDGET SUMMARY

Year Project Phase	2015 Budget & Concept, Design	2016 Construction	Total Project
Expenditure Budget	$220,000	$2,376,000	$2,596,000
Revenue Budget	$220,000	$0	$220,000
Net County Cost	$0	$2,376,000	$2,376,000

COST DOCUMENTATION		**REVENUE**	
Architect	$220,000	Energy rebates will be identified prior to construction year.	
Construction	$2,200,000		
Contingency	$176,000		
		Jail Assessment Fund Balance	$220,000
Total Project Cost	$2,596,000	Total Revenue	$220,000
EXPENDITURE BUDGET	$2,596,000	**REVENUE BUDGET**	$220,000

Project Scope & Description

This project will upgrade the HVAC infrastructure including chillers, air handling units, variable air volume (VAV) boxes, controls, pumps, and motors at the Law Enforcement Center (LEC).

Location

Law Enforcement Center, 515 West Moreland Blvd., Waukesha, WI 53188

Analysis of Need

The Law Enforcement Center was constructed in 1993 and houses administrative staff and jail cells. The LAW study is a planning document to help the county plan for equipment replacement at the end of a piece of equipment's estimated useful life, but before it fails. Mechanical HVAC equipment normally has a useful life of approximately 25 years depending on the quality of the equipment and the frequency of maintenance. With proper maintenance the useful life of the equipment can be extended. At the time of replacement the HVAC mechanical equipment will be 23 years old. Being a 24/7 operation, the chiller units, VAV boxes, and associated equipment at the LEC have a reduced life expectancy and experienced significant problems needing repairs in the last few years. The chillers and related equipment are outdated, use significantly more energy than new high efficiency models and have reached the end of their useful life. As a 24/7 Law Enforcement and Corrections facility, it is imperative that the County provide a properly conditioned environment for Law Enforcement and Corrections staff and inmates.

The project is updated to include VAV boxes and associated controls due to equipment failure. Also these VAV boxes are no longer manufactured nor supported, so simply replacing them requires an expensive kit to continue with the temporary VAV technology.

Alternatives

Delay the project and replace equipment only when it can no longer be repaired, breaks down frequently and/or operation interruptions cannot continue to be tolerated. To replace the equipment when it breaks will result in excessive costs for temporary air conditioning, equipment acquisition, and significant operation interruptions. The replacement chiller and related equipment has a 90 day lead time for manufacturing and delivery. A planned, end of useful life, chiller and related equipment replacement will allow for minimal operations interruptions and equipment down time.

Ongoing Operating Costs

Energy consumption will be reduced by replacing the older equipment with newer high efficiency equipment and direct digital controls. Energy consumption reductions will be determined as part of the budget and concept design in 2015.

Previous Action

2014-2018 capital plan: approved as new project

Project #	201503	**Project Title**:	Limit Demolition to the East Wing of the Former HHS Building
Department:	Public Works—Buildings	**Sponsor:**	Public Works
Phase:	One-Year Project	**Manager:**	Allison Bussler, DPW Director
Budget Action:	New	**Date:**	December 1, 2014

CAPITAL BUDGET SUMMARY			
Year	2015	2015	Total
Project Phase	Design	Removal/Demolition	Project
Expenditure Budget	$100,000	$1,415,000	$1,515,000
Revenue Budget	$0	$0	$0
Net County Cost	$100,000	$1,415,000	$1,515,000

COST DOCUMENTATION		REVENUE	
Design*	$100,000	Project will be mostly funded with appropriated Capital Project Fund Balance.	
Removal/Demolition	$1,290,000		
Contingency	$125,000		
Total Project Cost	$1,515,000	Total Revenue	$0
EXPENDITURE BUDGET	$1,515,000	**REVENUE BUDGET**	$0

*Includes demolition consultant

Project Scope & Description

This project preserves the buildings located on the original historic Grandview Health Resort (constructed in 1911) and two subsequent wings (added in 1921 and 1928), while limiting demolition in 2015 to the east wing building (constructed in 1963). The project includes the stabilization of site conditions and the construction of approximately 70 new public parking spaces.

Location: The former Health and Human Services (HHS) building is located at 500 Riverview Drive, Waukesha, WI 53186.

Analysis of Need

In 2010, the Waukesha County Board approved a capital project to construct a new HHS Building on the Moor Downs property to replace the former HHS building. The new HHS Building was completed and opened in 2013.

With the construction of the new HHS Building it has been determined that a need exists for additional parking to support the operation. The east wing of the former HHS building was constructed in 1963 and is presently vacant with no anticipated use. The adjacency of this site was determined to be the appropriate location for parking expansion.

This project would provide approximately 70 additional public parking spaces for clients of HHS programs during peak periods. It will also allow staff, including those who work evenings, to park closer to the staff entrance, enhancing the safety and security of the site.

In 2013, Waukesha County evaluated use of the former HHS Building, which included the east wing as temporary space for Courts operations during a future Courthouse remodeling project. The analysis showed that the former HHS Building would not have been suitable for this temporary use.

Alternatives

- Retain the building and continue to incur repair, maintenance, and liability costs.
- Demolish the entire building and avoid operating and risk-related costs associated with a vacant building.
- Implement County Board Resolution 168-R-007 to sell and relocate or tear down the former Waukesha County Health and Human Services Building. There were no proposals received for the sale and relocation that met the intent of the resolution, leaving building demolition as the recommended alternative.

Ongoing Operating Costs

Operating costs to continue to repair and maintain the former HHS building are expected to be $58,000/year. Insurance costs will continue to be incurred at $16,000/year. Vandalism and other liability will continue to be a concern in a vacant building.

Previous Action

County Board adopted Resolution 168-R-007 which authorized the Department of Public Works to proceed with the sale and relocation or tear down of the former HHS building. This project was not authorized to proceed by County Board action.

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	December 1, 2014

CAPITAL BUDGET SUMMARY

Year	2011	2012	2013	2014	2015	Total
Project Phase	Budget & Concept		Design & Const. Chillers	Design & Const. Chillers	Design & Const Boilers	Project
Expenditure Budget	$20,000	$0	$947,000	$1,007,000	$1,386,000	$3,360,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$20,000	$0	$947,000	$1,007,000	$1,386,000	$3,360,000

COST DOCUMENTATION	Chiller & Grant Work	Boiler & Controls	Total
Current Project scope	$1,750,000	$1,472,000	$3,222,000
Additional Project scope* (Air handling units, electrical motors, Plumbing, Bldg Envelope)	$1,943,000	$0	$1,943,000
Contingency	$77,000	$118,000	$195,000
Total Project Cost	$3,770,000	$1,590,000	$5,360,000
* funded with state grant			
Less: State Grant (Not In Co. Budget)	($2,000,000)	$0	($2,000,000)
EXPENDITURE BUDGET	$1,770,000	$1,590,000	$3,360,000

REVENUE

UW-Waukesha has qualified for funding from the State based on the investment grade audit and energy report identifying a return on investment up to 16 years. The State will be funding up to $2 million through the Department of Facilities Development (DFD) Energy Efficiency Program. With the adoption of this Capital Project the County will be committing $1,750,000 towards the $3.75 million partnership with UW.

Total Revenue	$2,000,000
REVENUE BUDGET	$0

Project Scope & Description

This project replaces aging boilers, chillers, controls and related equipment at the University of Wisconsin-Waukesha (UWW). The campus central heating plant currently includes two steam boilers and one hot water boiler. Steam is converted to hot water in seven different locations throughout the campus and hot water is distributed to the various loads. This equipment serves most of the campus with the exception of a few gas fired units in some isolated areas. The central plant also includes two chillers, a primary and secondary, and two cooling towers for cooling. Chilled water is distributed to most cooling loads on campus.

A feasibility study was completed to determine the best solution for long-term viability of the central heating and cooling plant including the condition of the existing equipment, system efficiencies, long-term reliability and maintenance concerns, operating costs and environmental considerations. The study recommended replacement of the existing steam boilers and chillers and converting the steam system to a campus-wide hot water system with removal or replacement of the steam-to-hot-water converters. The study also recommended replacing the standard motor drive units with variable frequency drive motors for greater energy efficiency. The project will also include replacing and upgrading HVAC system controls.

Funding was granted to UWW to have an Investment Grade Audit and Energy Assessment Report completed by Honeywell ESG, to qualify for State funding through an Energy Efficiency Bond for State Facilities. The County participated in the RFP process to select Honeywell ESG to perform the audit and report. The State has gone through the competitive process allowing the County to utilize Honeywell as the construction manager to deliver project design, specifications, and construction management. The State program is based on a 16 year Return on Investment (ROI) for building system efficiencies, electrical, mechanical replacements and energy improvements. The State has funded similar projects at other two-year campuses. The audit and report qualified the primary chiller, VFD motors, and HVAC controls identified in the County's feasibility study. These items will be funded by the County, up to $1,750,000, as indicated in the current project scope. The County's project fund will be handled by the State and distributed to Honeywell as the construction management firm for the project. The following table identifies the current project scope items:

- Campus Wide - Energy Management and DDC - Enhanced scope for HVAC system controls
- Campus Wide - Valve, Pipe, and Accessory Fittings, Insulation - for boiler and chiller lines
- Field House - Variable Speed Drives/Ventilation Control (VFD)
- Field House - Replace Chiller - Identical Capacity
- South View Theater - Energy Management DDC - Dual Duct Air Handling Unit (AHU) Variable Air Volume (VAV) Boxes
- Admin/Commons/Westview - Energy Management DDC - Danfoss Upgrade
- Admin/Commons/Westview - Variable Speed Drives/Ventilation Control (VFD)

Project #	200902	**Project Title**:	UWW Boiler, Chiller and Controls Replacement
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	As Planned	**Date:**	December 16, 2014

The total scope of work in the Investment Grade Audit and Energy Assessment Report address additional items identified in the County's feasibility study. The additional scope items, such as the two AHU units installed in 1965, are projected to be replaced by the County in the next 10 years. The completed State audit and report qualified these items as part of the State program for replacement. These items will be paid through State funds, up to $2,000,000, resulting in County savings on a future capital expenditure. The following bullet points illustrates the additional project scope items as part of the State program:

- Campus Wide - Electrical Motor Efficiency Improvements
- Campus Wide - Plumbing Improvements
- Campus Wide - Building Envelope/Air Leakage
- Campus Wide - PC - Power Management
- Campus Wide - Lighting Retrofit Interior
- Campus Wide - Lighting Retrofit Exterior
- Admin/Commons/Westview - Replace AHU-B1 & AHU-B2
- Fieldhouse – 1 Cooling Tower

The secondary chiller did not qualify for replacement as it did not meet the State's 16 year ROI in the Investment Grade Audit and Energy Assessment Report. The secondary chiller operates as a back-up to the primary chiller and runs 5% to 10% during peak summer demand. The boilers, heating controls, and related equipment addressed in the County's feasibility study and project scope will be constructed one year in advance due to the County's ability to capture the State funds in 2013 for the chillers and controls.

Location
UW Waukesha, 1500 N. University Drive, Waukesha, WI 53188

Analysis of Need
The UWW Campus was constructed in 1965. Most of the heating and cooling plant is from the original construction and much of the existing equipment is approximately 48-years-old. Mechanical equipment usually has a useful life expectancy of 25 to 30 years. Many times the useful life can be extended with a good preventative maintenance program. The replacement of the heating and cooling plant equipment and controls is needed because of the age and potential failure of the equipment. In addition to the rising cost of energy, it is prudent to replace older inefficient mechanical equipment and controls with new high efficiency equipment. Two 400 horse power Cleaver Brooks boilers provide heat to the entire campus which is approximately 266,000 square feet. One 175 ton and 300 ton Carrier Hermetic Centrifugal Chiller provide cooling to approximately 204,000 square feet of campus. Both chillers contain refrigerant R-11, which is considered unfriendly to the environment.

Alternatives
Do not replace the equipment and operate it until it breaks down with plans to replace it under emergency conditions, which will have potential impact on the daily operation of the university.

Ongoing Operating Costs
If the project proceeds with the State program, Waukesha County will benefit from the additional scope items in the State program. The County will also see a reduction in annual expenses for maintenance repair parts, materials, and labor. In addition the interior and exterior lighting upgrades and PC power management efficiencies funded through the State will aid in reduction of energy consumption at the UWW Campus.

If the project scope proceeds without the State program, the UWW campus will still benefit from the impact on the amount of energy used per square foot with the new energy efficient equipment and controls and see a cost reduction on maintenance repair parts, materials, and labor.

Previous Action
- Feasibility study completed July 15, 2008.
- 2009-2013 capital plan: new.
- 2010-2014 capital plan: cost update.
- 2011-2015 capital plan: approved as planned.
- 2012-2016 capital plan: delayed.
- 2013-2017 capital plan: updated scope and revenue.
- 2014-2018 capital plan: approved as planned.

Project #	201210	**Project Title**:	UWW Roofing Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, DPW Director
Budget Action:	C – Delay, $ - Update	**Date:**	August 17, 2014

CAPITAL BUDGET SUMMARY

Year	2012	2015	2016	2017	2018	Total
Project Phase	Design	Design & Construction	Design & Construction		Design & Construction	Project
Expenditure Budget	$67,000	$1,442,000	$700,000	$0	$2,000,000	$4,209,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$67,000	$1,442,000	$700,000	$0	$2,000,000	$4,209,000

COST DOCUMENTATION		**REVENUE**	
Architect	$67,000		
Construction	$3,852,000		
Contingency	$290,000		
Total Project Cost	$4,209,000	Total Revenue	$0
EXPENDITURE BUDGET	$4,209,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project will repair and replace building envelope components on facilities at the University of Wisconsin–Waukesha (UWW) campus. The four main UWW campus facilities Northview/Library, Southview/Fine Arts, Commons/Administration/Westview and Fieldhouse are 48-years-old and constructed in 1966. The useful life of a roof ranges from 15 to 40 years depending on roof type. A 60 mil EDPM roof usually lasts between 15 and 20 years. An asphalt ballasted roof has a useful life of 25 to 40 years. Extensive roof patching was undertaken in 2009 and tuckpointing completed in 2009 and 2010.

A portion of project funding originally planned for 2016 is being delayed until 2018 (and adjusted for inflation) to accommodate other priorities in the five-year capital plan. Funding remaining for 2015 and 2016 is budgeted to help ensure the roofs requiring more immediate attention are addressed in a timely manner. The roofs will continue to be monitored - and patched and repaired on an as needed basis.

Location

UWW Campus, 1500 N. University Avenue, Waukesha, WI 53188

Analysis of Need

A February 2009 roofing survey was completed on UWW facilities indicated that significant roofing upgrades are required to maintain the integrity of the roofs.

Alternatives

Continue to patch the roof as leaks occur.

Ongoing Operating Costs

Operating costs will be reduced for labor and materials associated with repairing leaks and associated damages.

Previous Action

- 2012-2016 capital plan: approved as a new project.
- 2013-2017 capital plan: delay.
- 2014-2018 capital plan: approved as planned

Project #	201005	**Project Title**:	CTH I, CTH ES-CTH O Rehab
Department:	Public Works-Highways	**Road Name:**	Beloit Road
Phase:	Preliminary Design	**Project Type:**	Rehabilitation
Budget Action	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	2018	Total
Project Phase	Design	Land	Construction	Construction	Project
Expenditure Budget	$353,000	$1,164,000	$681,000	$0	$2,198,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$353,000	$1,164,000	$681,000	$0	$2,198,000

COST DOCUMENTATION		**REVENUE**	
Design	$293,000	Surface Transportation Program -	$2,726,000
WisDOT Plan Review	$60,000		
Land Acquisition	$1,164,000		
Construction	$2,989,000		
Construction Management	$299,000		
Contingency	$119,000		
Total Project Cost	$4,924,000	Total Revenue	$2,726,000
EXPENDITURE BUDGET	$2,198,000	**REVENUE BUDGET**	$0

Project Scope & Description

This 1.8 mile long project involves the two-lane rehabilitation/reconstruction of CTH I to bring it up to current standards. Improvements may include: widening the roadway, shoulders and clear zone areas, regrading the ditches and drainage areas, and improving the side road intersections. Improve the horizontal and vertical alignment east of Calhoun Road. The road base and surface will be crushed and re-laid with a new surface on the top.

Location

City of New Berlin

Analysis of Need

The roadway vertical and horizontal alignments are substandard. Additionally, many of the side ditches, shoulders, and clear zones are below current standards. This segment of highway also has a high accident rate. The eastern portion is quickly becoming developed and traffic on CTH I is increasing due to a new Children's Hospital facility and retail development which is being constructed at the corner of Moorland Road and CTH I. Other development is planned between Calhoun Road and Moorland Road. The 2012 traffic volume is 4,950 vehicles per day.

Alternatives

- Re-pave CTH I. While addressing the pavement condition, this alternate will not address shoulder, drainage, and alignment issues that exist along CTH I
- Reconstruct\rehabilitate CTH I as described above.

Ongoing Operating Costs

Operating costs are not expected to change.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016 capital plan: project approved as planned.
- 2013-2017, 2014-2018 Capital Plans: project approved as planned

Project #	201008	**Project Title**:	CTH M, CTH YY to East County Line
Department:	Public Works- Highways	**Road Name:**	North Avenue
Phase:	Preliminary Design	**Project Type:**	Priority Corridor
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	2018	Total
Project Phase	Design	Design	Land	Land	Const	Project
Expenditure Budge	$0	$1,098,000	$1,000,000	$1,800,000	$2,792,000	$6,690,000
Revenue Budget	$0	$0	$0	$0	$210,000	$210,000
Net County Cost	$0	$1,098,000	$1,000,000	$1,800,000	$2,582,000	$6,480,000

COST DOCUMENTATION		**REVENUE**	
Design	$890,000	STP - M (Anticipated)	$10,326,000
WisDOT Design Review	$208,000		
Land Acquisition	$2,800,000	Local Municipality	$210,000
Construction	$11,712,000		
Construction Management	$820,000		
Contingency	$586,000		
Total Project Cost	$17,016,000	Total Revenue	$10,536,000
EXPENDITURE BUDGET	$6,690,000	**REVENUE BUDGET**	$210,000

Project Scope & Description

This project involves the reconstruction and widening of 2.1 miles of CTH M (North Avenue) from CTH YY (Pilgrim Road) to 124th Street to four lanes and the replacement of a bridge over Underwood Creek. The use of a median or a two-way left turn lane to provide for left turn movements will be evaluated during the design phase of this project. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline and additional grading easements and vision corners may be required. Federal aid is anticipated to be used on this project and at 80% is estimated at $10,326,000. Additional revenue of $210,000 from the City of Brookfield and Village of Elm Grove is anticipated as the local share for sidewalk and other requested amenities.

Location

City of Brookfield, Village of Elm Grove

Analysis of Need

CTH M or North Avenue has been identified as a priority corridor for widening to four lanes by the Department of Public Works. This portion of CTH M is shown as a four-lane roadway in the 2035 SEWRPC Jurisdictional Highway Plans for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH M range from approximately 14,100 vehicles per day (VPD) at Pilgrim Road to 20,400 vpd at 124th Street. These volumes indicate that the existing two-lane roadway is beyond its operating capacity, and is in need of widening.

Alternatives

- Rehabilitate CTH M: This alternate will address pavement issues but will not provide the capacity warranted by traffic volumes, or improve ingress to the highway.
- Reconstruct CTH M to provide necessary additional capacity.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $28,800 per annum for the additional lane miles after the 2018 construction phase is completed.

Previous Action

- 2010 -2014 capital plan: approved as a new project.
- 2011-2015, 2012-2016, 2013-2017 capital plans: approved with a cost update.
- 2014-2018 As Planned

Project #	200511	**Project Title**:	CTH D, Calhoun Road–Intersection
Department:	Public Works-Highways	**Road Name:**	Cleveland Avenue
Phase:	Land/Const	**Project Type:**	Intersection
Budget Action:	C- Scope, $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	2015	Total
Project Phase	Design	Design	Design	Design/Land	Const/Land	Const/Land	Project
Expenditure Budget	$100,000	$1,100,000	$300,000	$590,000	$495,000	($200,000)	$2,385,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$100,000	$1,100,000	$300,000	$590,000	$495,000	($200,000)	$2,385,000

COST DOCUMENTATION		**REVENUE**	
Design	$200,000		
Land Acquisition	$460,000		
Construction	$1,495,000		
Construction Management	$160,000		
Contingency	$70,000		
Total Project Cost	$2,385,000	Total Revenue	$0
EXPENDITURE BUDGET	$2,385,000	**REVENUE BUDGET**	**$0**

Project Scope & Description

The previous scope of this project was to fully reconstruct the intersection of CTH D (Cleveland Avenue) and Calhoun Road in New Berlin. The work would have involved reconstructing the entire intersection and pavement core and widening the intersection to provide for future traffic volumes and to accommodate the ultimate 4-lane section on Cleveland Ave. A conventional intersection consisting of two through traffic lanes, a left turn lane on all four approaches and a roundabout were considered as alternatives for the intersection. Following consultation with the City of New Berlin, an alternative has been chosen, which consists of a conventional signalized intersection that will not require full reconstruction like the previous scope. The work will involve keeping the existing pavement core in place, widening the intersection and using painted striping to delineate turn lanes to provide for future traffic volumes, improve capacity and reduce delays at the intersection. Project costs have been decreased to reflect the change in scope.

Location

City of New Berlin, Intersection at Calhoun Road and Cleveland Avenue

Analysis of Need:

This intersection controls traffic on two heavily used roadways, Calhoun Road and Cleveland Avenue. Cleveland Avenue is intended to become 4-lanes in the future and this intersection design will allow the 4-lanes without additional effort in the future. This project will improve travel through the intersection and be compatible with future County and SEWRPC road widening plans.

Alternatives

Reconsider project in a future capital plan.

Ongoing Operating Costs

Ongoing costs are expected to increase by approximately $10,000 per annum for the additional lane miles after construction..

Previous Action

- 2005-2009 capital plan: approved as a new project.
- 2006-2010 and 2010-2014 capital plans: approved as planned.
- 2007-2011, 2011-2015, 2012-2016 capital plans: approved with cost update.
- 2008-2012 capital plan: delayed.
- 2009-2013, 2013-2017 capital plan: change in scope and cost update.
- 2012-2016 capital plan: change in cost update.

Project #	200606	**Project Title**:	CTH P, Bark River Bridge
Department:	Public Works - Highways	**Road Name:**	Sawyer Road
Phase:	Construction	**Project Type:**	Bridge
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, Director
Date:	August 26, 2014		

CAPITAL BUGDET SUMMARY

Year	2007	2008	2009	2011	2015	Total
Project Phase	Design	Right of Way	Construction	Construction	Construction	
Expenditure Budget	$124,000	$110,000	$96,400	$137,600	$106,000	$574,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$124,000	$110,000	$96,400	$137,600	$106,000	$574,000

COST DOCUMENTATION		REVENUE	
DOT Design Review	$30,000		
Design	$144,000	Federal Bridge Aid	$850,000
Land Acquisition	$110,000		
Construction	$991,000		
Construction Management	$99,000		
Contingency	$50,000		
Total Project Cost	$1,424,000	Total Revenue	$850,000
EXPENDITURE BUDGET	$574,000	REVENUE BUDGET	$0

Project Scope & Description

This project includes the replacement of the existing box culvert with a new culvert and reconstruct the immediate roadway approaches on existing alignment. Replacement of an integral dam spillway is anticipated with this project. The roadway will remain a two-lane facility and will be constructed to current standards. In accordance with the County's bicycle plan, the project will include the construction of a bike path along the west side of the road. At a minimum, right of way will be acquired to the ultimate width of 40 feet from the roadway centerline although additional right of way width may be necessary to construct this project. The dam spillway is not maintained by Waukesha County. The Village of Summit has assumed ownership of the spillway. Waukesha County and Village of Summit are working toward a project agreement. Per Federal Highway Administration (FHWA) rules the spillway construction is ineligible for Federal Bridge funds therefore Waukesha County will fund 100% of the spillway portion of the project. The project will receive an estimated $850,000 in Federal Bridge Aid on the bridge portion of the project.

Increased funds for this project are needed due to some additional length of roadway that is needed to safety match existing CTH P, retaining walls that are required to limit fills into the Bark River floodplain and some additional length of structure required to provide a bike path on the west side of the structure and a future sidewalk on the other.

Location

Town of Summit

Analysis of Need

The existing bridge is two-cell box culvert that was constructed in 1932. The upstream and downstream ends of the culvert are severely deteriorated. The railing is deteriorating and is substandard design. The structure has no approach guardrail. The roadway over the structure is narrow with minimal shoulders. The structure sufficiency number is 41.9, which indicates that a structure replacement is warranted according to WisDOT guidelines that state that a bridge should be replaced when the sufficiency drops below 50. There is a dam spillway constructed integrally with the box culvert on the upstream side of the culvert. The location of the existing dam spillway will conflict with shoulder widening.

Alternatives

1. Reconsider in a future capital plan.
2. Reconstruct the existing bridge and roadway approaches to current WisDOT standards.

Ongoing Operating Costs Initial maintenance costs will be reduced.

Previous Action Approved as a new project in the 2006-2010 Plan. Approved with cost update in the 2007-2011, 2008 - 2012 Plans. Approved as planned in the 2009-2013 and 2010-2014 Plans. Approved with cost update in the 2011-15 Plan.

Project #	200810	**Project Title**:	CTH CW, Ashippun River Bridge
Department:	Public Works - Highways	**Road Name:**	Mapleton Road
Phase:	Construction	**Project Type:**	Bridge
Budget Action:	C - Scope, $ - Update, Revenue	**Manager:**	Allison Bussler, Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year	2009	2010	2011	2015	Total
Project Phase	Design	Right of Way	Construction	Construction	Project
Expenditure Budget	$125,000	$75,000	$133,400	$407,600	$741,000
Revenue Budget	$0	$0	$0	$0	$0
Net County Cost	$125,000	$75,000	$133,400	$407,600	$741,000

COST DOCUMENTATION		**REVENUE**	
WisDOT Design Fee			
Design	$136,000	Federal Bridge Aid	$326,000
Land Acquisition	$75,000	HSIP	$324,000
Construction	$1,025,000		
Construction Management	$103,000		
Contingency	$52,000		
Total Project Cost	$1,391,000	Total Revenue	$650,000
EXPENDITURE BUDGET	$741,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project includes the replacement of the existing steel girder bridge on CTH "CW" over the Ashippun River. Additionally, approximately 2,100 feet of approach roadway will be reconstructed on new alignment to correct the substandard horizontal curvature and improve safety. The roadway will remain a two-lane facility and will be constructed to current standards. At a minimum, right of way will be acquired to the ultimate width of 50 feet from the roadway centerline. The project will require an estimated $326,000 in Federal Bridge Aid and $324,000 in Federal Highway Safety Improvement Program (HSIP) Funds.

Increased funds are needed for this project due to the additional 800 ft of roadway needed to safely match into existing CTH CW and for over excavation and fills needed due to poor soils from the relocated roadway.

Location

Town of Oconomowoc

Analysis of Need

The existing bridge (P-67-0046) is a single span steel girder structure that was constructed in 1930. The deck was replaced in 1986 and is in fair condition. The steel girders and concrete abutments are severely deteriorated. The structure sufficiency number is 40.7, which indicates that a structure replacement is warranted according to WisDOT guidelines that state that a bridge should be replaced when the sufficiency drops below 50. The roadway over the structure is narrow with minimal shoulders. The horizontal curvature of the roadway is substandard just east of the bridge and has been the location of numerous single vehicle run off the road crashes.

Alternatives

1. Reconsider in a future capital plan.
2. Reconstruct the existing bridge and roadway approaches to current WisDOT standards.

Ongoing Operating Costs

Initial maintenance costs will be reduced.

Previous Action

Approved as New Project in 2008 – 2012 Capital Plan. Approved as planned in 2009 – 2013 Plan. Approved with cost update in the 2010-2014 Plan. Approved as planned in 2011-2015 Plan.

Project #	201006	**Project Title**:	CTH NN, STH 83 to CTH ES
Department:	Public Works–Highways	**Road Name:**	CTH NN
Phase:	Design	**Project Type:**	Rehabilitation
Budget Action:	C – Scope, $ Update, Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	August 27, 2014		

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	Total
Project Phase	Design	Design	Land/const	Const.	Project
Expenditure Budget	$288,000	$0	$818,000	$580,000	$1,686,000
Revenue Budget	$0	$0	$0	$544,000	$544,000
Net County Cost	$288,000	$0	$818,000	$36,000	$1,142,000

COST DOCUMENTATION		**REVENUE**	
Design	$50,000	CHIP - D	$544,000
Land Acquisition	$50,000		
Construction	$1,379,000		
Construction Management	$138,000		
Contingency	$69,000		
Total Project Cost	$1,686,000	Total Revenue	$544,000
EXPENDITURE BUDGET	$1,142,000	**REVENUE BUDGET**	$540,000

Project Scope & Description

Rehabilitate 1.1 miles of CTH "NN" to meet current design standards. The pavement, shoulders and ditches will be improved as will intersections to improve side road safety. If requested by the Village of Mukwonago sidewalks will be added to the project. Limited real estate acquisition is anticipated although, some fee, easement and access rights will need to be purchased. The project did not receive federal funding, however the Department has been allocated $544,000 in State - County Highway Improvement – Discretionary funds for the project.

The Village of Mukwonago and The Wisconsin Department of Transportation are in discussions regarding the possibility of rerouting STH 83 to CTH NN. County staff is participating in those discussions and has communicated to the parties the County's intent to improve CTH NN while staying within the County's expenditure budget.

The project as originally scoped would have performed a more long-lasting crush and relay treatment to the pavement, provided curb and gutter and storm sewers, and turn lanes throughout the project, and purchased real estate to 50 feet from the centerline of the roadway. The re-scoped project will consist of a reclamation and overlay process on the pavement, and only provide curb and gutter, turn lanes, and real estate acquisition where needed.

Location: Village of Mukwonago

Analysis of Need

This portion of CTH NN through Mukwonago carries 9,500 vehicles per day and is an arterial highway linking STH 83 to CTH ES and Holtz Drive. CTH NN and Holtz Drive act as a STH 83 bypass around the east side of Mukwonago. With two schools, a number of businesses and subdivision and condominium driveways, CTH NN has an odd mix of bypass and turn lanes. The pavement in this area is in poor condition with a pavement condition index of 32, roadway ditches are poor to non-existent and shoulders are below standard.

Alternatives

- Repave CTH NN. While addressing pavement condition, this alternate does not address access, drainage or shoulder issues along CTH NN.
- Rehabilitate/reconstruction of the existing roadway.

Ongoing Operating Costs

Operating costs may decrease in the early years following reconstruction.

Previous Action

- 2010-2014, 2013-2017 capital plan: approved as planned.
- 2012-2016 capital plan: revenue source modified.
- 2014-2018 Capital Plan: Delayed.

Project #	201116	**Project Title**:	CTH C, Mill Street to Oakwood Road
Department:	Public Works- Highways	**Road Name:**	Genesee Street
Phase:	Design	**Project Type:**	Rehabilitation/Jurisdictional Transfer
Budget Action:	C - $ Update	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	Total
Project Phase	Design	Design/Land	Land/Const	Project
Expenditure Budget	$130,000	$103,000	$1,850,000	$2,083,000
Revenue Budget	$0	$0	$463,000	$463,000
Net County Cost	$130,000	$103,000	$1,387,000	$1,620,000

COST DOCUMENTATION		**REVENUE**	
Design	$150,000	City of Delafield	$463,000
Land Acquisition	$83,000		
Construction	$1,610,000		
Construction Management	$160,000		
Contingency	$80,000		
Total Project Cost	$2,083,000	Total Revenue	$463,000
EXPENDITURE BUDGET	$2,083,000	**REVENUE BUDGET**	$463,000

Project Scope & Description

The City of Delafield passed a resolution dated July 28, 2008 requesting a jurisdictional transfer of this segment of roadway. The jurisdictional agreement will need to be finalized and approved by both parties. As part of this agreement, Waukesha County would enter into an agreement for cost sharing of the reconstruction. Between Mill Street and Church Street, the project includes the reconstruction of the existing two-lane roadway to an urban section with bypass lanes as needed. The existing culvert structures may be replaced to improve the hydraulic capacity. Storm sewer, sidewalks and curb and gutter will be added. From Church Street to Oakwood Road, the pavement will be resurfaced and the road will remain a two-lane rural roadway. The City of Delafield's share of the project is approximately 22% of the total project cost and covers the design and construction of City-requested amenities, such as sidewalks, storm sewers, bypass lanes, streetscaping and landscaping, street lights, decorative railings, etc. Additional funds are being requested because the costs for design are more than originally budgeted.

Location

City of Delafield

Analysis of Need

This roadway was last resurfaced in 1996 and the latest Pavement Condition Index (PCI) for this segment is 50. Major rehabilitation is recommended when PCI ratings drops below 40. Additionally, the twin galvanized steel culverts over the Bark River were placed in 1950 and show signs of deterioration. Traffic volumes within this segment have steadily increased to 10,036 vehicles per day (2013).

Alternatives

- Reconsider in a future capital plan.
- Reconstruct CTH C as outlined above.

Ongoing Operating Costs

Initial and future costs will be reduced as a result of the jurisdictional transfer.

Previous Action

- 2011-2015 capital plan: approved as a new project.
- 2012-2016, 2013-2017, and 2014-2018 capital plan: approved as planned.

Project #	9817	**Project Title**:	Culvert Replacement Program
Department:	Public Works-Highways	**Road Name:**	Various
Phase:	Program Project	**Project Type:**	Bridge
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 17, 2014		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2014	2015	2016	2017	2018	2019	Total Project
Expenditure Budget	$1,700,000	$120,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,320,000
Revenue Budget	$0	$20,000	$0	$0	$0	$0	$0	$20,000
Net County Cost	$1,700,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,300,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,700,000		
2014 Appropriation	$120,000	Village of Pewaukee	
2015Appropriation	$100,000	Reimbursement	$20,000
2016 Appropriation	$100,000		
2017 Appropriation	$100,000		
2018 Appropriation	$100,000		
2019 Appropriation	$100,000		
Total Project Cost	$2,320,000	Total Revenue	$20,000
EXPENDITURE BUDGET	**$2,320,000**	**REVENUE BUDGET**	**$20,000**

Project Scope & Description
Provide annual funding for a countywide culvert replacement program.

Location
Various

Analysis of Need
The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately $50,000 and do not warrant capital projects, however when grouped together the annual costs exceed $100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced. For 2014, the Village of Pewaukee is requesting a water main relocation as part of culvert replacement project on CTH M, and plans to reimburse the County for these costs, estimated at $20,000.

Alternatives
- Schedule individual projects as needed.

Ongoing Operating Costs
The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action
- 1998-2002 capital plan: project approved as a new program.
- 2001-2005 capital plan: approved as planned.
- 2002-2006 to 2013-2017 capital plans: approved with additional years.
- 2014-2018 capital plans: approved with cost and revenue updates.

Project #	200911	**Project Title**:	Repaving Program 2013–2017
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Repaving
Budget Action:	As Planned	**Manager:**	Allison Bussler, DPW Director
Date:	August 26, 2014		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2013	2014	2015	2016	2017
Expenditure Budget	$0	$1,200,000	$2,000,000	$3,000,000	$3,000,000	$3,000,000
Revenue Budget	$0	$0	$330,000	$330,000	$0	$0
Net County Cost	$0	$1,200,000	$1,670,000	$2,670,000	$3,000,000	$3,000,000

COST DOCUMENTATION				**REVENUE**	
	Paver Study	UWW Pav.	Hwy Paving & shouldering	County Highway Improvement Program (CHIP)	
2013	$20,000	$50,000	$1,130,000		
2014	$70,000	$50,000	$1,880,000	2014	$330,000
2015	$50,000	$50,000	$2,900,000	2015	$330,000
2016	$50,000	$50,000	$2,900,000		
2017	$50,000	$50,000	$2,900,000		
Total Project Cost	$240,000	$250,000	$11,710,000	Total Revenue	$660,000
EXPENDITURE BUDGET			$12,200,000	**REVENUE BUDGET**	$660,000

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Pubic Work's goal to pave approximately 20 miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, the paving program at UW-Waukesha and parking lots at the Department's substation facilities.

Location

Various locations throughout the county.

Analysis of Need

The Department of Public Works presently maintains about 396 centerline miles of asphalt-surfaced roadways on the county trunk system and the parking lots at UW Waukesha. The Department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age, the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average Overall Condition Index (OCI) of asphaltic pavements in 2013 was 68. It is the county's goal to maintain an average OCI rating of 70 with less than 10% of roadways under a PCI of 40. Resurfacing projects take into consideration the OCI of existing pavements and classification of the road. The OCI ratings are updated on a rolling three-year schedule.

Alternatives

- Spot repairs and patching. The result will be a slight delay in the deterioration of the system.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is projected to cost approximately $7,000 per mile annually (2013).

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 and 2011-2015 capital plans: approved as planned.
- 2014-2018 capital plan: approved with revenue update.

Project #	200427	**Project Title**:	Signals & Safety Improvements
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Spot Improvement
Budget Action:	C - $ Update, Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	December 1, 2014		

CAPITAL BUDGET SUMMARY

Year	2014 (existing budget)	2015	2016	2017	2018	2019	Total Project
Expenditure Budget	$1,200,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,542,400
Revenue Budget	$250,000	$0	$0	$0	$0	$0	$250,000
Net County Cost	$950,000	$842,400	$1,250,000	$1,250,000	$0	$0	$4,292,400

COST DOCUMENTATION		**REVENUE**	
2014 Appropriation	$1,200,000		
2015 Appropriation	$842,400	2014 CHIP-D Revenue	
2016 Appropriation	$1,250,000	County Highway Improvement Program - Discretionary	$250,000
2017 Appropriation	$1,250,000		
2018 Appropriation	$0	Federal HSIP (Highway Safety Improvement Program)	$3,622,000
2019 Appropriation	$0		
Total Project Cost	$4,542,400	Total Revenue	$3,872,000
EXPENDITURE BUDGET	$4,542,400	**REVENUE BUDGET**	$250,000

Project Scope & Description

This program addresses roadway safety needs in two specific areas. Firstly, upgrades to existing traffic signals and new locations where traffic signals are warranted. Secondly, locations where there are significant safety issues, these may occur at intersections, or where there is poor roadway geometry. For the intersections that meet signal warrants, the Department will study signal and roundabout alternatives. For intersections that are upgraded, new equipment and some minor geometric updates will be included to increase intersection safety and performance. Where safety is the concern The Department will conduct safety studies and proceed with the solution which best addresses the observed needs. The following projects will be studied, designed and constructed over the next three years (2015/17). Others may be added if funding allows. Beginning in 2018, intersection and safety projects will be introduced separately and evaluated on their merits against all other capital projects.

			COST ESTIMATE		
Intersection	**Location**	**Year**	**County Share (In Co. Budget)**	**HSIP Funded (Not in Co. Budget)**	**Total Cost Estimate**
CTH Y and CTH I – Intersection: Add traffic signals and turn lanes (Revised decrease of $23,000).	City of New Berlin	Design in 2014, Construction in 2015	$707,000	$0	$707,000
CTH YY and Burleigh Rd - Intersection: Upgrade existing signals and improve turn lanes and approaches (Revised increase of $251,000).	City of Brookfield	Design in 2014/15, Construction in 2016	$1,281,000	$0	$1,281,000
CTH V V, CTH E Intersection: Install roundabout to reduce crashes.	Town of Merton	Design in 2015/16, Complete construction in 2017	$305,000	$941,000	$1,246,000
CTH JJ and Silvernail: Improve intersection to address high crash rates (Revised decrease of $257,000).	City of Pewaukee	Design 2014/15, Construction 2016	$99,000	$444,000	$543,000
CTH JJ/J intersection and CTH JJ/SR intersection: Upgrades to improve safety.	Cities of Pewaukee, Waukesha	Design in 2014/15, Construction in 2016	$110,000	$896,000	$1,006,000
CTH V V, Lilly Rd intersection: realign left turn lanes and upgrade traffic signal.	Village of Menomonee Falls	Design in 2015, Construction in 2016	$109,000	$663,000	$772,000
CTH KF/JK intersection: Add traffic signal and turn lanes to improve safety.	City of Pewaukee	Design in 2015/16, Construction in 2017	$190,000	$678,000	$868,000

Project #	200427	**Project Title**:	Signals & Safety Improvements
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Spot Improvement
Budget Action:	C - $ Update, Revenue	**Manager:**	Allison Bussler, DPW Director
Date:	December 1, 2014		

Analysis of Need

As the County's population continues to grow, roadway vehicular traffic volumes and crashes increase, resulting in the need to install new traffic signals or roundabouts, or make geometric changes to reduce crash rates, delays and congestion. Some existing signals are more than 20-years-old and are in need of new features such as turn arrows and pedestrian phases. Some high crash site locations do not meet traffic signal warrants and need to be addressed with other lower cost improvements.

Alternatives

- Use signing and marking to address crash issues. This alternate can reduce the number of crashes and should be used when appropriate, but it does not always bring crashes down to acceptable levels
- Implement improvements as described.

Ongoing Operating Costs

Increased costs of approximately $9,600 annually per new signal installation and additional lane miles.

Previous Action

- 2004-2008 capital plan: approved as a combined program.
- 2005-2009, 2006-2010, 2007-2011, 2008-2012 and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: approved use of stimulus funds.
- 2013-2017 capital plan: Cost update. Addition of HSIP funded project.
- 2014-2018 Capital plan: new projects, revenue update.

Project #	201119	**Project Title**:	2015 Orthophotography
Department:	Parks and Land Use	**Sponsor:**	
Phase:	5 years–Program Project	**Manager:**	Dale Shaver, P&LU Director
Budget Action:	As Planned	**Date:**	August 26, 2014

CAPITAL BUDGET SUMMARY			
Year	2011	2015	Total
Project Phase	Project Work	Project Work	Project
Expenditure Budget	$204,520	$195,500	$400,020
Revenue Budget	$204,520	$195,500	$400,020
Net County Cost	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Contract Costs	$400,020	CDBG-EAP	$204,520
Contingency	$0		
		Land Information System	
Total Project Cost	$400,020	Fund Balance	$195,500
EXPENDITURE BUDGET	$400,020	**REVENUE BUDGET**	$400,020

Project Scope & Description

Aerial images were acquired for Waukesha County in 1963, 1970, 1975, 1980, 1985 and 1990 under programs administered by the Southeastern Wisconsin Region Planning Commission (SEWRPC). Higher precision orthophotography (images that have been "ortho-rectified" to correct for distortion caused by changes in terrain) were acquired in 1995, 2000 and 2005. Capital project 200614 created new orthophotography for the County in 2010.

Orthophotography requires that a Digital Terrain Model (DTM) be created to allow the ortho-rectification process to be completed. The DTM contains data that allows a computer to generate a model of the land surface. The DTM required for the creation of orthophotography is not as precise as the model that is required to generate the topographic base maps usually required for regulation and analysis. Waukesha County Capital projects ROD9900 and 200508 each contributed funds to create the higher precision DTM that was used to generate a countywide two foot contour topographic base map in 2005 and to ortho-rectify the 2005 and 2010 orthophotography products. This DTM was later used by FEMA to refine floodplain boundaries in Waukesha County under a federal matching project that credited the County with $600,000 in local match due to the existence of the DTM.

This project will fund the acquisition of new orthophotography in 2015 to continue the series and provide high quality imagery to support regulatory and planning activities in the county. In addition, new Light Detection and Ranging (LiDAR) technology will be used to create a new high precision DTM, a new one-foot topographic base file to capture changes in the terrain of the county that have occurred since 2011, and monitor changes in floodplain elevations. A grant was received through the Community Development Block Grant (CDBG)–Emergency Assistance Program for the collection of LIDAR data. In order to take advantage of this grant, the expenditure for the LIDAR portion of this project was advanced to 2011. The LIDAR data collected at this time will still provide precise base data for the anticipated orthophotography of this project in 2015.

Location Parks and Land Use Department, 515 W. Moreland Boulevard, Waukesha, WI 53188

Analysis of Need

The orthophotography images, topographic maps and underlying DTM are used by the planning, parks, land conservation and transportation departments for planning and development. Without current consistent information, inaccurate assumptions could be made resulting in costly changes in planned activities.

Alternatives

Do not create data.

Ongoing Operating Costs

None

Previous Action

- 2000 capital project ROD 9900.
- 2005 capital project 200508.
- 2006 capital project 200614.
- Modified by Enrolled Ordinance 166-5 in 2011 which moved $204,520 of expenditure authority to 2011.
- 2012-2016, 2013-2017 capital plans: project approved as planned.
- 2014-2018 capital plan, approved with revenue update.

Project #	201407	**Project Title**:	Waukesha-Brookfield Multi-Use Trail Project
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Formation	**Manager:**	Dale Shaver-Parks & Land Use Director
Budget Action:	As Planned	**Date:**	August 23, 2014

CAPITAL BUDGET SUMMARY

Year	2014	2015	2016	2017	Total
Project Phase	Prelim. Design	Design/Eng.	Construction	Construction	Project
Expenditure Budget	$50,000	$450,000	$1,240,200	$1,240,200	$2,980,400
Revenue Budget	$0	$427,500	$1,178,200	$1,178,200	$2,783,900
Net County Cost	$50,000	$22,500	$62,000	$62,000	$196,500

COST DOCUMENTATION		**REVENUE**	
Design	$500,000	80% Fed/State WisDOT	$2,344,340
Construction	$2,380,400	10% State WDNR	$293,040
Contingency	$100,000	5% City of Brookfield	$146,520
Total Project Cost	$2,980,400	Total Revenue	$2,783,900
EXPENDITURE BUDGET	$2,980,400	**REVENUE BUDGET**	$2,783,900

Project Scope & Description

In 2009, the Waukesha County Board adopted the updated Comprehensive Development Plan for Waukesha County. Through a collaborative effort between the Department of Parks and Land Use, the Department of Public Works, all municipalities within the County, the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources and the Southeast Wisconsin Regional Planning Commission (SEWRPC) an updated Bicycle Plan was developed and adopted by the Waukesha County Board as part of the Comprehensive Development Plan in 2012.

A component of the Bicycle Plan includes an approximately 4 mile bike-pedestrian trail from the City of Waukesha at Frame Park, to the City of Brookfield at Mitchell Park, and the Brookfield redevelopment district along the old Chicago-Pacific Railroad. The project will be coordinated with the State of Wisconsin Department of Transportation, Department of Natural Resources, Army Corps of Engineers, Chicago-Pacific Railroad Company, State of Wisconsin Railroad Commission, City of Brookfield and City of Waukesha. The trail will offer two trail heads, and crosses three roadways, underpasses Bluemound Road and Interstate 94, crosses the Fox River three times, crosses the Pewaukee River once.

The Department of Parks and Land Use will secure funding from multiple sources. The Trail project anticipates receiving $2,334,340 (80:20 cost share reimbursable program) from the Wisconsin Department of Transportation through the Federal Transportation Alternatives Program (TAP) Grant; $293,040 from the Wisconsin DNR Stewardship (50:50) – Recreational Trails program and the City of Brookfield and Waukesha County splitting the remaining costs, less the $50,000 that Waukesha County will spend in preliminary design. The County does not anticipate plowing the trail in the winter. Depending on future use and demand, this trail may be maintained cooperatively with the City for year round use.

Location

The project is located on the abandoned railroad corridor, and is located on the southern terminus at Moreland Boulevard in the City of Waukesha, and on the northern terminus at River Road/Brookfield Road in the City of Brookfield. Features or destinations along the trail include the GE Medical Training Center located on Watertown Plank Road.

Analysis of Need

The project is identified as a north-south connector trail in the Waukesha County Bike/Pedestrian Plan. This project will serve an estimated 120,000 in the Waukesha-Brookfield area. This project connects public parks and green space, and is a re-use of an abandoned railroad corridor. The project will offer economic benefits by connecting business and employment centers in the communities.

Alternatives

The project alternatives are to not build a connector trail in this part of the county, or build a connector bicycle lane or paved shoulder facility as part of the CTH F overlay project. This county road is a simple overlay project, and not a reconstruction project, and also has limited available right-of-way for separated trail purposes.

Ongoing Operating Costs

This project will generate an additional 4 lineal miles of trail to maintain. This facility will be maintained by the current parks staffing level located at Fox Brook Park.

Previous Action

No previous action has been taken, other than to acquire the required land area.

Project #	201408	**Project Title**:	Park Beach Area Renovations
Department:	Parks & Land Use	**Manager:**	Dale Shaver, Parks & Land Use Director
Phase:	Preliminary Design		
Budget Action:	As Planned	**Date:**	December 1, 2014

CAPITAL BUDGET SUMMARY

Year	2014	2015 Analysis	2016	2017 Design	2018 Construction	Total Project
Expenditure Budget	$0	$15,000	$0	$88,000	$901,000	$1,004,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$0	$15,000	$0	$88,000	$901,000	$1,004,000

COST DOCUMENTATION	Cost	**REVENUE**	
Feasibility/Site Analysis	$15,000		
Architecture/Engineering/Surveying	$88,000		
Construction	$834,000		
Contingency	$67,000		
Total Project Cost	$1,004,000		
EXPENDITURE BUDGET	$1,004,000	**REVENUE BUDGET**	$0

Project Scope and Description

This project would implement a component of proposed changes identified during the Minooka and Mukwonago Park Master Planning process. The overall goal for parkland management is to increase revenue potential while reducing operational costs through maintenance efficiencies and sustainability initiatives, while preserving/managing in a natural landscape 70% of the park area, and designing and improving 30% of the park area for use areas. At Minooka Park, the project is for the renovation of the beach house to include the code improvements and expansion to a picnic pavilion and update the pond area including a walking path, fishing pier and dog swim area. The expanded building includes provision for a beach guardroom, that could be converted to additional storage should the County decide in the future that the beach function in this park is discontinued. The project would include asbestos and lead paint abatement as necessary, Americans with Disabilities Act (ADA) code compliance, and plumbing and electrical updates.

At Mukwonago Park, in 2015, the Department will conduct a feasibility/site analysis of the existing 1940's era beach house to relocate and/or renovate as a beach house, rental pavilion or a combination of both. A previous capital project deferred the construction of two restrooms, making the relocation and/or renovation of the beach house a high priority to bring the park up to the sanitary expectations of the park users as in all the other County parks. Design and construction work planned for 2017 and 2018 pertains to Minooka Park.

Location

Minooka Park: 1927 E Sunset Dr, Waukesha, WI 53186
Mukwonago Park: W325 S9945 Beulah Road, Mukwonago, WI 53149

Analysis of Need

Minooka Park's original building was constructed as a beach house in the 1960's. The structure is in need of updating to meet use and ADA standards in addition to modernizing plumbing and electrical fixtures. As part of the master planning process for Minooka Park, staff analyzed beach water quality trends, use levels and the availability of newer aquatic facilities in the City of Waukesha. The Department of Parks and Land Use is proposing the renovation of the beach house to provide use flexibility to meet beach use needs, which could include reduction in beach use or closure and provide for rentable year-round pavilion space to accommodate larger groups.

Alternatives

Minooka Park:

1. Maintain the beach operation without change. A major remodel would be necessary to bring the building up to current ADA and use standards.
2. Raze the existing building and do not construct a new shelter.
3. Raze the existing structure and construct a new Pavilion. New construction versus remodeling the existing structure is estimated to increase the budget by approximately $435,000.

Ongoing Operating Costs

Regarding Minooka Park, operation of the existing building would decrease due to new energy efficient lighting, plumbing, HVAC, and day lighting solutions. If beach operations are discontinued, operation costs are anticipated to decrease by $20,000. Revenue based on rental reservation and park entrance fees is conservatively projected to increase by $12,000. This would result in a net gain of $32,000 per year. Estimated ongoing operating costs for Mukwonago Park will be addressed during the feasibility/site analysis phase.

Previous Action

Approved as a new project in 2014-2018 capital plan.

Project #	201208	**Project Title**:	Energy Efficiency Improvements
Department:	Parks and Land Use	**Sponsor:**	Public Works
Phase:	Program Project	**Manager:**	Dale Shaver, PLU Director
Budget Action:	C – Scope, $ Update	**Date:**	December 1, 2014

CAPITAL BUDGET SUMMARY

Year Program Project	Previous Design & Construction	2014 Design & Construction	2015 Design & Construction	2016 Design & Construction	2017 Design & Construction	2018 Design & Construction	2019 Design & Construction	Total Project
Expenditure Budget	$705,000	$215,200	$75,000	$110,000	$110,000	$110,000	$110,000	$1,435,200
Revenue Budget	$0	$100,000	$75,000	$0	$0	$0	$0	$175,000
Net County Cost	$705,000	$115,200	$0	$110,000	$110,000	$110,000	$110,000	$1,260,200

COST DOCUMENTATION		**REVENUE**	
		General Fund Balance*	$448,200
Architect/Consultant	$50,000	*To fund non-enterprise, General Fund	
Construction	$425,000	improvements	
Contingency	$40,000		
Previous: 2012 through 2014	$920,200	Ice Arenas Fund Balance	$100,000
Total Project Cost	$1,435,200	Golf Course Fund Balance	$75,000
EXPENDITURE BUDGET	$1,435,200	**REVENUE BUDGET**	$175,000

Project Scope & Description

This project will continue the implementation of Energy Efficiency Improvements at Waukesha County facilities. Focus on sound return on investments will continue to demonstrate a sound business approach to energy saving and will provide the strong reduction of utility expenditures in the operating budget.

Energy efficiency improvements for Years 2012 and 2013 consisted primarily of government center campus building lighting upgrades at the Courthouse and Mental Health Center.

Year 2014 projects includes:

Installation of digital controls on all HVAC equipment at the high energy use County facilities such as Retzer Nature Center, Eble and NagaWaukee Ice Arenas and Expo Arena to enable monitoring, troubleshooting and adjustment of the equipment through a central computer system. This enterprise energy management system maximizes the efficiencies of the HVAC system and saves significant staff cost in trouble shooting issues at remote locations. Currently the Department of Public Works – Facility Management Division has the Government Campus buildings on the system. Adding the additional buildings would save additional staff time and further leverage the existing technology.

The remaining lighting projects designed by Leedy and Petzold Associates that were not able to be funded under the former Energy Efficiency and Conservation Block Grant (EECBG) grant are now included in this capital project. The final lighting projects will focus on buildings, parking lot lighting and interior lighting at park facilities.

Project Examples and projected ROI

2014	Eble Ice Arena	Facility HVAC Automation	2.6 years ROI
2014	Nagawaukee Ice Arena	Facility HVAC Automation	3.0 years ROI
2014	Retzer Nature Center	Facility HVAC Automation	6.0 years ROI
2014	Expo Arena	Facility HVAC Automation	4.5 years ROI
2015	Nagawaukee and Wanaki	Lighting upgrade	2.0 years ROI
2016	1st Half of Parks Buildings/Parking Lots	Lighting LED	5.5 years ROI
2017	Eble Park Drive	Lighting LED	5.5 years ROI
2018	Retzer Nature Center	Lighting LED	5.5 years ROI
2019	2nd Half of Parks Buildings/Parking Lots	Lighting LED	5.5 years ROI

Location

Various Waukesha County owned facilities.

Analysis of Need

With improvements in lighting and mechanical equipment technology and the increasing cost of energy and water, it is in Waukesha County's best interest to continually evaluate opportunities to conserve energy and reduce utility costs. The individual projects submitted were chosen because of the returns on investment as well contributing to successful implementation of the Waukesha County Sustainability Plan.

Alternatives

Do not take advantage of opportunities to reduce utility consumption and related expenditures.

Ongoing Operating Costs

Utility costs will continue to increase based on rate increases and consumption. The County can take steps to manage and reduce consumption. Energy consumption will be reduced by an overall estimated average of 18% based on the consultants design by replacing the existing lighting fixtures with the new higher efficiency lighting fixtures and with the addition of Building Automation Systems for high energy buildings.

Previous Action

Capital Project 200805 Energy Conservation completed in 2008 and 2009. Capital Project 200918 Energy Efficiency and Conservation Block Grant completed in 2010 and 2011. 2012-2016 capital plan: approved as a new project. 2013-2017 capital plan: approved as planned. 2014-2018 capital plan: approved with scope and cost updates.

Project #	201504	**Project Title**:	Camp Pow Wow Expansion
Department:	Parks and Land Use	**Manager:**	Dale Shaver Parks and Land Use Director
Phase:	Design	**Date:**	August 17, 2014
Budget Action:	New		

CAPITAL BUDGET SUMMARY

Year	2015	2016	2017	2018	2019	Total
Project Phase	Design/Engineering		Construction			Project
Expenditure Budget	$54,400	$0	$695,600	$0	$0	$750,000
Revenue Budget	$0	$0	$375,000	$0	$0	$375,000
Net County Cost	$54,400	$0	$320,600	$0	$0	$375,000

COST DOCUMENTATION		**REVENUE**	
Design/Engineering	$54,400		
Construction	$644,000		
Contingency	$51,600		
		Partnership with ARCh	
Total Project Cost	$750,000	Total Revenue	$375,000
EXPENDITURE BUDGET	$750,000	**REVENUE BUDGET**	$375,000

Project Scope & Description

Since 1959, the Association for the Rights of Citizens with handicaps (ARCh) through Camp Pow Wow has been providing outdoor recreational opportunities for adults and children with disabilities. In 1998, in partnership with Waukesha County, a lodge was built in Menomonee Park as the camp's home base. Amenities include: a full-service kitchen, restrooms with showers, nurse's office, covered patio, indoor and outdoor fireplace, heat and air conditioning.

Camp Pow Wow Lodge is reserved exclusively for ARCh annually from May through September. September through May the building is reservable to the public.

Expansion of the current facility will improve functional issues for the camp program and campers' personal health needs including separation of private nurse room, Americans with Disabilities Act (ADA) code updates, restroom expansion and improved energy efficiency. Site improvements will include accessible path connections and educational signage will increase usability and access of the site for camp programs.

Analysis of Need

Due to the success of Camp Pow Wow's programming, ARCh has expressed the need for expansion for several years. These improvements will allow ARCh to meet its program needs, comply with ADA codes and continue to retain and attract users of this unique program. Representatives of ARCh have offered to fundraise and partner with Waukesha County to assist with the expansion project. The ARCh organization is celebrating its 55th Anniversary in 2014 therefore believes this is an opportune time to launch a fundraising campaign for expansion. The original construction was made possible through a 50/50 cost share agreement between the County. This expansion project is again proposed with a 50/50 cost share agreement between the County and ARCh.

Location

Menomonee Park is located in the northeastern section of Waukesha County in the Villages of Lannon and Menomonee Falls.

Alternatives

1. Allow camp to function within current space and functionality provided.
2. Don't remodel, but build a new, larger facility in a different area of the park, and rent the current building to the public year round.
3. Partner with ARCh to update and expand the current facility to accommodate additional program participants and functionality desired.

Ongoing Operating Costs

Expected minimal increase in operating cost due to additional square footage and restroom plumbing fixtures. Some utility savings due to upgrading HVAC and Lighting to more efficient equipment and fixtures.

Previous Action

None.

Project #	200824	**Project Title**:	Pavement Management Plan 2013 - 2017
Department:	Parks & Land Use	**Sponsor:**	
Phase:	Program Project	**Manager:**	Dale Shaver, Parks & Land Use Director
Budget Action:	C - $ Update	**Date:**	August 26, 2014

CAPITAL BUDGET SUMMARY

Year	2013	2014	2015	2016	2017	Total
Program Project						Project
Expenditure Budget	$0	$500,000	$800,000	$600,000	$600,000	$2,500,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$0	$500,000	$800,000	$600,000	$600,000	$2,500,000

COST DOCUMENTATION		**REVENUE**	
2013	$0		
2014	$500,000		
2015	$800,000		
2016	$600,000		
2017	$600,000		
Total Project Cost	$2,500,000	Total Revenue	$0
EXPENDITURE BUDGET '15	$800,000	**REVENUE BUDGET**	$0

Project Scope & Description

In cooperation with the Public Works Department, retained consultant services to update the Pavement Management Plan, originally done for the Parks System in 1995. The Plan establishes a uniform procedure for pavement maintenance by establishing a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt. Pavement repairs are scheduled based on rating. A PCI rating of 86-100 is good and 71-85 satisfactory; pavements with these ratings need routine maintenance or repairs. A rating of 56-70 is fair and 41-55 poor, needing routine maintenance, repairs, major repairs or overall reconstruction. A rating of 26-40 is very poor needing major repairs or overall reconstruction. A rating of 11-25 is serious and 0-10 failed, needing overall reconstruction. The goal is to maintain an average pavement PCI rating of 70 ("satisfactory").

In 2015 the pavement management plan increases from $500,000 to a budget of $800,000. The larger increase in 2015 is to address accelerated deterioration as a result of winter conditions in 2013-14. Many of the pavement segments of the government center are of a similar age where more significant repair or reconstruction, including drainage and stormwater management is required. The increase for 2016-2017 is needed to ensure an average PCI of 70 is maintained.

Location

Various locations as determined by pavement conditions.

Analysis of Need

In 1995 the Waukesha County Department of Parks and Land Use retained consulting services to provide a Pavement Management Plan to assist in cost-effectively managing the pavement assets for the 6 largest parks. At that time there were 6 park facilities with 243,000 square yard of paved surface. Currently we are maintaining 876,498 square yards of paved surface around the Government Center, remote County facilities and the major parks. This represents approximately 3.6 times more pavement. In 2007 the Department changed from the PASER rating, to the PAVER system in an effort to coordinate pavement condition analysis and project bidding with the Department of Public Works to save program cost. The PAVER rating process included field surveys of pavement conditions, development of deterioration models, and preparation of a multi-year pavement management plan.

Approximately 80% of the budget will be used for major rehabilitation on sections selected with a PCI below 40. The remaining budget allocation is first utilized for preventative maintenance on sections with a PCI between 67 and 75, selected on best-first basis. The goal of these practices is to maintain an average PCI of 70. Year 2015 proposed projects include: Juvenile Center and South Sheriff lot, Nagawaukee Campground Road, Minooka for picnic area 5 and Eble Park central lot. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives

Spot repair with asphalt base patching or sealing road surface has been performed to maintain some function of the roadway or parking area. This could be continued on an annual basis, but will not achieve the desired surface performance or overall PCI rating goal. Reconstruction will be required sooner and risk issues would be more likely to occur.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and chip and seal applications in order to provide usable conditions. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action

Approved as a new program project in the 1997-2001 Capital Plan, continued in the 1998-2002 Plan and 1999-2003 Capital Plan. Approved with a change in scope to include additional pavement in the 2000-2004 plan. Approved as planned in the 2001-2005 plan, 2002-2006 plan, 2003-2007 plan, 2004-2008 plan, 2005-2009 plan, 2006-2010 plan, 2007-2011 plan, and the 2008-2012 plan. Cost update in the 2009-2013 plan. Cost update in the 2010-2014 and 2012-2016 plan. Approved as planned in the 2013-2017 and 2014-2018 plans.

Project #	201310	**Project Title**:	Election System Upgrade
Department:	DOA-Information Technologies	**Sponsor:**	Kathy Novack, County Clerk
Phase:	Analysis/Implementation	**Manager:**	Mike Biagioli, Information Technology Mgr
Budget Action:	As Planned	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year	2013			Total
	Initial	2014	2015	Project
Project Phase	Analysis	Implementation	Implementation*	
Expenditure Budget	$70,000	$1,248,000	$1,000,000	$2,318,000
Revenue Budget	$70,000	$248,000	$0	$318,000
Net County Cost	$0	$1,000,000	$1,000,000	$2,000,000

COST DOCUMENTATION		**REVENUE**	
Hardware/Software - County Clerk Office/Munis	$2,000,000	General Fund Balance*	$318,000
Training	$8,000		
Contract Services	$70,000		
Contingency	$240,000		
Total Project Cost	$2,318,000		
		*Of the upfront County funding toward this project in 2015, it is estimated that municipalities will repay the County in future years for a portion of their share, totalling approximately $650,000.	
EXPENDITURE BUDGET	**$2,318,000**	**REVENUE BUDGET**	**$318,000**

I. EXISITNG SYSTEM BACKGROUND

The Waukesha County Clerk's Office (WCCO) is bound by the rules of the Federal and State election mandates. The Wisconsin Government Accountability Board (GAB) is charged with oversight of Wisconsin's elections. The WCCO oversees the election procedures in the thirty-seven (37) municipalities of Waukesha County. Each municipality determines its own reporting units in accordance with state legislative district lines. There are 179 reporting units and 87 polling places. Currently, there are four (4) municipalities that process absentee ballots on a municipal level at the Municipal Clerk's office (Central Count) in lieu of the polling places. The WCCO works in partnership with all County municipalities in conducting elections. The WCCO is accountable to the Voters of Waukesha County to ensure the integrity of the County's election process. Among its many duties, it produces ballots, collects votes, and reports results. County election software and hardware vendors must be certified and approved at the federal and state level in order to be utilized.

Changes and gaps in election hardware, software technology and varying procedures across municipalities increase the difficulty. Ensuring that the municipalities and the County are equipped with standard equipment and processes that will minimize variances and increase successful running of elections.

Voting machines have changed over time, mandated by federal law (and certification), as well as State law (and certification) and County laws and ordinances. Municipalities are responsible for their own election hardware equipment purchases, including support and maintenance. The municipalities have the authority to purchase any certified election hardware they deem appropriate, whether or not it integrates with the County system.

II. PROJECT GOALS

A. Review the County Clerk's Office business processes for election administration.
B. Conduct an analysis of the election equipment industry.
C. Evaluate election equipment systems that are certified or pending certification with Federal and Government Accountability Board (GAB) standards.
D. Provide a gap analysis between the current state of election equipment utilized by all reporting units and the desired state.
E. Identify solutions for both election processes and equipment.
F. Recommend election equipment systems to make the election process more effective and efficient for both the County and the municipalities, and
G. Implement a new election system.

III. SCOPE OF SERVICES

The County wishes to study the current election process, and if recommended and adopted, budget and plan for a single election system to be used by all municipalities throughout the County.

PROJECT PHASE 1: Budget and Concept Development / Preliminary System Design

Prepare a Budget and Concept Study inclusive of both hardware and software for an election system. Services shall include, but not limited to the following:

A. Evaluate the needs assessment of both the County and each individual municipality on the performance of an election from start to finish.

B. Prepare an itemized estimated cost comparison of hardware and software, along with any other peripherals required for each municipality and their remote polling places. Include a 5-year schedule of annual operational costs (maintenance/support) or fees associated with the operation of the system.
C. Provide recommendations of the various systems that are available.
D. Include recommendations for efficiencies to be incorporated into the process.
E. Participate in submitting and receiving any and all preliminary approvals from all governmental jurisdictions.
F. Prepare an estimated timetable for the bidding and implementation of a system.

PROJECT PHASE 2: Detailed System Design and System RFP Development Phase

Prepare detailed system design and RFP documents based on the decision of the County to proceed.

A. Prepare the RFP. Sections of the RFP to be included but not limited to the following:
   - General system requirements
   - Sites and site location
   - Operational requirements
   - Hardware and equipment requirements
   - Software requirements
   - Acceptance Test Plan
   - System warranties
   - Support and maintenance annual agreements
   - Training
   - System documentation

B. All aspects of the proposed system shall meet Wisconsin's GAB requirements.

PROJECT PHASE 3: Election System Implementation (County Clerk Office/Municipalities)

The purpose of Project Phase 3 is to implement the new election system.

IV. PROJECT SCHEDULE

- Project Phase 1 (Budget & Concept/Preliminary Design) DRAFT shall be submitted for review and approval no later than November 1, 2013.
- Project Phase 1 (Budget & Concept/Preliminary Design) FINAL VERSION no later than November 30, 2013.
- Project Phase 2 (Detailed system design and system RFP) DRAFT shall be submitted no later than January 10, 2014.
- Project Phase 2 (Detailed system design and system RFP) FINAL VERSION shall be submitted no later than January 17, 2014.
- Project Phase 3 (Election System Implementation – County Clerk Office and Municipalities). The selection of a new election system will occur in 2014, with hardware delivery, equipment testing, and system training (hardware and software) expected to begin after the November 4, 2014 General Election. Additional training (for municipal clerks and poll workers), business process reviews, and further testing will begin early in 2015, with a goal of using the new system in the February 2016 Spring Primary.

Location

The County Clerk and Waukesha County municipalities will be affected by this project.

Analysis of Need

1. The SysLogic analysis document has highlighted the shortcomings of the current election system and the business practices associated with the overall election process. Key to this was the fact that the size and complexity of the County's population and reporting units have increased the need for automated processes for efficiency, accuracy and timeliness of vote reporting. The current election process has been defined as overly complex. This project will address both the process improvements as well as the automated system enhancements required to take the election system to a well-founded, logical and effective integrated system and process.
2. Manual transmission of election results is prone to human error, requiring significant review before publication of unofficial results.
3. Validating and publishing of elections results, although better, is still labor-intensive. This process needs to be automated and streamlined.

Alternatives

Continue to use the current election system, waiting for the certification of the automated transmission of ballot results. During that wait time the count will be required to rely on manual entry of call-in sheets generated by the Government Accountability Board system. This will require the continued programming of the backup system database for each of the ballot configurations required for the current election.

Ongoing Operating Costs

To be determined during negotiations with selected vendor. Operating costs will likely consist of licensing, maintenance and support fees, offset by reduced costs from the system being replaced.

Previous Action

Approved as a new project in the 2013-2017 plan.
Approved with scope and cost update in the 2014-2018 plan.

Project #	200414	**Project Title**:	Countywide Cashiering
Department:	DOA	**Sponsor:**	Information Systems
Phase:	Implementation	**Manager:**	Andrew Thelke, Collections and Business Services Manager
Budget Action:	C - Scope	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year	2004	2005	2006	2008	
Project Phase	Analysis Design	Implementation	Implementation	Implementation	Total Project
Expenditure Budget	$300,000	$245,000	$225,000	$200,000	$970,000
Revenue Budget	$0	$0	$125,000	$200,000	$325,000
Net County Cost	$300,000	$245,000	$100,000	$0	$645,000

COST DOCUMENTATION		**REVENUE**	
Software	$425,000		
Hardware	$100,000	Records Management	
Interfaces	$25,000	Fund Balance Transfer	$125,000
Training	$10,000		
Licenses	$10,000	Collections	
Consulting/Implementation	$350,000	Fund Balance Transfer	$200,000
Contingency	$50,000		
Total Project Cost	$970,000	Total Revenue	$325,000
EXPENDITURE BUDGET	$970,000	**REVENUE BUDGET**	$325,000

Note: This project form has been comprehensively re-written for updated scope.

Project Scope & Description

The Countywide Cashiering project resulted in the implementation of Active Payment Manager as the cashiering solution in use for the majority of County departments. Original project scope defined a system that provided "back office" functionality, which would automatically update diverse "stand alone" accounts receivable systems and interface with the County's central financial application. Active Payment Manager integrates the majority of County departments' receipting process to the financial system. In addition, Active Payment Manager has receivables integrations to the following line of business applications:

- Register of Deeds
- Treasurer – Tax Collection
- Parks and Land Use – Programs and Reservations
- Department of Administration – Collections

In calendar year 2014, work continues on audit reporting, system documentation and implementation/analysis of future line of business application integrations. However, this continued work to implement and refine is amended to include a review of user departments' business processes and project objectives in preparation of the likely discontinuation of Active's Payment Manager within four years.

Location

Most departments within the County will be impacted by this Capital project.

Analysis of Need

Active, the County's current cashiering vendor has indicated that it will de-support the CLASS parks registration/reservation modules that are part of the Active Payment Manager suite of cashiering products. Although a formal de-support notification has not been received, Active indicates that the most recent 2013 release of the software will be its last major release and that additional functionality will not be added to the product. In order to adequately plan for the likely migration to new cashiering product(s), a business process review of the current cashiering environment will be conducted in 2015.

The business process review will document efficiencies established as part the original countywide cashiering initiative and conduct a gap analysis of cashiering objectives. Additionally, system integrations will be examined for replication and replacement in alternative system(s). These integrations include: Property Tax, Collections, Register of Deed Land Records, Parks Registration/Reservation and General Ledger, as well as potential integrations with Health and Human Services and the Sheriff Department. The business process review will be used to document and establish the business requirements for a potential cashiering system replacement and for a Request for Proposal to replace the system.

Project #	200414	**Project Title**:	Countywide Cashiering
Department:	DOA	**Sponsor:**	Information Systems
Phase:	Implementation	**Manager:**	Andrew Thelke, Collections and Business Services Manager
Budget Action:	C - Scope	**Date:**	August 27, 2014

Alternatives
Defer planning for replacement.

Ongoing Operating Costs
The current annual maintenance contract for Active Payment Manager is $31,875. A future solution would likely have similar annual maintenance expenses. To the extent a future cashiering solution(s) could leverage existing line of business applications, reduce redundancy, reduce independent interfaces and improve operating efficiency annual licensing and personnel costs may be avoided.

Previous Action
Proposed as new project in 2004-2008 plan. Approved with cost update in the 2006-2010 plan. Approved with cost update in 2008-2012

Project #	200910	Project Title:	Enterprise Content Management
Department:	DOA-Information Technology	Sponsor:	DOA
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	C – Revenue Update	Date:	August 22, 2014

CAPITAL BUDGET SUMMARY

Year	**2010**	**2011**	**2013**	**2015**	
Project Phase	Implementation	Implementation	Implementation	Implementation	Project Total
Expenditure Budget	$700,000	$290,000	$250,000	$150,000	$1,390,000
Revenue Budget	$700,000	$290,000	$250,000	$150,000	$1,390,000
Net County Cost	**$0**	**$0**	**$0**	**$0**	**$0**

Cost Documentation		**Revenue**	
Contract Services	$341,700		
Training	$8,300	End User Technology	$1,390,000
Hardware	$649,000	Fund Balance	
Software	$304,000		
Project Contingency	$87,000		
Total Project Cost	$1,390,000	Total Revenue	$1,390,000
Total Project Cost	**$1,390,000**	**Revenue Budget**	**$1,390,000**

Project Scope & Description

The purpose of this project is to fund multiple aspects of the County's electronic document management environment and to implement an automated process for storage and archival for electronic records. This is to include:

- The replacement of the County's current optical scanning storage repository that uses optical laser disk storage with a technology environment that allows for the same write-once read-many requirement, but also allows for deletion of these records as the file retention "end of life" date is reached.

- To replace our Stellent Image storage environment, the County has transitioned to the Microsoft SharePoint environment, utilizing the KnowledgeLake software package as the front end to facilitate ease of use for image storage, retrieval and applied records retention discipline to this environment.

- Email archival and retention has transitioned to a dual Microsoft native Email Archiving environment coupled with Microsoft's ability to retain emails and content directly into SharePoint. This allows for email deletion that is policy and date driven as well as totally within the control of the end user.

- An overall enterprise content management environment has been implemented that allows for policy-driven, user-controlled management of all electronic records and documents. This environment automates the retention and disposition of electronic records, utilizing the County's records retention schedule; provides for automated record destruction based on scheduled retention, suspends destruction for "legal holds"; and provides end-user tools that simplify the retention and retrieval process.

- A 2013 budget adjustment of $250,000 was made to allow for departments to contract for assistance in file conversion if needed to assist moving current documents to the new environment or develop departmental workflows.

- A 2015 budget adjustment of $150,000 has been made to accommodate hardware/storage requirements and to address licensing required to make the SharePoint environment available to our citizens and customers.

Location

All County departments.

Project #	200910	Project Title:	Enterprise Content Management
Department:	DOA-Information Technology	Sponsor:	DOA
Phase:	Implementation	Manager:	Mike Biagioli, Information Technology Mgr.
Budget Action:	C – Revenue Update	Date:	August 22, 2014

Analysis of Need

1. The growing concern around the cost associated with e-Discovery, as well as the potential financial exposure for the County if a discovery request is mishandled, makes this project a high-priority effort. Records management responsibilities, as it relates to the protection and non-disclosure of health and other protected information, makes an automated records management environment the most cost efficient and effective method for satisfying this requirement. This project will also greatly reduce the countless hours of staff time required to review electronic records to satisfy open records requests, by providing the ability to search electronic documents by selected key words or streams of characters and returning only those electronic documents that match that criteria.

2. The costs associated with system recovery and the rebuilding of the email environment need to be reduced. This is one major way to accomplish that goal.

3. Reducing our "foot print" for paper records retention will maximize space utilization for paper records retention, reduce the cost of retrieval for these documents, while allowing for greater availability, by the public, to documents retained by the county.

Alternatives

The alternative to this project would be to continue using the current technology environment, absorbing costs for open records requests, system rebuilds and e-Discovery requirements.

Ongoing Operating Costs

The End User Technology Fund will incur additional maintenance costs associated with the software and hardware estimated at $58,000 per year beginning in budget year 2012.

Return on Investment

Return on investment: 67.50%
Return on investment break-even Period: 3.75 years, based on the project completion date.

Five-Year Forecast

Tangible Savings	$24,500
Risk Reduction	$970,000
Process Improvement	$27,500
IT Savings	$151,000
Personnel Time Savings	$398,000
Total Non-Budgetary / Intangible Savings	$1,546,500

**To be measured in 2015 with follow up in 2016.*

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: Approved with a change in scope.
- 2012-2016 capital plan: approved as planned.
- 2013-2017, 2014-2018 capital plans: approved with change in scope and budget.

Project #	200912	**Project Title**:	Workforce Management System
Department:	Administration	**Sponsor:**	DOA–Accounting/HR
Phase:	Implement	**Manager:**	Larry Dahl
Budget Action:	C – Revenue Update	**Date:**	August 17, 2014

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	2015	Total
Project Phase	Design/Implement	Implementation	Implementation	Implementation	Implementation	Implementation	Project
Expenditure Budget	$268,000	$150,000	$200,000	$275,000	$300,000	$100,000	$1,293,000
Revenue Budget	$0	$150,000	$200,000	$275,000	$300,000	$100,000	$1,025,000
Net County Cost	$268,000	$0	$0	$0	$0	$0	$268,000

COST DOCUMENTATION		**REVENUE**	
Software	$762,000	General Fund Balance	$350,000
Hardware	$140,000	End User Technology Fund	$675,000
Consultant Services	$341,000		
Training	$50,000		
Total Project Cost	$1,293,000	Total Revenue	$1,025,000
EXPENDITURE BUDGET	$1,293,000	**REVENUE BUDGET**	$1,025,000

Project Scope & Description

Review alternatives and select and acquire a system for collecting payroll time and attendance data.

Location

This application is used by all County departments.

Analysis of Need

The County currently uses the Ceridian Time and Attendance Professional (TimePro) system to collect time and attendance data for the biweekly payroll and manage the accrual of time-driven benefits such as vacation, sick leave and compensatory time. In addition to nearing the end of its life cycle, the product vendor announced plans to discontinue it, having shifted development resources to a new product. The resources budgeted for this project include a process review and acquisition of a workforce management system with improved capabilities for data collection, scheduling, benefit accrual and leave management and biometric time terminals in certain locations. These additional capabilities (modules) will only be purchased if implementation plans show clear return-on-investments as shown in the consultant's study. The 2014-15 update to this budget includes funding for an extended schedule and consultant assistance to minimize the impact of implementation work on regular staff duties and other project schedules. The revised project anticipates a return on investment of approximately 27% with a discounted pay back period of 4 years. This compares to the previous return on investment estimate of 34% and payback period of 4 years.

Alternatives

An alternative would be to develop an in-house application for collecting data which would be difficult due to the wide variety of business rules that would need to be accommodated. This alternative was rejected in the analysis since there are many competing vendors that provide these services. Continue scheduling systems currently in use by the various departments.

Ongoing Operating Costs

Annual application software maintenance costs are estimated at about $45,000 per year. The comparable cost for the current system is about $40,000 per year. Hardware support is estimated at approximately $10,000/year.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: approved with changes in scope and cost updates.
- 2013-2017 capital plan: approved with changes in scope and cost updates.
- 2014-2018 capital plan: approved with cost update.

Project #	201411	**Project Title**:	End User Report Development
Department:	DOA-Information Technology	**Sponsor:**	DOA
Phase:	Implementation	**Manager:**	Mike Biagioli
Budget Action:	C – Revenue Update	**Date:**	August 27, 2014

CAPITAL BUDGET SUMMARY

Year Project Phase	2014 Design	2015 Implementation	Project Total
Expenditure Budget	$15,000	$110,000	$125,000
Revenue Budget	$15,000	$110,000	$125,000
Net County Cost	**$0**	**$0**	**$0**

Cost Documentation		Revenue	
Hardware	$10,000		
Software Licenses	$5,000	End User Technology	$125,000
Consulting / Conversion Services	$75,000	Fund Balance	
Training	$20,000		
Contingency	$15,000		
Total Project Cost	**$125,000**	**Revenue Budget**	**$125,000**

Project Scope & Description

Waukesha County started a relationship with Crystal Reports and its Crystal Reports Enterprise reporting environment in the early 2000's. Around 2006-2007, this product was purchased by Business Objects and was rebranded as the Business Objects Enterprise (BOE) reporting environment. Around 2009, Business Objects was purchased by SAP. SAP is Tier 1 Software provider much like Oracle and IBM. At that time, all of our licensing was grandfathered and the impact to us has been minimal. Currently, we are using version 3 of BOE which costs us approx. $50,000 per year. There are approximately 100 users of this environment (25 power users) affecting almost 20 different departments as well as some municipal agencies.

SAP has made a significant change to their licensing which involves changing from CPU to Core licenses and the explicitness of licensing physical vs. virtual environments. This affects us significantly if we want to upgrade to version 4.

The purpose of this project is to move away from the prohibitively expensive SAP and towards the Microsoft SQL Server Reporting Services (SSRS) environment. This new environment came into the county via the New World Financial Package that was implemented in 2013. Since the licensing for SSRS is bundled with SQL and we already own a sufficient number of SQL licenses, there would be no impact on Microsoft licenses. As an additional benefit, this product is fully compatible with the SharePoint implementation currently underway via the ECM capital project (200910).

Actions

1. Set up the hardware environment for SSRS
2. Training
3. Conversion of existing reports using consulting expertise
4. Implement the new reporting methodology by application or department need
5. Decommission the BOE environment and cancel the license

Location

All County departments would be affected.

Project #	201411	**Project Title**:	End User Report Development
Department:	DOA-Information Technology	**Sponsor:**	DOA
Phase:	Implementation	**Manager:**	Mike Biagioli
Budget Action:	C – Revenue Update	**Date:**	August 27, 2014

Analysis of Need

The County has made a significant investment in the environment and the support tools for End User Report generation and development. Through the selection process Business Objects was selected and staff fully-trained in the use of the tools. Allowing for end user report generation, without the need for development staff from Information Technology, still remains a high priority. Providing this function at the most effective and efficient price needs to be a priority. Avoiding the dictated price increase, associated with SAP's Business Objects Enterprise, is a sound business strategy, especially, given the proven capabilities of the Microsoft alternative.

Alternatives

Alternatives to this project include:

1. Remain with the Business Objects Enterprise solution until we are notified that Version 3 is to be de-supported and determine a strategy at that time.
2. Remain with the Business Objects Enterprise solution until we are impacted by the de-support action. At that time determine a strategy to address the County reporting needs.

Fiscal Impacts

When the conversion is completed and the License for Business Objects Enterprise decommissioned, the current Annual Maintenance cost of $50,500 will stop and an estimated Annual Maintenance charge of $5,500 for the incremental Microsoft licenses and associated infrastructure will start. Therefore it is anticipated that there will be a reduction in EUTF costs (associated with end user reporting) to be approximately $45,000.

Return on investment

Remaining with Business Object Enterprise will require that the County re-license with SAP in 2015 for an anticipated amount of $190,000 one-time cost and an increase in annual maintenance from $53,000 to $83,000. This would result in year-one increase of approximately $220,000 from our current cost. The total cost of conversion to Microsoft SSRS will be approximately $125,000. This yields a Return on Investment timeframe of less than one year after the work has been completed.

Previous Action

Approved as a new project in 2014-2018 capital plan.

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Capital Projects Plan

Narrative

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the County's strategic plan.

Public Works–Highway projects are about 43% of the plan at $39.8 million. In addition, Federal funds of $24.1 million are planned to be used for a number of highway projects. The federal funding is not included in the County Budget since it is managed and accounted for by the State Department of Transportation.

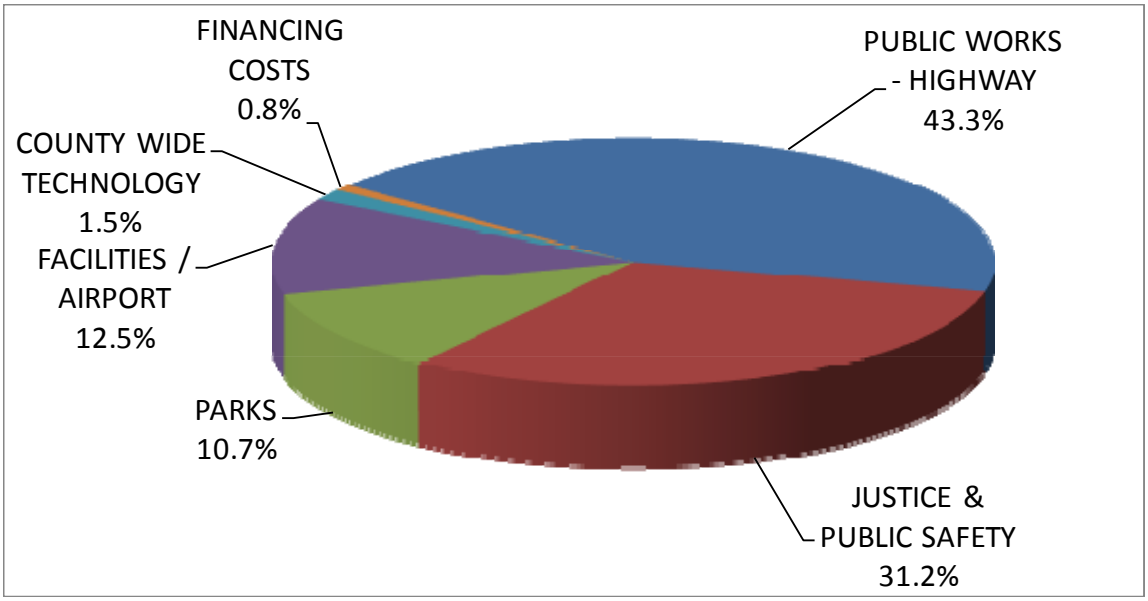
Justice and Public Safety projects total $28.7 million or 31% of the plan. This includes $22.7 million of a $36.4 million project (remainder planned for 2020) for the first phase of a multi-phase project to upgrade the courthouse to meet the County's future needs. In addition, $3.2 million is planned for an expansion of the Waukesha County Communication Center (WCC) to accommodate additional, anticipated dispatch agencies. The expansion will also allow for additional space for the County's Emergency Operations Center, needed to handle large-scale emergency events.

The Parks and Land Use functional area includes about $9.8 million or about 11% of the plan, of which $2.9 million is for park building projects and about $6.7 million is for trails and parks pavement improvements. Trail project costs are partially funded with Federal, State and local dollars of about $2.8 million. The County's GIS digital topographic maps are identified for orthophotography updating at a costs of $195,000 in 2015.

Public Works-Facilities/Airport projects total about $11.5 million or 13% of the plan. This includes $4.9 million for County Buildings, $5.9 million for University of Wisconsin-Waukesha campus buildings, and $680,000 for of County Airport facilities/pavement, which are planned to be funded with Airport fund balance.

County-wide technology projects total about $1.4 million or about 1.5% of the plan, of which $1.0 million is to complete a project to update the County's election system. Other technology projects include to implement $150,000 enterprise wide content management; $110,000 to transition the County to a new, more affordable data reporting system; and $100,000 to implement a workforce management system.

General Administration totals $745,000 for financing costs over the five years.



FUNCTIONAL AREA FOR TOTAL PLAN 2015-2019

FUNCTIONAL AREA	TOTAL 2015-2019	% OF TOTAL
PUBLIC WORKS - HIGHWAY	$39,813,000	43.3%
JUSTICE & PUBLIC SAFETY	$28,663,000	31.2%
PARKS	$9,849,900	10.7%
FACILITIES / AIRPORT	$11,512,700	12.5%
COUNTY WIDE TECHNOLOGY	$1,360,000	1.5%
FINANCING COSTS	$745,000	0.8%
TOTAL PLAN EXPENDITURES	$91,943,600	100%

WAUKESHA COUNTY 2015-2019 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	TOTAL FIVE-YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	$265,000	$2,579,000	$3,643,000	$8,000,000	$14,000,000	$28,487,000
System Projects	$0	$0	$25,000	$151,000	$0	$176,000
Subtotal	$265,000	$2,579,000	$3,668,000	$8,151,000	$14,000,000	$28,663,000
HEALTH AND HUMAN SERVICES						
SYSTEMS DEVELOPMENT						
Subtotal						$0
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects	$1,589,900	$2,780,200	$2,958,800	$1,711,000	$810,000	$9,849,900
PUBLIC WORKS						
Highways	$2,885,600	$6,020,000	$4,616,000	$3,256,000	$3,793,000	$20,570,600
Highways/Major Maintenance	$3,942,400	$4,450,000	$4,450,000	$3,200,000	$3,200,000	$19,242,400
Subtotal Highways	$6,828,000	$10,470,000	$9,066,000	$6,456,000	$6,993,000	$39,813,000
Facilities	$2,475,500	$575,000	$1,046,200	$638,000	$200,000	$4,934,700
UW-Waukesha	$2,828,000	$700,000	$46,000	$2,324,000	$0	$5,898,000
Airport	$680,000	$0	$0	$0	$0	$680,000
Subtotal Public Works	$12,811,500	$11,745,000	$10,158,200	$9,418,000	$7,193,000	$51,325,700
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	$1,360,000	$0	$0	$0	$0	$1,360,000
FINANCING	$115,000	$130,000	$150,000	$175,000	$175,000	$745,000
Subtotal	$1,475,000	$130,000	$150,000	$175,000	$175,000	$2,105,000
TOTAL GROSS EXPENDITURES	$16,141,400	$17,234,200	$16,935,000	$19,455,000	$22,178,000	$91,943,600
LESS PROJECT SPECIFIC REVENUES	($2,068,000)	($2,385,200)	($2,486,600)	($210,000)	($90,000)	($7,239,800)
NET EXPENDITURES	$14,073,400	$14,849,000	$14,448,400	$19,245,000	$22,088,000	$84,703,800
Cash Balances Excluding Property Tax Levy	$1,923,400	$1,250,000	$275,000	$151,000	$0	$3,599,400
NET EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST APPLIED	$12,150,000	$13,599,000	$14,173,400	$19,094,000	$22,088,000	$81,104,400

Narrative

The 2015-2019 Capital Plan identifies 51 projects at an estimated total cost of $91.9 million over the five-year period. Projects in the first year of the plan represent the 2015 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the Plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and Public Safety projects total $28.7 million. This includes $22.7 million of a $36.4 million project (remainder planned for 2020) to construct eight new courtrooms, which is the first phase of a multi-phase project to upgrade and improve the County Courthouse facility. The courthouse facility was originally built in 1959, and is approaching the end of its useful life. Design is planned for 2017, with construction beginning in 2018. Beginning with project concept in 2015, and construction planned for 2017, the Plan includes $3.2 million to expand the existing Waukesha county Communications Center (WCC) to allow for additional municipal police and fire agencies to join the WCC. The expansion will also allow for additional space for the County's Emergency Operations Center needed to handle large-scale emergency events. Jail-related projects include $2.6 million in the first two years of the plan to replace HVAC infrastructure in the Law Enforcement Center, which houses administrative staff and jail cells. In addition, $176,000 is planned for 2017 and 2018 to replace the security video monitoring system at the jail.

PARKS AND LAND USE

Projects in this functional area total $9.8 million, and includes $3.4 million for park roadway maintenance improvements. The plan also includes a project to build a multi-use trail between Frame Park in the City of Waukesha to Mitchell Park in the City of Brookfield, estimated to cost $3.0, with federal, state and municipal revenues covering about $2.8 million. In addition, the plan includes $750,000 the expansion of the Camp Pow Wow lodge at Menomonee Park, which is used through a partnership with the Association for the Rights of Citizens with Handicaps (ARCh) to provide recreational activities for adults and children with disabilities. The project will meet current and future needs with a private nurse room, ADA code updates and restroom expansions, and will be half-funded through ARCh donations. Other Parks and Land Use projects in the Plan include, $1.0 million to renovate beach houses at County parks, $630,000 to complete parks restroom upgrades, $515,000 for energy-saving investments at County park facilities (i.e., lighting upgrades), $425,000 for bridge replacement at Wanaki Golf Course, and $195,500 for orthophotography to update digitized maps for Land Information (GIS) Systems.

PUBLIC WORKS

Public works projects for highways and facilities combined are estimated at $51.3 million and represent 56% of the total plan. This includes road projects totaling $39.8 million. New and expanded road capacity construction is identified in priority corridors and is estimated to cost about $11.4 million, including about $10.3 million for about three miles of CTH M (North Avenue). The plan also calls for $447,000 in 2019 for design work for the eventual extension of CTH SR (Springdale Road), from State Highway 190 (Capital Drive) to CTH K. Road projects include $21.3 million for major maintenance and roadway rehab; $3.8 million for bridge improvements; and several spot safety improvements at an estimated cost of $3.3 million, primarily for intersection and signal work. The plan deletes a project to add lanes to CTH O (Moorland Road), between CTH HH (College Avenue) and Grange Avenue in the City of New Berlin, due to expected plans for development and creation of a Tax Increment District on adjacent land undetermined at this time. This project may be reintroduced in the future when project funding is more certain. Existing appropriations for this project will lapse to Capital Project Fund balance and be used to fund project priorities in the plan.

Facility projects totaling $10.8 million include roof and HVAC improvements totaling $5.9 million at the UW-Waukesha Campus (in addition to about $2 million already appropriated in previous budgets); $2.0 million for HVAC upgrades at various county facilities; $464,000 for roofing upgrades the Administration Center and Mental Health Center; and about $324,000 for replacement of a brinemaker and construction of a canopy roof at the Highway Operations Building. The plan includes $1.5 million in 2015 to demolish the east wing of the former Health and Human Services (H&HS) Building, which is now vacant after the new H&HS facility was opened in October 2013. The last two years of the Plan include $600,000 for fuel tank replacement, and another $900,000 planned for out-years, for a total project cost estimated at $1.5 million.

The plan continues an Airport projects to upgrade the Terminal Building and Control Tower with $540,000 in 2015. In addition, the plan includes an additional $140,000 in 2015 to complete a ramp expansion project to accommodate the construction of additional corporate aircraft hangars. Both projects are funded with Airport Fund Balance.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS

Countywide technology projects total about $1.4 million, including $1.0 million to complete a project to update the County's election system with process improvements and automated system enhancements. Other technology projects include $150,000 to implement an enterprise wide content management; $110,000 to transition the County to a new, more affordable data reporting system; and $100,000 to implement a workforce management system. The existing project to implement a Countywide cashiering system includes a change in scope to plan for a likely migration to a new cashiering product(s) after the current vendor signaled that their system will likely be de-supported in the next few years. Planning would be funded through existing appropriations and no additional funding is requested at this time.

DEBT FINANCING COSTS

Debt financing related costs on borrowing, which is planned at $62.9 million over the five year plan, include promissory note discounts and arbitrage rebate expenditures and is currently estimated at $745,000 over the five year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	TOTAL FIVE-YEAR PLAN
PUBLIC WORKS AIRPORT								
AIRPORT FACILITY UPGRADES	201118	$70,000	$540,000					$540,000
SOUTH AND WEST TERMINAL RAMP EXPANSION	201311	$560,000	$140,000					$140,000
PUBLIC WORKS - FLEET & HIGHWAY OPS								
REPLACE BRINE MAKER\CONSTR CANOPY ROOF	201401	$0	$10,500	$0	$313,200			$323,700
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	$0				$400,000	$200,000	$600,000
EMERGENCY PREPAREDNESS - BUILDINGS								
COMMUNICATIONS CENTER EXPANSION	200808	$0	$45,000	$203,000	$2,943,000			$3,191,000
PUBLIC WORKS - FACILITIES								
HIGHWAY SUBSTATION HVAC UPGRADES	201109	$36,000		$575,000				$575,000
ADMINISTRATION CENTER ROOFING UPGRADES	201113	$11,000	$211,000					$211,000
HWY OPS-FLEET HVAC UPGRADES	201206	$0	$45,000		$718,000			$763,000
MHC ROOF REPLACEMENT	201412	$0			$15,000	$238,000		$253,000
COURTHOUSE PROJECT - STEP 1	201418	$0			$700,000	$8,000,000	$14,000,000	$22,700,000
MHC CHILLER UPGRADES	201214	$48,000	$694,000					$694,000
LAW ENFORCEMENT CTR MECHANICAL UPGRADES	201413	$0	$220,000	$2,376,000				$2,596,000
LIMIT DEMOLITION TO EAST WING OF FORMER HHS BLDG	201503		$1,515,000					$1,515,000
UW - WAUKESHA								
UWW BOILER,CHILLER & CONTROLS REPLACEMENT	200902	$1,974,000	$1,386,000					$1,386,000
UWW ROOFING UPGRADES	201210	$67,000	$1,442,000	$700,000		$2,000,000		$4,142,000
UWW ROOFTOP UNIT REPLACEMENTS	201414	$0			$46,000	$324,000		$370,000
PUBLIC WORKS - HIGHWAYS								
CTH I, CTH ES TO CTH O REHAB	201005	$0	$353,000	$1,164,000	$681,000			$2,198,000
CTH M, CTH YY TO EAST COUNTY LINE	201008	$0	$1,098,000	$1,000,000	$1,800,000	$2,792,000		$6,690,000
CTH Q OCON RIVER BRIDGE	201201	$0		$119,000	$22,000	$112,000		$253,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	$0			$170,000	$179,000	$1,017,000	$1,366,000
CTH D, DEER CREEK BRIDGE	201303	$5,000			$110,000	$116,000		$226,000
CTH Y, PILAK CREEK TRIBUTARY BRIDGE REPLCMNT	201304	$0			$90,000	$24,000	$520,000	$634,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	$5,000		$48,000	$11,000	$33,000		$92,000
CTH D, CALHOUN -INTERSECTION (MEM0)	200511	$2,585,000	($200,000)					($200,000)
CHT P, BARK RIVER BRIDGE	200606	$468,000	$106,000					$106,000
CTH CW, ASHIPPUN RIVER BRIDGE	200810	$333,400	$407,600					$407,600
WEST WAUKESHA BYPASS	200917	$8,820,000		$735,000				$735,000
CTH NN, STH 83 TO CTH ES	201006	$288,000	$818,000	$580,000				$1,398,000
CTH O, CTH HH TO GRANGE AVE.	201007	$491,000						$0
CTH C, MILL STREET TO OAKWOOD ROAD	201116	$130,000	$103,000	$1,850,000				$1,953,000
CTH M, CALHOUN RD-CTH YY,	201202	$0		$524,000	$1,732,000		$1,309,000	$3,565,000
CTH O, I-94 to USH 18	201502	$0					$500,000	$500,000
CTH SR - EXTENSION, STH 190 TO CTH K	201507	$0					$447,000	$447,000
BRIDGE AID PROGRAM	9131	$180,000		$100,000	$100,000			$200,000
CULVERT REPLACEMENT PROGRAM	9817	$520,000	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
REPAVING PROGRAM 2013-2017	200911	$3,200,000	$3,000,000	$3,000,000	$3,000,000			$9,000,000
REPAVING PROGRAM 2018-2022	201416	$0				$3,100,000	$3,100,000	$6,200,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$5,250,000	$842,400	$1,250,000	$1,250,000			$3,342,400

PARKS AND LAND USE	NO.	CURRENT APPROP.	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	TOTAL FIVE-YEAR PLAN
ORTHOPHOTOGRAPHY	201119	$204,520	$195,500					$195,500
WAUKESHA-BROOKFIELD MULTI-USE TRAIL	201407	$50,000	$450,000	$1,240,200	$1,240,200			$2,930,400
PARK BEACH AREA RENOVATIONS	201408	$0	$15,000		$88,000	$901,000		$1,004,000
PARKS RESTROOM RENOVATION	200505	$3,075,000		$630,000				$630,000
ENERGY EFFICIENCY IMPROVEMENTS	201208	$920,200	$75,000	$110,000	$110,000	$110,000	$110,000	$515,000
WANAKI GC BRIDGE REPLACEMENT	201309	$210,000		$200,000	$225,000			$425,000
CAMP POW WOW EXPANSION	201504	$0	$54,400		$695,600			$750,000
PAVEMENT MANAGEMENT PLAN 2013 - 2017	200824	$1,960,000	$800,000	$600,000	$600,000			$2,000,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	$0				$700,000	$700,000	$1,400,000
IT - COUNTY CLERK								
ELECTION SYSTEM UPGRADE	201310	$1,318,000	$1,000,000					$1,000,000
IT - SHERIFF								
SECURITY ELECTRONICS REPLACEMENTS - JAIL	201410	$0			$25,000	$151,000		$176,000
IT - COUNTYWIDE								
COUNTY-WIDE CASHIERING	200414	$970,000						$0
ENTERPRISE CONTENT MANAGEMENT	200910	$1,240,000	$150,000					$150,000
WORKFORCE MANAGEMENT SYSTEM	200912	$1,193,000	$100,000					$100,000
END USER REPORT DEVELOPMENT	201411	$15,000	$110,000					$110,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999		$115,000	$130,000	$150,000	$175,000	$175,000	$745,000
GROSS EXPENDITURES			**$16,141,400**	**$17,234,200**	**$16,935,000**	**$19,455,000**	**$22,178,000**	**$91,943,600**
REVENUES:								
AIRPORT FUND BALANCE - #201118 Facility Upgrades , #201311 Ramp Expansion			$670,000					$670,000
GOLF COURSE FUND BAL - #201309 Wanaki Bridge Rplmnt, #201208 Energy Effic.			$75,000	$200,000	$225,000			$500,000
End User Tech Fund Bal #200910 Enterprise Content Management			$150,000					$150,000
End User Tech Fund Bal # 200912 Workforce Management System			$100,000					$100,000
End User Tech Fund Bal # 201411 End User Report Development			$110,000					$110,000
LIS Fund Balance #201119 Orthophotography			$195,500					$195,500
Donation Revenue for #201118 Airport Facility Upgrades			$10,000					$10,000
Municipal Cost Share for Comm Center #200808 Comm Center Expansion					$708,400			$708,400
Local Reimbursement Project 201116 CTH C Mill St to Oakwood Rd				$463,000				$463,000
CHIP D Revenue - #201006 CTH NN, STH 83 to CTH ES				$544,000				$544,000
CHIP REVENUE - #200911 Repaving Program 2013-2017			$330,000					$330,000
Local Revenue - #201008 CTH M, CTH YY to East County Line						$210,000		$210,000
Local Revenue - #201202 CTH, Calhoun Rd - CTH YY						$0	$90,000	$90,000
Revenue - #201407 Waukesha-Brookfield Multi-Use Trail			$427,500	$1,178,200	$1,178,200	$0	$0	$2,783,900
Partner (ARCh) share for #201504 Camp Pow Wow Expansion					$375,000			$375,000
Subtotal Revenue, Proprietary and Restricted Special Revenue Fund Balance			$2,068,000	$2,385,200	$2,486,600	$210,000	$90,000	$7,239,800
Net Expenditures			$14,073,400	$14,849,000	$14,448,400	$19,245,000	$22,088,000	$84,703,800
State Shared Revenue/Utility Payment			$100,000					$100,000
Personal Property Replacement - State Aid			$600,000					$600,000
General Fund and Capital Project Fund Balance			$1,223,400	$1,250,000	$275,000	$151,000	$0	$2,899,400
Subtotal			$1,923,400	$1,250,000	$275,000	$151,000	$0	$3,599,400
EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST			$12,150,000	$13,599,000	$14,173,400	$19,094,000	$22,088,000	$81,104,400

Stats./Trends

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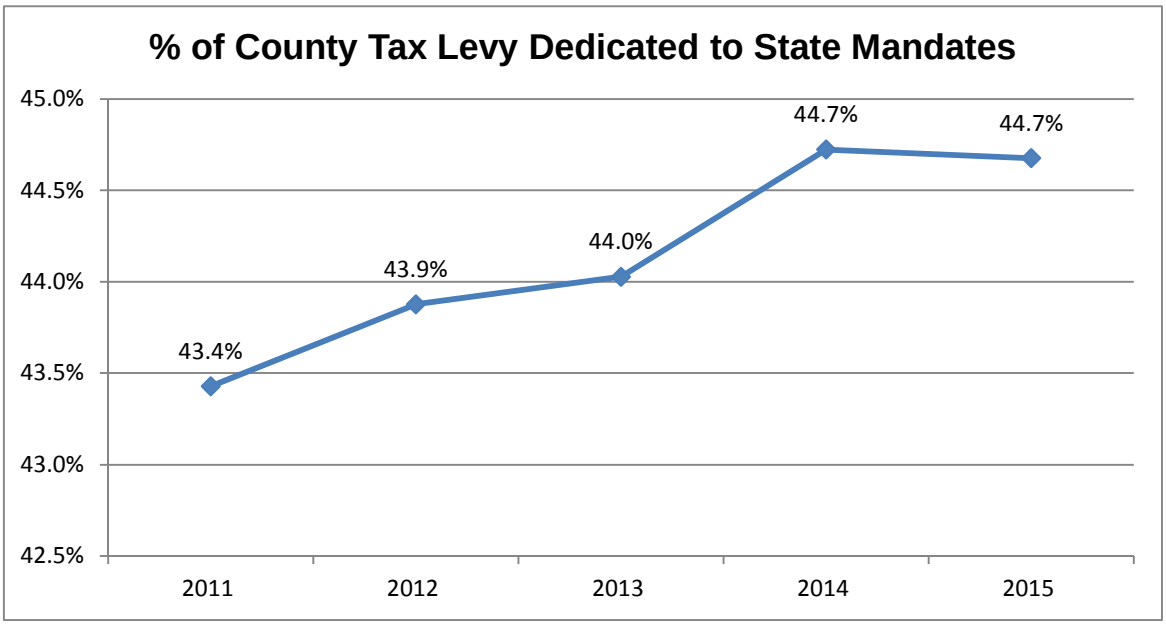
Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for nonmandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrents and baliff servces. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County.

State Revenues include Shared Revenues and Transportation Aids.



Item	2011	2012	2013	2014	2015
		(Values in millions)			
County Tax Levy Budget:	$97.4	$98.0	$98.8	$99.5	$100.5
Estimated Major State Mandated Net Expenditures:	$48.7	$48.7	$49.0	$50.0	$50.2
State Discretionary Revenue Offsets:	$6.4	$5.7	$5.5	$5.5	$5.3
County Tax Levy for Major State Mandates:	$42.3	$43.0	$43.5	$44.5	$44.9
% of County Tax Levy for Major State Mandates:	43.4%	43.9%	44.0%	44.7%	44.7%

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(6) Median Age	
2003	371,211	$43,055	227,051	4.8%	60,746	13,554	39.1	
2004	373,339	$45,263	226,862	4.2%	61,831	13,038	40.2	
2005	377,348	$47,177	230,607	3.9%	62,472	12,718	40.3	
2006	379,577	$51,532	234,852	3.8%	62,859	12,801	40.6	
2007	381,651	$52,867	236,413	3.9%	63,082	12,919	41	
2008	382,697	$54,173	233,316	4.0%	62,868	12,539	41.8	
2009	383,190	$52,448	220,842	7.7%	63,685	12,004	41.1	
2010	389,891	$52,970	218,361	7.5%	63,868	11,530	42	(7)
2011	390,267	$56,396	222,978	6.6%	63,309	12,403	42.3	
2012	390,914	$58,055	226,848	6.1%	63,118	11,663	42.7	
2013	391,478	*	229,257	5.9%	62,656	11,517	42.9	

* Information unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce (2001-2010 relfect revised estimates as of April 2013)
(3) Wisconsin Department of Workforce Development
(4) Wisconsin Department of Workforce Development
(5) Wisconsin Department of Public Instruction
(6) U.S. Census, American Fact Finder
(7) 2010 Census

Table 3
WAUKESHA COUNTY POPULATION

According to the January 2014 preliminary population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 392,879. This represents an increase of 2,988 persons county-wide, or 0.77% from the 2010 Census.

	2010 CENSUS	2013	2014	'13 - '14 CHANGE	% CHANGE
CITIES					
Brookfield	37,920	37,835	37,847	12	0.03%
Delafield	7,085	7,083	7,093	10	0.14%
Milwaukee	0	0	0	0	0.00%
Muskego	24,135	24,239	24,304	65	0.27%
New Berlin	39,584	39,915	40,130	215	0.54%
Oconomowoc	15,759	16,004	16,293	289	1.83%
Pewaukee	13,195	13,654	13,728	74	0.56%
Waukesha	70,718	70,900	71,044	144	0.20%
CITIES TOTAL	208,396	209,630	210,439	809	0.39%
TOWNS					
Brookfield	6,116	6,095	6,064	(31)	-0.51%
Delafield	8,400	8,199	8,221	22	0.26%
Eagle	3,507	3,507	3,507	0	0.00%
Genesee	7,340	7,319	7,330	11	0.15%
Lisbon	10,157	10,202	10,236	34	0.33%
Merton	8,338	8,368	8,383	15	0.18%
Mukwonago	7,959	7,990	8,010	20	0.25%
Oconomowoc	8,408	8,547	8,602	55	0.65%
Ottawa	3,859	3,872	3,876	4	0.10%
Vernon	7,601	7,612	7,624	12	0.16%
Waukesha	9,133	9,131	9,168	37	0.41%
TOTAL TOWNS	80,818	80,842	81,021	179	0.22%
VILLAGES					
Big Bend	1,290	1,284	1,292	8	0.62%
Butler	1,841	1,834	1,832	(2)	-0.11%
Chenequa	590	587	587	0	0.00%
Dousman	2,302	2,320	2,327	7	0.30%
Eagle	1,950	1,944	1,946	2	0.10%
Elm Grove	5,934	5,934	5,963	29	0.49%
Hartland	9,110	9,124	9,141	17	0.19%
Lac la Belle	289	290	292	2	0.69%
Lannon	1,107	1,101	1,099	(2)	-0.18%
Menomonee Falls	35,626	35,710	35,798	88	0.25%
Merton	3,346	3,413	3,435	22	0.66%
Mukwonago	7,254	7,319	7,507	188	2.59%
Nashotah	1,395	1,383	1,387	4	0.29%
North Prairie	2,141	2,142	2,144	2	0.09%
Oconomowoc Lake	595	591	589	(2)	-0.34%
Pewaukee	8,166	8,166	8,154	(12)	-0.15%
Summit	4,674	4,695	4,713	18	0.39%
Sussex	10,518	10,623	10,669	46	0.44%
Wales	2,549	2,546	2,544	(2)	-0.08%
TOTAL VILLAGES	100,677	101,006	101,419	413	0.41%
TOTAL: COUNTY	389,891	391,478	392,879	1,401	0.36%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Administration.

Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2014 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $48,995,016,900. This represents a increase of $1,777,650,200 or 3.76% from 2013. A table listing 2013 and 2014 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

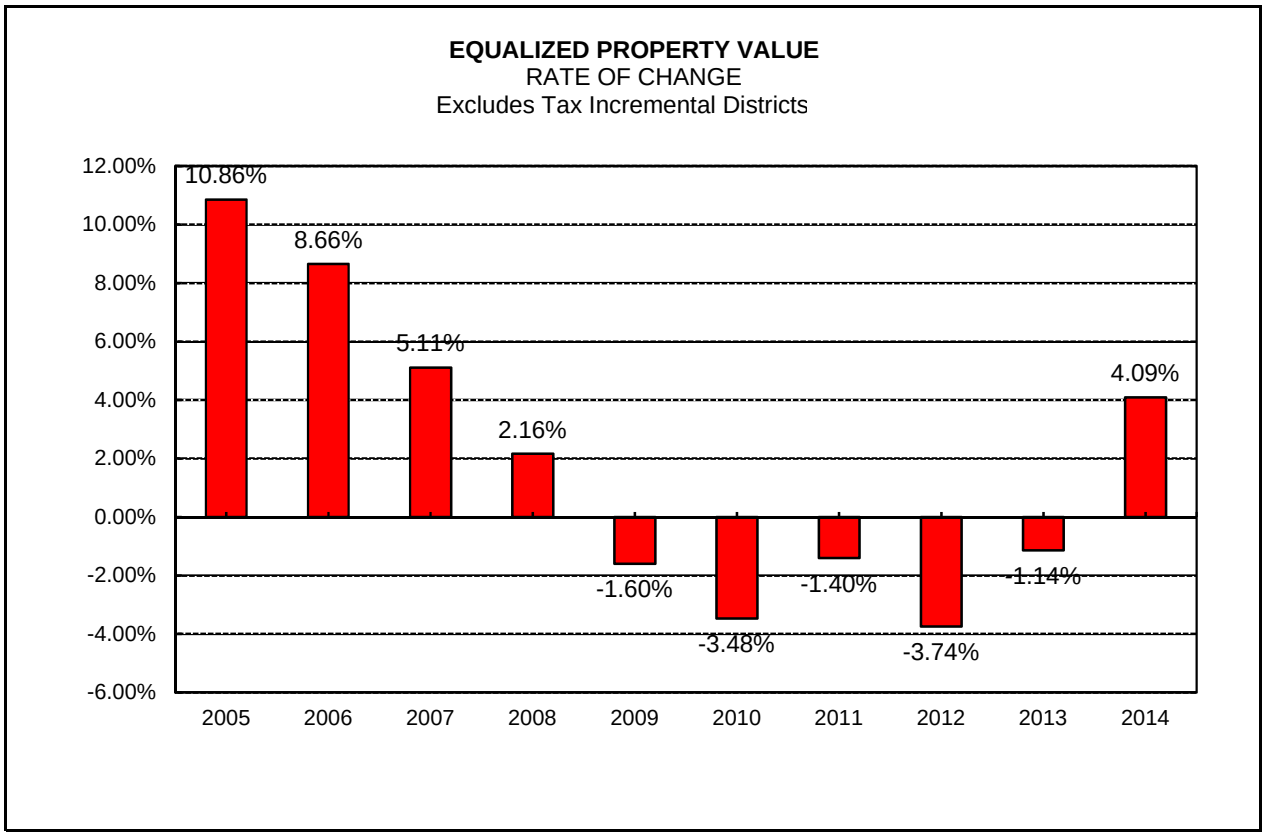
	2013 EQUAL PROP. VALUE	2014 EQUAL PROP. VALUE	'13-'14 CHANGE	% CHANGE
CITIES:				
Brookfield	$5,997,534,700	$6,321,394,700	$323,860,000	5.40%
Delafield	$1,253,023,400	$1,318,097,600	$65,074,200	5.19%
* Milwaukee	$12,818,300	$12,633,500	($184,800)	-1.44%
Muskego	$2,534,512,400	$2,644,311,300	$109,798,900	4.33%
New Berlin	$4,523,919,800	$4,703,599,700	$179,679,900	3.97%
Oconomowoc	$1,799,980,600	$1,860,351,900	$60,371,300	3.35%
Pewaukee	$2,569,531,900	$2,682,773,200	$113,241,300	4.41%
Waukesha	$5,389,651,300	$5,546,910,300	$157,259,000	2.92%
SUBTOTAL	$24,080,972,400	$25,090,072,200	$1,009,099,800	4.19%
TOWNS:				
Brookfield	$992,266,200	$979,150,300	($13,115,900)	-1.32%
Delafield	$1,362,607,500	$1,388,798,900	$26,191,400	1.92%
Eagle	$436,250,900	$439,546,900	$3,296,000	0.76%
Genesee	$861,565,200	$888,842,200	$27,277,000	3.17%
Lisbon	$1,019,198,300	$1,054,644,000	$35,445,700	3.48%
Merton	$1,389,594,500	$1,437,796,500	$48,202,000	3.47%
Mukwonago	$812,016,200	$831,954,300	$19,938,100	2.46%
Oconomowoc	$1,378,151,000	$1,386,514,300	$8,363,300	0.61%
Ottawa	$505,847,800	$515,515,200	$9,667,400	1.91%
Vernon	$798,058,100	$801,301,200	$3,243,100	0.41%
Waukesha	$887,517,600	$915,414,800	$27,897,200	3.14%
SUBTOTAL	$10,443,073,300	$10,639,478,600	$196,405,300	1.88%
VILLAGES:				
Big Bend	$140,045,300	$143,260,200	$3,214,900	2.30%
Butler	$234,060,400	$244,134,500	$10,074,100	4.30%
Chenequa	$434,159,000	$455,550,200	$21,391,200	4.93%
Dousman	$168,721,500	$174,715,800	$5,994,300	3.55%
Eagle	$147,658,700	$144,892,500	($2,766,200)	-1.87%
Elm Grove	$976,671,200	$1,054,284,600	$77,613,400	7.95%
Hartland	$1,129,413,700	$1,167,590,600	$38,176,900	3.38%
Lac la Belle	$109,118,400	$107,641,800	($1,476,600)	-1.35%
Lannon	$103,997,200	$108,443,800	$4,446,600	4.28%
Menomonee Falls	$4,245,013,600	$4,493,874,800	$248,861,200	5.86%
Merton	$362,858,100	$376,123,800	$13,265,700	3.66%
Mukwonago	$674,276,600	$705,867,600	$31,591,000	4.69%
Nashotah	$172,338,000	$177,638,500	$5,300,500	3.08%
North Prairie	$204,322,200	$217,495,300	$13,173,100	6.45%
Oconomowoc Lake	$320,329,600	$316,908,100	($3,421,500)	-1.07%
Pewaukee	$901,140,700	$899,143,000	($1,997,700)	-0.22%
Summit	$911,487,300	$921,408,200	$9,920,900	1.09%
Sussex	$1,118,931,800	$1,202,160,100	$83,228,300	7.44%
Wales	$338,777,700	$354,332,700	$15,555,000	4.59%
SUBTOTAL	$12,693,321,000	$13,265,466,100	$572,145,100	4.51%
TOTAL	$47,217,366,700	$48,995,016,900	$1,777,650,200	3.76%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

Table 5
EQUALIZED PROPERTY VALUE
Excludes Tax Incremental Districts

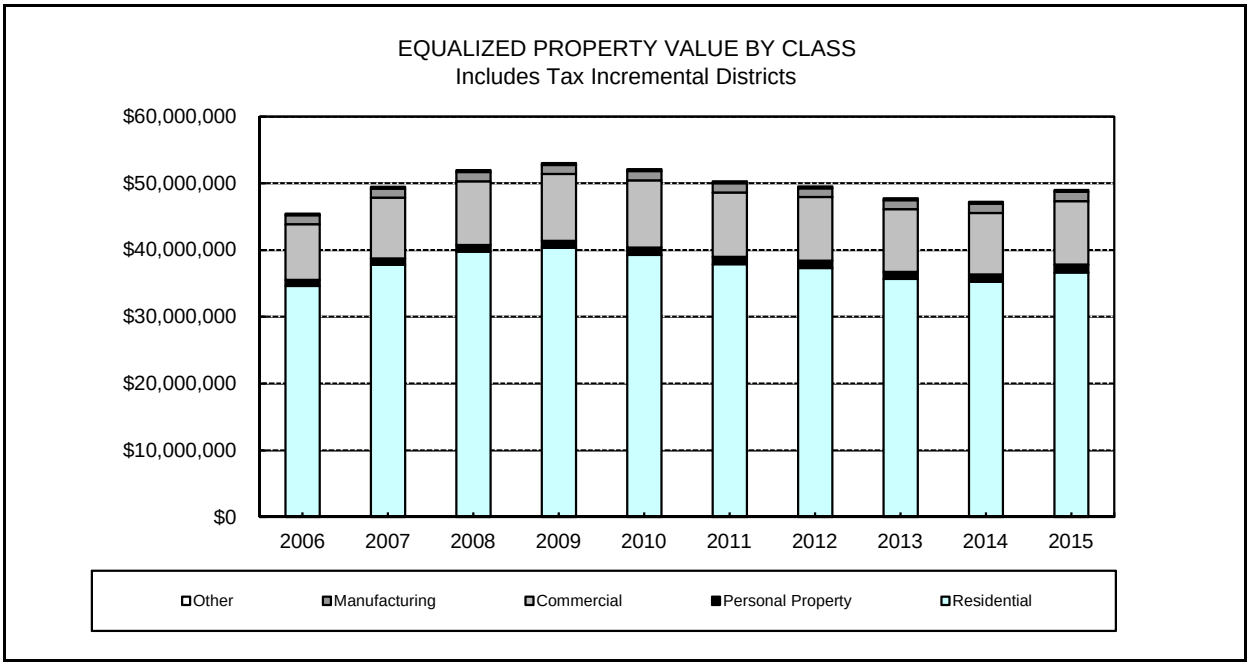
Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% are responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced since 2013 suggests that residential property values have recovered in 2014.



Valuation Year	Total Value	Change In Valuation	Rate of Change
2005	$44,614,092,450	$4,370,027,400	10.86%
2006	$48,476,599,550	$3,862,507,100	8.66%
2007	$50,954,981,250	$2,478,381,700	5.11%
2008	$52,055,313,050	$1,100,331,800	2.16%
2009	$51,220,442,050	($834,871,000)	-1.60%
2010	$49,439,797,100	($1,780,644,950)	-3.48%
2011	$48,747,058,300	($692,738,800)	-1.40%
2012	$46,923,448,900	($1,823,609,400)	-3.74%
2013	$46,387,463,200	($535,985,700)	-1.14%
2014	$48,283,418,200	$1,895,955,000	4.09%

Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2015 is $49.0 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the County. Market values in the residential tax base have declined in recent years resulting in a decrease in this proportion of the tax base to 75% from 76% in 2008. Residential valuation increased by 3.9% based on prior year analysis by the Wisconsin Department of Revenue. Commercial properties and manufacturing continue to maintain their share of the tax base at 19% and 3% respectively for budget year 2015.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
	($000's)					
2006	$34,623,811	$899,286	$8,355,042	$1,341,526	$231,366	$45,451,031
2007	$37,785,792	$967,353	$9,090,014	$1,367,315	$266,636	$49,477,110
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043	$51,988,144
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676	$53,055,877
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055	$52,111,510
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177	$50,288,874
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537	$49,552,563
2013	$35,670,846	$1,055,120	$9,389,591	$1,346,196	$278,012	$47,739,765
2014	$35,263,595	$1,105,906	$9,202,897	$1,367,263	$277,706	$47,217,367
2015	$36,654,772	$1,159,551	$9,509,067	$1,395,080	$276,547	$48,995,017
% of Total	74.8%	2.4%	19.4%	2.8%	0.6%	100.0%

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES FEDERATED LIBRARY

	BUDGET YEAR	TAX YEAR	PROPERTY TAX RATES --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE(1)	RATE CHANGE ($$)	Tax Rate Change (%)
	2005	2004	$2.11	($0.10)	-4.50%
	2006	2005	$1.96	($0.15)	-6.95%
	2007	2006	$1.83	($0.13)	-6.77%
	2008	2007	$1.78	($0.05)	-2.95%
	2009	2008	$1.79	$0.01	0.66%
	2010	2009	$1.87	$0.08	4.50%
	2011	2010	$1.97	$0.10	5.42%
	2012	2011	$2.01	$0.04	2.03%
	2013	2012	$2.11	$0.10	4.98%
	2014	2013	$2.15	$0.04	1.66%
Adopted	**2015**	**2014**	**$2.08**	**($0.06)**	**-2.97%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	2005	2004	$84,919,831	$3,367,353	4.13%
	2006	2005	$87,595,762	$2,675,931	3.15%
	2007	2006	$88,696,977	$1,101,215	1.26%
	2008	2007	$90,524,503	$1,827,526	2.06%
	2009	2008	$93,086,754	$2,562,251	2.83%
	2010	2009	$95,717,457	$2,630,703	2.83%
	2011	2010	$97,422,065	$1,704,608	1.78%
	2012	2011	$98,037,483	$615,418	0.63%
	2013	2012	$98,798,522	$761,039	0.78%
	2014	2013	$99,505,152	$706,630	0.72%
Adopted	**2015**	**2014**	**$100,492,252**	**$987,100**	**0.99%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	2005	2004	$40,244,065,050	$3,333,630,000	9.03%
	2006	2005	$44,614,092,450	$4,370,027,400	10.86%
	2007	2006	$48,476,599,550	$3,862,507,100	8.66%
	2008	2007	$50,954,981,250	$2,478,381,700	5.11%
	2009	2008	$52,055,313,050	$1,100,331,800	2.16%
	2010	2009	$51,220,442,050	($834,871,000)	-1.60%
	2011	2010	$49,439,797,100	($1,780,644,950)	-3.48%
	2012	2011	$48,747,058,300	($692,738,800)	-1.40%
	2013	2012	$46,923,448,900	($1,823,609,400)	-3.74%
	2014	2013	$46,387,463,200	($535,985,700)	-1.14%
Adopted	**2015**	**2014**	**$48,283,418,200**	**$1,895,955,000**	**4.09%**

NOTES:
(1) Rounded to nearest cent.
(2) Excludes amounts for Federated Library System.
(3) Equalized value excludes tax incremental financing districts (TIDs).

Table 8
FEDERATED LIBRARY PROPERTY TAX LEVY DATA

	BUDGET YEAR	TAX YEAR	FEDERATED LIBRARY PROPERTY TAX RATE --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE	RATE CHANGE ($$)	RATE CHANGE (%)
	2005	2004	$0.2354	($0.0275)	-10.44%
	2006	2005	$0.2416	$0.0062	2.62%
	2007	2006	$0.2232	($0.0184)	-7.62%
	2008	2007	$0.2159	($0.0073)	-3.26%
	2009	2008	$0.2210	$0.0051	2.34%
	2010	2009	$0.2314	$0.0104	4.70%
	2011	2010	$0.2460	$0.0146	6.31%
	2012	2011	$0.2514	$0.0054	2.21%
	2013	2012	$0.2690	$0.0176	7.00%
	2014	2013	$0.2768	$0.0078	2.89%
Adopted	**2015***	**2014**	**$0.2863**	**$0.0095**	**3.44%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	2005	2004	$2,741,386	($27,801)	-1.00%
	2006	2005	$2,576,634	($164,752)	-6.01%
	2007	2006	$2,597,084	$20,450	0.79%
	2008	2007	$2,663,828	$66,744	2.57%
	2009	2008	$2,752,289	$88,461	3.32%
	2010	2009	$2,773,900	$21,611	0.79%
	2011	2010	$2,853,939	$80,039	2.89%
	2012	2011	$2,883,486	$29,547	1.04%
	2013	2012	$2,930,604	$47,118	1.63%
	2014	2013	$2,965,628	$35,024	1.20%
Adopted	**2015***	**2014**	**$3,424,360**	**$458,732**	**15.47%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	2005	2004	$11,643,340,500	$1,110,307,700	10.54%
	2006	2005	$10,664,628,100	($978,712,400)	-8.41%
	2007	2006	$11,636,122,500	$971,494,400	9.11%
	2008	2007	$12,337,085,300	$700,962,800	6.02%
	2009	2008	$12,454,954,400	$117,869,100	0.96%
	2010	2009	$11,989,066,300	($465,888,100)	-3.74%
	2011	2010	$11,602,963,300	($386,103,000)	-3.22%
	2012	2011	$11,470,523,100	($132,440,200)	-1.14%
	2013	2012	$10,892,995,400	($577,527,700)	-5.03%
	2014	2013	$10,714,775,800	($178,219,600)	-1.64%
Adopted	**2015***	**2014**	**$11,960,623,400**	**$1,245,847,600**	**11.63%**

*Increase in Federated Library Tax Levy rate, levy amount and equalized value for municipalities without libraries is primarily due to the dissolution of the joint library agreement between the Town of Lisbon and Village of Sussex, resulting in the Town of Lisbon becoming a non-library community.

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2014 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 70th of 72 counties for 2014 budget purposes. An asterisk (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

	County	2013 Rank	Property Tax Rate For 2014 Budget (a)		County	2013 Rank	Property Tax Rate For 2014 Budget (a)
*	Menominee	1	$9.11		Rusk	36	$5.33
	Taylor	2	$8.17		Kenosha	45	$5.29
	Crawford	3	$7.99	*	Calumet	38	$5.25
	Dunn	4	$7.96		Columbia	43	$5.23
*	Kewaunee	5	$7.77		Oconto	42	$5.23
	Adams	7	$7.67		Marathon	40	$5.17
	Marquette	8	$7.56		Barron	39	$5.16
	Clark	6	$7.50		Milwaukee	44	$5.13
	Rock	12	$6.99		Shawano	41	$5.12
	Pepin	9	$6.98		Douglas	48	$4.95
	Lafayette	11	$6.97	*	Outagamie	46	$4.91
	Jackson	10	$6.87		Forest	53	$4.87
	Richland	13	$6.71		Wood	47	$4.86
	Waushara	15	$6.69		Sauk	50	$4.79
	Monroe	20	$6.64		Walworth	52	$4.72
	Waupaca	14	$6.57		Iron	51	$4.65
	Juneau	17	$6.56		Jefferson	54	$4.59
	Florence	16	$6.47	*	Brown	49	$4.57
	Pierce	22	$6.35		Washburn	55	$4.52
	Green Lake	18	$6.33		Marinette	56	$4.28
	Lincoln	26	$6.07		Grant	58	$4.20
	Fond du Lac	23	$6.05		St Croix	57	$4.00
	Buffalo	19	$6.01	*	Racine	61	$3.99
	Iowa	25	$5.91		La Crosse	59	$3.96
	Green	24	$5.84		Eau Claire	60	$3.88
*	Manitowoc	27	$5.83		Chippewa	62	$3.78
	Trempealeau	29	$5.76		Burnett	65	$3.78
*	Winnebago	21	$5.75		Bayfield	64	$3.71
	Dodge	28	$5.70		Door	63	$3.66
	Price	30	$5.70		Dane	67	$3.11
	Vernon	31	$5.65		Sawyer	68	$3.05
	Ashland	32	$5.60		Washington	66	$3.00
*	Sheboygan	34	$5.60		Oneida	69	$2.31
	Langlade	33	$5.50	*	Waukesha	70	$2.21
	Polk	35	$5.43		Vilas	72	$2.06
	Portage	37	$5.36		Ozaukee	71	$1.99

(a) Property tax rates shown include library system and other special taxing authorities.

Source: Compiled by the Wisconsin Taxpayers Alliance. In previous years the Wisconsin Department of Revenue provided this information, but no longer. In the last State budget, the County Tax Rate sheet that was required to be filled out and filed by each county was suspended by the state legislature for two years and is likely permanent.

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2013 AND 2014 BUDGETS

Waukesha County's property tax per person is ranked 70th of 72 counties for 2014 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

	County	2013 Rank	2014 Rank	2013 Tax Levy Per Person	2014 Tax Levy Per Person		County	2013 Rank	2014 Rank	2013 Tax Levy Per Person	2014 Tax Levy Per Person
	Door	1	1	$897.53	$905.89		Rusk	37	37	$397.93	$403.64
	Florence	2	2	$876.91	$873.95		Green	36	38	$399.60	$402.69
	Adams	3	3	$825.13	$823.69	*	Sheboygan	39	39	$394.95	$402.54
	Marquette	6	4	$710.25	$746.19		Monroe	57	40	$341.27	$397.46
	Green Lake	4	5	$720.91	$725.37		Barron	42	41	$386.42	$394.94
	Iron	5	6	$718.93	$722.57		Fond du Lac	41	42	$386.52	$394.73
	Washburn	7	7	$659.00	$658.20		Rock	43	43	$381.66	$390.25
	Waushara	8	8	$624.71	$640.19	*	Winnebago	35	44	$401.05	$385.69
	Vilas	10	9	$608.53	$638.67		Clark	44	45	$375.56	$384.50
*	Menominee	9	10	$619.38	$623.52		Richland	45	46	$368.87	$369.94
	Bayfield	13	11	$589.60	$621.45		Portage	51	47	$351.72	$362.80
	Sawyer	11	12	$596.57	$617.64		Kenosha	48	48	$356.43	$362.48
	Burnett	15	13	$559.57	$594.84		Dodge	46	49	$360.53	$360.92
	Walworth	12	14	$593.78	$593.47		Marinette	47	50	$357.31	$360.79
	Forest	14	15	$564.55	$579.60		Douglas	53	51	$345.58	$356.11
	Price	16	16	$558.28	$557.14	*	Manitowoc	50	52	$352.68	$354.75
*	Kewaunee	17	17	$533.59	$536.36		Shawano	49	53	$355.78	$352.48
	Taylor	19	18	$496.78	$509.26	*	Outagamie	52	54	$350.85	$352.40
	Pepin	18	19	$503.27	$508.46		Trempealeau	54	55	$345.15	$348.23
	Polk	20	20	$489.48	$487.28	*	Calumet	55	56	$343.24	$345.55
	Jackson	22	21	$468.57	$484.36		Marathon	56	57	$342.62	$344.08
	Oconto	21	22	$475.55	$479.41		St Croix	58	58	$326.77	$328.69
	Crawford	23	23	$467.58	$475.72		Vernon	60	59	$321.75	$327.88
	Dunn	25	24	$462.95	$465.69		Jefferson	61	60	$320.86	$321.71
	Sauk	26	25	$460.23	$465.09	*	Brown	59	61	$323.09	$321.51
	Lincoln	24	26	$466.61	$462.39		Dane	64	62	$291.20	$298.47
	Waupaca	28	27	$446.79	$460.02		Wood	62	63	$295.94	$296.18
	Langlade	27	28	$454.04	$457.74		Milwaukee	63	64	$295.42	$294.79
	Iowa	30	29	$437.63	$445.44		Washington	65	65	$282.18	$274.78
	Juneau	29	30	$437.94	$443.16		Chippewa	66	66	$261.44	$267.18
	Buffalo	31	31	$433.97	$434.34		La Crosse	69	67	$258.18	$266.95
	Columbia	32	32	$432.04	$433.74	*	Racine	67	68	$261.08	$262.81
	Oneida	33	33	$414.65	$424.63		Eau Claire	70	69	$255.88	$262.48
	Pierce	40	34	$389.34	$415.09	*	Waukesha	68	70	$260.19	$261.73
	Ashland	34	35	$407.87	$407.75		Ozaukee	71	71	$223.32	$231.23
	Lafayette	38	36	$397.86	$405.56		Grant	72	72	$212.33	$216.55

Source: Compiled by the Wisconsin Taxpayers Alliance and information from the Wisconsin Department of Administration.

Table 11
OUTSTANDING DEBT PER CAPITA

Outstanding debt is defined as the remaining principal on general obligation bonds which the County has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results.

-In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002.

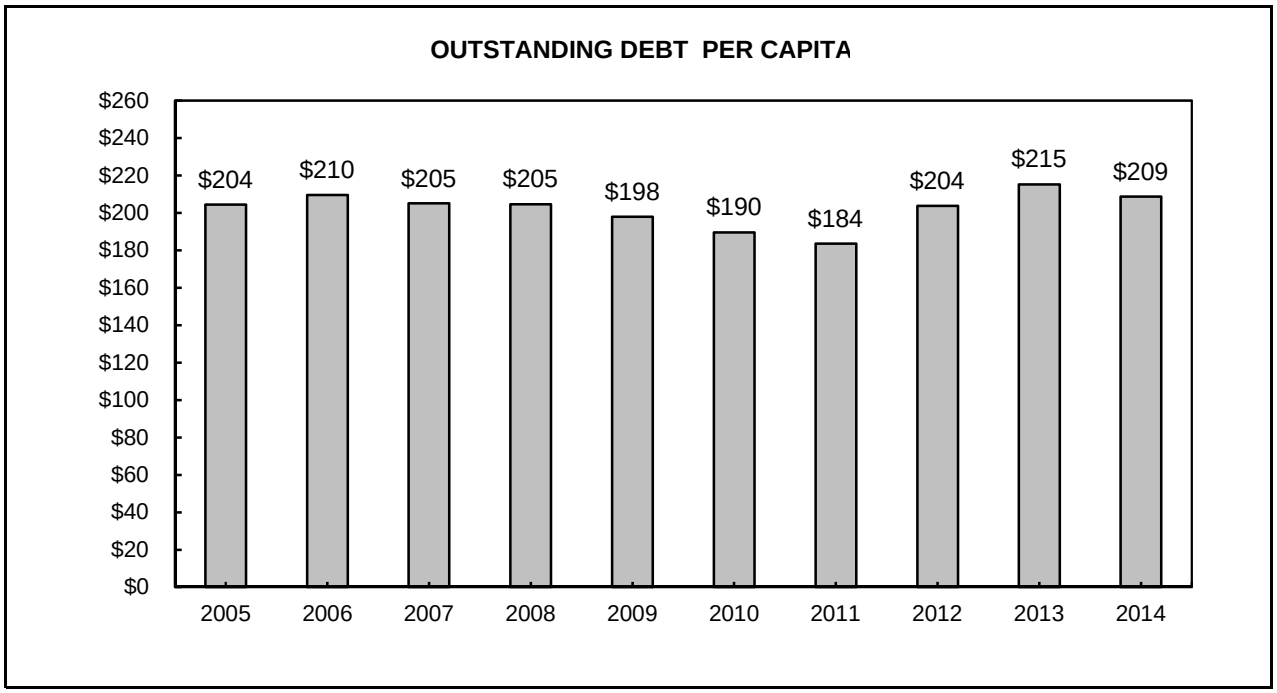
-In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures.

-In 2011, the County refinanced $9.9 million of debt issued in 2003 & 2004 resulting in future interest savings.

-In 2012, the County refinanced $6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced $4,550,000 of the debt issued in 2006.

-In 2014, the County refinanced $4,255,000 of the debt issued in 2007.



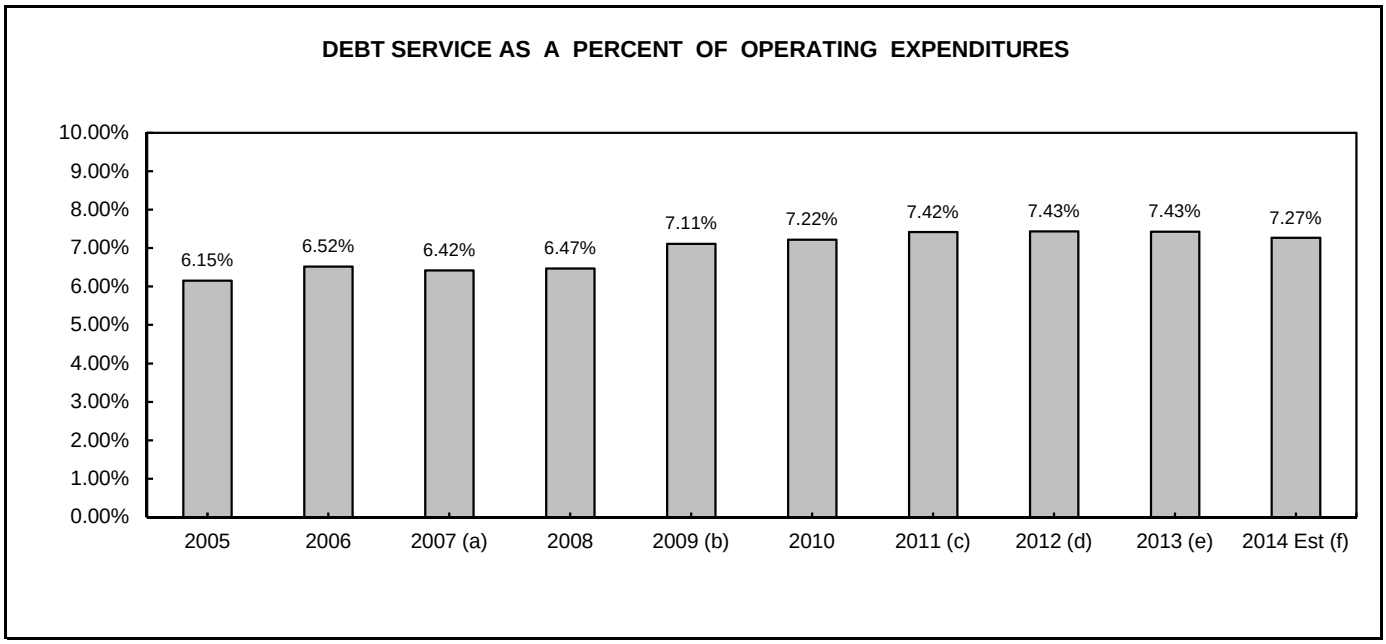
Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2005	$14,400,000	$77,150,000	377,348	$204
2006	$12,000,000	$79,525,000	379,577	$210
2007	$10,000,000	$78,250,000	381,651	$205
2008	$10,000,000	$78,320,000	382,697	$205
2009 *	$8,000,000	$75,855,000	383,190	$198
2010	$9,000,000	$73,930,000	389,891	$190
2011 *	$10,000,000	$71,660,000	390,267	$184
2012	$20,000,000	$79,665,000	390,914	$204
2013	$17,000,000	$84,235,000	391,478	$215
2014	$10,000,000	$81,970,000	392,879	$209

* Does not include debt issued to refinance prior year issues.

Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10 percent, the credit industry views this situation favorably. If it exceeds 20 percent, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the County is still below the 10 percent threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The County has used defeasement and refunding activity to manage debt service. In 2007, the County paid down $1.5 million of the 2000 debt issue. In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results. In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures. In 2011, the County borrowed $10,000,000 and also refinanced $9.9 million of debt issued in 2003 and 2004. In April 2012, $6.6 million of the 2005 notes were refunded. In 2013, $4.6 million of 2006 notes were refunded. In 2014, $4.3 million of the 2007 notes were refunded.

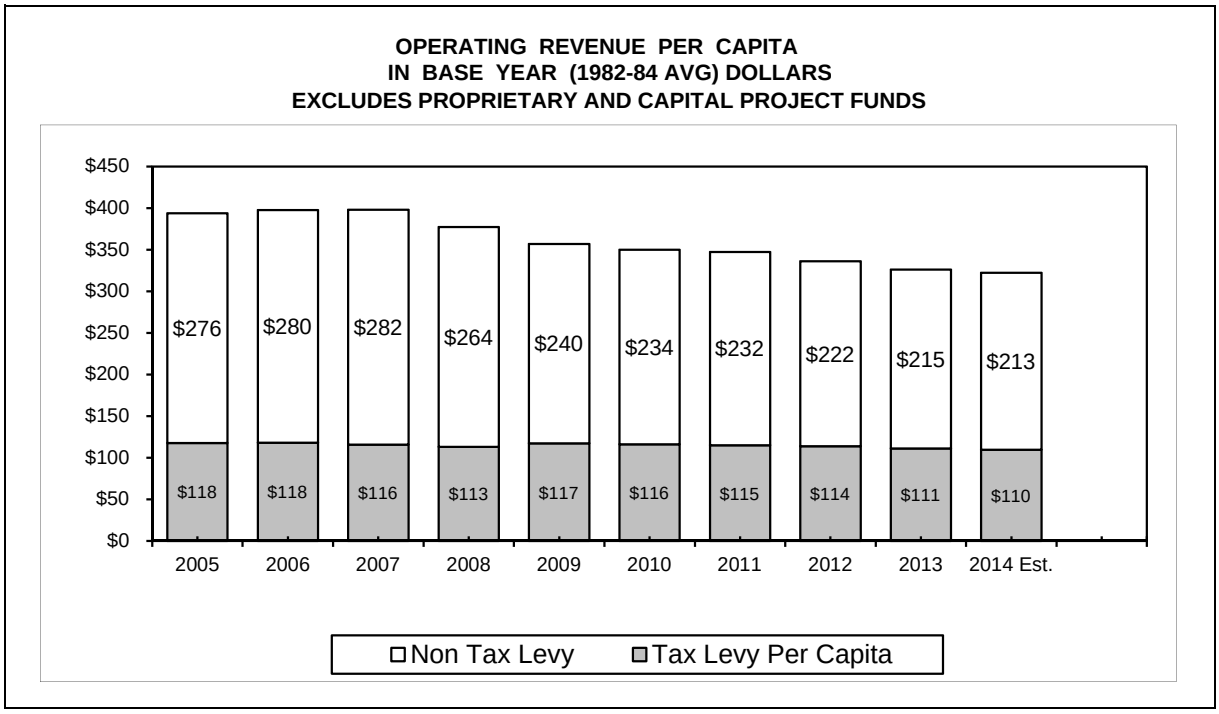


Year	Debt Service	Operating Expenditures	Percent
2005	$11,717,020	$190,463,473	6.15%
2006	$12,806,485	$196,462,959	6.52%
2007 (a)	$12,939,806	$201,591,217	6.42%
2008	$12,987,327	$200,868,835	6.47%
2009 (b)	$12,974,363	$182,406,472	7.11%
2010	$13,424,280	$185,925,176	7.22%
2011 (c)	$14,260,230	$192,232,670	7.42%
2012 (d)	$14,025,660	$188,709,358	7.43%
2013 (e)	$14,420,889	$194,095,730	7.43%
2014 Est (f)	$14,117,313	$194,209,938	7.27%

(a) Excludes debt service to pay down $1.5 million of the 2000 debt issue.
(b) Excludes debt service to refinance $7.7 million in debt issued in 2001 and 2002.
(c) Excludes debt service to refinance $9.9 million in debt issued in 2003 and 2004.
(d) Excludes debt service to refinance $6.6 million of the 2005 issue.
(e) Excludes debt service to refinance $4.6 million of the 2006 issue.
(f) Excludes debt service to refinance $4.3 million of the 2007 issue.

Table 13
OPERATING REVENUES PER CAPITA

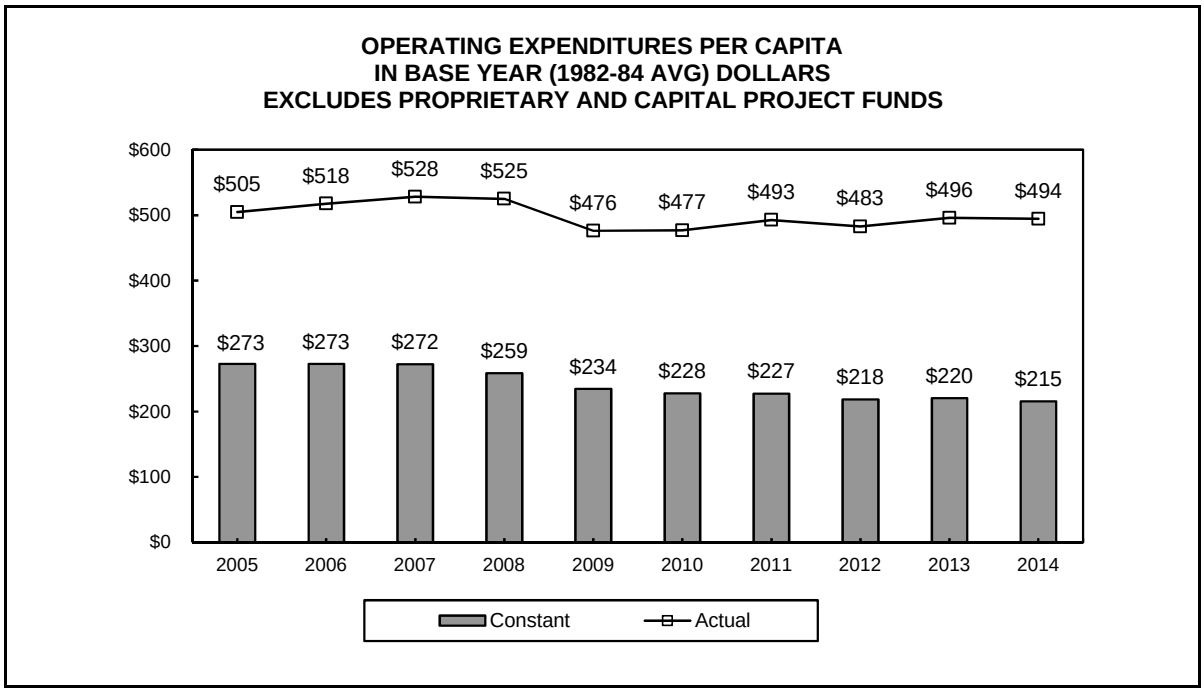
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits. Total revenues are adjusted for inflation with the base year being 1982-1984 average. In 2005 almost $3.7 million of new State Federal revenues are shifted to the County for disabled individuals at Intermediate Care Facilities. In 2008, revenues are reduced for the transition to the State Family Care program with $8.3 million for client's care no longer provided by the County but now provided by State contracts to two private sector Managed Care organizations. Another $15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of $2.9 million. Years 2010 and 2011 included some increases. 2012 includes reductions in State revenue due to a change to shift administration of the Children Long Term Support (CLTS) Program to a third party administrator ($3.5 million), as well as State revenues reductions included in the 2011-2013 State budget for Youth Aids, Child Support and General Transportation Aids. However, in 2013 state officials issued an opinion that CLTS payments (mentioned above) to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Lower revenues in 2013 and 2014 are largely due to lower investment income from historically low interest rates. Most state revenues continue to stay flat for 2014



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2005	$193,001,363	$82,305,953	185.2	$104,212,399	377,348	$276
2006	$201,551,027	$85,216,371	189.9	$106,135,349	379,577	$280
2007	$209,204,070	$85,745,138	194.1	$107,781,592	381,651	$282
2008	$205,013,738	$88,052,506	203.0	$100,991,989	382,697	$264
2009	$186,622,210	$91,226,366	203.0	$91,932,123	383,190	$240
2010	$191,210,023	$94,981,926	209.6	$91,226,156	389,891	$234
2011	$196,702,097	$97,378,950	216.9	$90,687,919	390,267	$232
2012	$192,216,535	$98,516,081	221.1	$86,920,745	390,914	$222
2013	$189,426,247	$97,969,581	225.1	$84,152,042	391,478	$215
2014 Est.	$192,016,634	$98,827,793	229.6	$83,630,938	392,879	$213

Table 14
OPERATING EXPENDITURES PER CAPITA

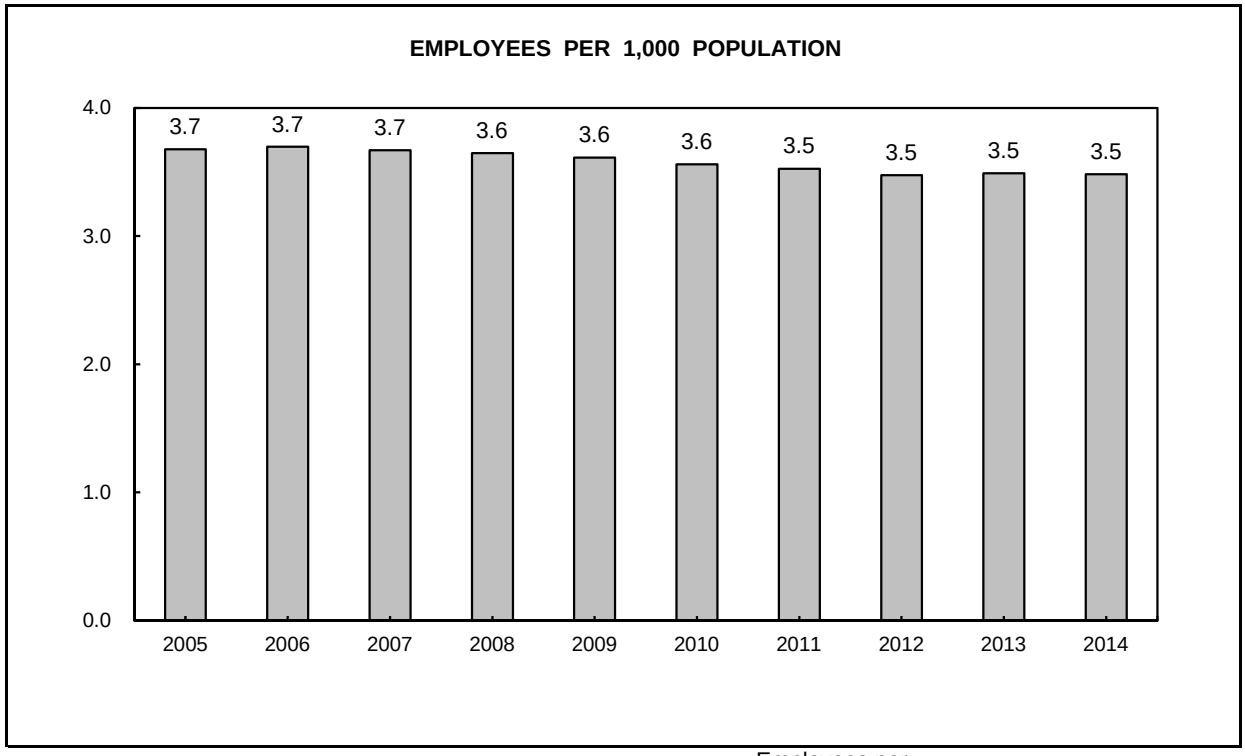
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Debt Service also excludes the one-time expenditure for debt retirement. The 2005 increase includes $1.6 million for the opening of the Justice Facility expansion in the fourth quarter, as well as increases for full year funding of the Communications Center. Another $1.0 million increase in 2006, also funds full year costs of the jail expansion. The indicator remains relatively flat until 2008, when cost to continue increases are offset with a $8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed Care Organizations. This involves another $19 million reduction in 2009, which completes the transition. Years 2010 and 2011 remain flat. In 2012, the State Budget repair bill required most County employees (except for protective classifications) to make 50% contribution to their pension in the WI retirement System, which reduced expenditures by $3.5 million. The State budget also transferred the payments ($3.5 million) for the Children Long Term Support Program to a third party administrator. However, in 2013 state officials issued an opinion that these payments to the third-party administrator are grant expenditures and need to be recognized in County financial records, increasing pass-through revenues and expenditures by over $3 million. Expenditure estimates for 2014 reflect a cost to continue for the 2014 budget.



Year	Expenditures	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
2005	$190,463,473	185.2	$102,842,048	377,348	$505	$273
2006	$196,462,959	189.9	$103,456,008	379,577	$518	$273
2007	$201,591,217	194.1	$103,859,463	381,651	$528	$272
2008	$200,868,835	203.0	$98,950,165	382,697	$525	$259
2009	$182,406,472	203.0	$89,855,405	383,190	$476	$234
2010	$185,925,176	209.6	$88,704,760	389,891	$477	$228
2011	$192,232,670	216.9	$88,627,326	390,267	$493	$227
2012	$188,709,358	221.1	$85,334,792	390,914	$483	$218
2013	$194,095,730	225.1	$86,241,771	391,478	$496	$220
2014	$194,209,938	229.6	$84,586,210	392,879	$494	$215

Table 15
EMPLOYEES PER 1,000 POPULATION

The number of employees reflect the number of budgeted regular full-time and regular part-time positions stated in full time equivalents for each year. Since personnel costs represent a significant portion of the County's operating budget, changes in the number of employees in relation to the population of the County provide another means of assessing the growth in County operations. Increases or decreases may indicate changes in the productivity of employees. In 2005 and 2006, the majority of the almost 37 net new positions were created for the opening of the new justice facility expansion, and additional full time equivalent positions associated with the full year impact of the Communications Center. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The County offset this growth with positions reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the County's population which results in a drop in employees per 1,000 of population to a very lean 3.5 per 1000. The 2012 budget further decreased positions a net 18.69 FTE, including 3.5 FTE in the Courts and 5.0 FTE's as a result of additional contracting of housekeeping services. The 2013 adopted budget reduced regular staff levels a net 1.12 FTE. During mid-year 2013, a net 9 full-time positions were created in the Human Services Department, mostly due to adding federally-funded positions to assist with the implementation of the Affordable Care Act. During mid-year 2014, additional net Health and Human Services Positions were approved by the County Board.



Year	Employees*	Population	Employees per 1,000 Population
2005	1,387	377,348	3.7
2006	1,403	379,577	3.7
2007	1,400	381,651	3.7
2008	1,396	382,697	3.6
2009	1,384	383,190	3.6
2010	1,388	389,891	3.6
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,366	391,478	3.5
2014	1,368	392,879	3.5

* Excludes temporary extra help, seasonals, and limited term employees

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	2011	2012	2013	2014	2015
Personnel Costs	$115,958,056	$114,012,267	$115,753,553	$117,209,142	$118,911,343
Total Net Oper Expenditures (w/o Capital Projects)	$213,555,811	$208,511,652	$209,193,729	$216,853,294	$223,610,482
Percent of Net Operating Budget	54.3%	54.7%	55.3%	54.0%	53.2%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2011	2012	2013	2014	2015
Salaries and wages (a)	$80,730,321	$81,732,675	$83,152,099	$84,263,364	$85,909,363
Employee Benefits (b)	$35,227,735	$32,279,592	$32,601,454	$32,945,778	$33,001,980
Total Personnel Costs	$115,958,056	$114,012,267	$115,753,553	$117,209,142	$118,911,343
Benefits as % of Total Salaries	43.6%	39.5%	39.2%	39.1%	38.4%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, Per Diems, Longevity pay for employees that start with the County prior to 1978, educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2011 - 2015)

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Gross Expenditures					
Operating	$248,081,591	$244,662,650	$245,902,296	$254,076,679	$261,237,732
Capital	$19,982,500	$39,956,000	$27,870,000	$27,992,700	$16,141,400
TOTAL GROSS EXPENDITURES	$268,064,091	$284,618,650	$273,772,296	$282,069,379	$277,379,132
Less: Interdepartmental Charges*	$34,525,779	$36,150,997	$36,708,567	$37,223,385	$37,627,250
TOTAL NET EXPENDITURES	$233,538,312	$248,467,653	$237,063,729	$244,845,994	$239,751,882
Operating % of Net Expenditures	91.4%	83.9%	88.2%	88.6%	93.3%
Capital % of Net Expenditures	8.6%	16.1%	11.8%	11.4%	6.7%
General County Tax Levy **					
Operating	$94,997,065	$95,612,483	$96,798,522	$97,555,152	$98,642,252
Capital	$2,425,000	$2,425,000	$2,000,000	$1,950,000	$1,850,000
TOTAL COUNTY GENERAL TAX LEVY	$97,422,065	$98,037,483	$98,798,522	$99,505,152	$100,492,252
Operating Levy % of General County Levy	97.5%	97.5%	98.0%	98.0%	98.2%
Capital Levy % of General County Levy	2.5%	2.5%	2.0%	2.0%	1.8%
General County Tax Levy % of Total Net Expenditures	41.7%	39.5%	41.7%	40.6%	41.9%

* The increase of $1.6 million in 2012 is mainly due to a actuarial recommended Health and Dental self insured premium increases charged to Departments and End User Technology Internal Service Fund phasing in the shifting of the total cost of computer ownership into department budgets (currently estimated at 90% of total costs) and Risk Management charges reflecting historical claim experience payout patterns charged to department and reviewing the general fund balance being used to subside this Internal Service fund.

** Total Levy Excluding Federated Library System.

Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures for not less than the first 6 months of the current year.

OPERATING BUDGET	2013 ACTUAL	2014 ADOPTED BUDGET	2014 MODIFIED BUDGET	2014 ACTUAL YTD (a)	2015 BUDGET	CHANGE FROM 2014 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 114,168,575	$ 117,209,142	$ 117,410,276	$ 71,597,038	$ 118,911,343	$ 1,702,201	1.45%
OPERATING EXPENSES	$ 97,089,615	$ 100,941,738	$ 109,547,966	$ 59,445,455	$ 105,789,707	$ 4,847,969	4.80%
INTERDEPT. CHARGES	$ 19,096,365	$ 19,874,195	$ 19,992,424	$ 16,081,765	$ 20,352,615	$ 478,420	2.41%
FIXED ASSET & IMPROVE	$ 1,069,631	$ 1,628,450	$ 2,651,730	$ 1,587,237	$ 1,564,750	$ (63,700)	-3.91%
DEBT SERVICE (b)	$ 14,420,889	$ 14,423,154	$ 14,423,154	$ 13,231,763	$ 14,619,317	$ 196,163	1.36%
TOTAL EXPENDITURES	$ 245,845,075	$ 254,076,679	$ 264,025,550	$ 161,943,256	$ 261,237,732	$ 7,161,053	2.82%
REVENUES							
GEN'L GOVT. REVENUES	$ 56,176,288	$ 54,539,128	$ 58,848,050	$ 33,866,008	$ 55,762,496	$ 1,223,368	2.24%
FINES & LICENSES	$ 2,739,315	$ 2,677,545	$ 2,677,545	$ 2,399,208	$ 2,704,795	$ 27,250	1.02%
CHARGES FOR SERVICES	$ 32,899,248	$ 34,578,301	$ 34,728,301	$ 19,429,364	$ 35,376,871	$ 798,570	2.31%
INTERDEPART. REVENUES	$ 36,225,193	$ 37,223,385	$ 37,223,385	$ 27,643,404	$ 37,627,250	$ 403,865	1.08%
OTHER REVENUES (b)	$ 15,727,128	$ 16,419,239	$ 17,517,543	$ 9,626,135	$ 17,679,573	$ 1,260,334	7.68%
TOTAL REVENUES	$ 143,767,172	$ 145,437,598	$ 150,994,824	$ 92,964,119	$ 149,150,985	$ 3,713,387	2.55%
RETAINED EARNINGS	$ (3,264,082)	$ (612,415)	$ (612,415)		$ (359,928)	$ 252,487	-41.23%
TRANSFERS/FUND BALANCE USED	$ 5,612,859	$ 8,730,716	$ 13,122,361		$ 10,380,063	$ 1,649,347	18.89%
TAX LEVY	$ 99,729,126	$ 100,520,780	$ 100,520,780	NA	$ 102,066,612	$ 1,545,832	1.54%

CAPITAL BUDGET	2013 ACTUAL	2014 ADOPTED BUDGET	2014 MODIFIED BUDGET	2014 ACTUAL YTD (a)	2015 BUDGET	CHANGE FROM 2013 ADOPTED BUDGET $	%
EXPENDITURES	$ 28,399,768	$ 27,992,700	$ 57,775,063	$ 25,181,806	$ 16,141,400	$ (11,851,300)	-42.34%
REVENUES	$ 20,225,634	$ 11,900,000	$ 11,900,000	$ 12,060,915	$ 11,767,500	$ (132,500)	-1.11%
TRANSFERS/FUND BALANCE USED	$ 6,174,134	$ 14,142,700	$ 43,925,063		$ 2,523,900	$ (11,618,800)	-82.15%
TAX LEVY	$ 2,000,000	$ 1,950,000	$ 1,950,000		$ 1,850,000	$ (100,000)	-5.13%

(a) 2014 Actual Year to Date figures include financial and encumbrance activity through eight months.
(b) Does not include refunding and debt redemption activity.

BUDGETED POSITIONS 2013-2015 - SUMMARY BY DEPARTMENT

(INCLUDES EXTRA HELP AND OVERTIME)

BY DEPARTMENT	2013 Year End	2014 Adopted Budget	2014 Modified Budget	2015 Budget	Incr/(Decr) From 2014 Adpt Budget
Administration (Includes End User Operations & Tech.)	93.50	93.50	93.50	93.50	0.00
Circuit Court Services	91.00	90.00	90.00	88.00	(2.00)
Corporation Counsel	38.00	38.00	38.00	38.00	0.00
County Board	7.00	7.00	7.00	7.00	0.00
County Clerk	4.00	4.00	4.00	4.00	0.00
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	29.50	29.50	29.50	29.50	0.00
Emergency Preparedness	60.40	60.40	60.40	62.40	2.00
Federated Library	7.00	7.00	7.00	6.00	(1.00)
Health & Human Services	399.46	398.46	402.21	391.54	(6.92)
Medical Examiner	11.00	11.00	11.00	15.00	4.00
Parks & Land Use	104.60	104.60	104.60	103.60	(1.00)
Public Works	135.60	135.60	135.60	139.60	4.00
Register Of Deeds	18.60	18.60	18.60	18.60	0.00
Sheriff	353.00	354.00	354.00	354.00	0.00
Treasurer	5.50	5.00	5.00	5.00	0.00
UW-Extension	3.00	3.00	3.00	3.00	0.00
Total Regular Positions (FTE)	1,365.81	1,364.31	1,368.06	1,363.39	(0.92)
Total Extra-Help Positions (FTE)	121.40	120.71	120.71	111.47	(9.24)
Total Overtime Positions (FTE)	22.95	22.38	22.38	22.27	(0.11)
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	**1,510.16**	**1,507.40**	**1,511.15**	**1,497.13**	**(10.27)**

SIGNIFICANT CHANGES FOR 2015:

- **Budgeted Full-Time Equivalents (FTEs) decrease by a net of 10.27 FTE, including temporary extra help and overtime.**
- **There is a net decrease of 0.92 FTE budgeted regular positions.**
- **Temporary extra help decreases a net of 9.24 FTE (about 19,220 hours), and budgeted overtime decrease a net of 0.10 FTE (about 208 hours).**

REGULAR FULL-TIME / PART-TIME
BUDGETED POSITIONS SUMMARY 2013-2015
EXCLUDES OVERTIME AND EXTRA HELP

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2013 Budget	Change from 2013	2014 Budget	Change from 2014	2015 Budget
Emergency Preparedness	General	55.05	-	55.05	2.00	57.05
Emergency Preparedness	Radio Services	5.35	-	5.35	-	5.35
District Attorney	General	29.50	-	29.50	-	29.50
Circuit Court Services	General	91.00	(1.00)	90.00	(2.00)	88.00
Medical Examiner	General	11.00	-	11.00	4.00	15.00
Sheriff	General	353.00	1.00	354.00	-	354.00
Justice and Public Safety		**544.90**	**-**	**544.90**	**4.00**	548.90
Corporation Counsel	Child Support - General Fund	26.60	-	26.60	-	26.60
Health & Human Services	General Fund	366.06	8.00	374.06	(7.58)	366.48
Health & Human Services	Aging & Disab. Res. Center Contract Fund	24.40	-	24.40	0.66	25.06
Health and Human Services		**417.06**	**8.00**	**425.06**	**(6.92)**	**418.14**
Register Of Deeds	General	18.60	-	18.60	-	18.60
UW-Extension	General	3.00	-	3.00	-	3.00
Fed. Library	State Aids & Misc. Fund	6.00	-	6.00	(0.75)	5.25
Fed. Library	CAFÉ Shared Automation Fund	1.00	-	1.00	(0.25)	0.75
Parks & Land Use	General	80.39	(0.50)	79.89	(1.00)	78.89
Parks & Land Use	Golf Course	8.80	-	8.80	-	8.80
Parks & Land Use	Ice Arenas	4.91	-	4.91	-	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	-	4.15
Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
Parks & Land Use	Community Development (a)	2.35	0.50	2.85	-	2.85
Parks, Env., Educ., and Land Use		**133.20**	**-**	**133.20**	**(2.00)**	**131.20**
Public Works	General	45.90	-	45.90	-	45.90
Public Works	Transportation	72.70	-	72.70	4.00	76.70
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		**135.60**	**-**	**135.60**	**4.00**	**139.60**
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	7.00	-	7.00	-	7.00
County Clerk	General	4.00	-	4.00	-	4.00
Treasurer	General	5.50	(0.50)	5.00	-	5.00
Dept. Of Administration	General	44.75	-	44.75	0.10	44.85
Dept. Of Administration	Risk Management	3.20	-	3.20	-	3.20
Dept. Of Administration	Communications	2.35	-	2.35	-	2.35
Dept. Of Administration	Collections	5.75	-	5.75	(0.10)	5.65
Dept. Of Administration	End User Technology Fund	37.45	-	37.45	-	37.45
Corporation Counsel	General	11.40	-	11.40	-	11.40
General Administration		**126.05**	**(0.50)**	**125.55**	**-**	**125.55**
Total Regular (F.T. / P.T) Positions County-Wide (FTE)		**1,356.81**	**7.50**	**1,364.31**	**(0.92)**	**1,363.39**

For additional detail see the Budgeted Position Detail Summary for each Department

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE POSITIONS IN 2015 BUDGET BY POSITION TITLE

Dept	Fund	Program	Position Title	FTE
2015 Adopted Budget Position funded (Previously Unfunded)				
Health & Human Services	General	Mental Health Outpatient - Intensive	Clinical Therapist	1.00
Public Works	Transportation	State Hwy Maint	Patrol Worker	4.00
Public Works	General	Central Fleet	Administrative Assistant	1.00
Subtotal 2015 Adopted Budget Positions funded (Previously Unfunded)				**6.00**
2015 Adopted Budget Position Reclassified				
District Attorney	General	Victim/Witness Program	Victim Witness Counselor	1.00
District Attorney	General	Victim/Witness Program	Victim Witness Specialist	(1.00)
Health & Human Services	General	Mental Health Outpatient - Clinical	Clinical Therapist	2.00
Health & Human Services	General	Mental Health Outpatient-Clinical	Senior Substance Abuse Counselor	(2.00)
Health & Human Services	General	Mental Health Outpatient - Intensive	Clinical Therapist	2.00
Health & Human Services	General	Mental Health Outpatient - Intensive	Senior Mental Health Counselors	(2.00)
Health & Human Services	General	Administration/Information Services	Program and Projects Analyst	1.00
Health & Human Services	General	Administrative/Information Services	Health & Human Services Coordinator	(1.00)
UW Extension	General	Strenghtening County Citizens, Families and Communities	Program and Projects Analyst	1.00
UW Extension	General	Strenghtening County Citizens, Families and Communities	Office Services Coordinator	(1.00)
Subtotal 2015 Adopted Budget Positions Reclassified				**-**
2015 Adopted Budget Position Unfunded (But Not Abolished)				
Circuit Court	General	Juvenile Court	Administrative Specialist	(1.00)
Circuit Court	General	Family Division	Administrative Specialist	(1.00)
* Federated Library	Library	Education and Outreach and Resource Sharing	Administrative Assistant	(1.00)
Parks and Land Use	General	Septic/Well/Lab Programs	Environmental Health Sanitarian I	(1.00)
Subtotal 2015 Adopted Budget Positions Unfunded (But Not Abolished)				**(4.00)**
2015 Adopted Budget Positions Sunset				
* Health & Human Services	General	Economic Support	Economic Support Specialist (PPACA)	(5.00)
Subtotal 2015 Adopted Budget Positions Abolished				**(5.00)**
2015 Adopted Budget Positions Abolished				
Corporation Counsel	General	Child Support	Administrative Specialist	(1.00)
* Federated Library	Library	Education and Outreach	Library Specialist	(0.95)
* Federated Library	Library	Resource Sharing	Library Specialist	(0.05)
Health & Human Services	General	Juvenile Center	Juvenile Center Supervisor	(2.00)
Health & Human Services	General	Juvenile Center	Juvenile Center Worker (RFT)	(3.50)
Health & Human Services	General	Juvenile Center	Juvenile Center Worker	(0.50)
Health & Human Services	General	Juvenile Center	Administration Assistant	(0.50)
Health & Human Services	General	Children with Special Needs	Senior DD Counselor	(1.00)
Health & Human Services	General	Public Health	Public Health Technician	(1.00)
Health & Human Services	General	Public Health	Public Health Nurse	(1.00)
Health & Human Services	General	Economic Support Services	Administrative Specialist	(1.00)
Health & Human Services	General	Mental Health Outpatient - Clinical	Psychiatrist (RPT)	(0.63)
Health & Human Services	General	Mental Health Outpatient-Clinical	Senior Substance Abuse Counselor	(1.00)
Public Works	Central Fleet	Repair & Maintenance	Mechanic	(1.00)
Public Works	General	Energy Consumption	Facilities Supervisor	(0.05)
Public Works	General	Building Improvement Plan & Planned Maintenance	Facilities Supervisor	(0.20)
Public Works	General	Facilities Maintenance	Facilities Supervisor	(0.75)
Public Works	General	Architectural ServicesManager/Prop Mgmt	Architectural Services Manager	(0.70)
Subtotal 2015 Adopted Budget Positions Abolished				**(16.83)**

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE POSITIONS IN 2015 BUDGET BY POSITION TITLE

	Dept	Fund	Program	Position Title	FTE
	2015 Adopted Budget Position Created				
	Corporation Counsel	General	Child Support	Administrative Assistant	1.00
	Emergency Preparedness	General	Communication Center Operation	Telecommunicator	2.00
*	Federated Library	Library	Resource Sharing	Librarian	1.00
	Health & Human Services	General	Juvenile Center	Juvenile Center Worker (RPT)	0.46
	Health & Human Services	General	Mental Health Outpatient - Clinical	Clinical Therapist	1.00
	Health & Human Services	General	Mental Health Outpatient - Intensive	Senior Mental Health Counselor	1.00
	Health & Human Services	General	Mental Health Center	Registered Nurse	1.00
	Health & Human Services	General	Mental Health Outpatient - Clinical	Psychiatrist (RFT)	1.00
	Health & Human Services	General	Mental Health Outpatient - Clinical	Clinical Therapist	1.00
	Medical Examiner	General	Autopsy/Examinations	Administrative Assistant	0.30
	Medical Examiner	General	Investigations/Cremations	Administrative Assistant	0.70
	Medical Examiner	General	Autopsy/Examinations	Deputy Medical Examiner	0.10
	Medical Examiner	General	Investigations/Cremations	Deputy Medical Examiner	0.90
*	Medical Examiner	General	Autopsy/Examinations	Deputy Medical Examiner Supervisor	0.60
*	Medical Examiner	General	Investigations/Cremations	Deputy Medical Examiner Supervisor	0.40
*	Medical Examiner	General	Autopsy/Examinations	Pathologist	0.75
*	Medical Examiner	General	Investigations/Cremations	Pathologist	0.25
	Public Works	General	Architectural Services/Prop Mgmt	Construction Project Supervisor	0.70
	Public Works	General	Facilities Maintenance	Maintenance Mechanic III	1.00
	Subtotal 2015 Adopted Budget Positions Created				**15.16**
	2014 Current Year Positions Abolished				
	Health & Human Services	General	Mental Health Outpatient - Intensive	Human Services Supervisor	(0.50)
	Subtotal 2014 Current Year Positions Abolished				**(0.50)**
	2014 Current Year Positions Created				
	Health & Human Services	General	Administrative/Information Services	Program and Project Analyst	2.00
*	Health & Human Services	General	Children with Special Needs Unit	Social Worker	2.00
	Health & Human Services	General	Mental Health Outpatient - Intensive	Senior Mental Health Counselor	0.25
	Subtotal 2014 Current Year Positions Created				**4.25**
	Total 2015 Net Change in Authorized Positions				**(0.92)**

* These are positions that include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

The following schedules detail the funded position totals by department and program. They are presented alphabetically in department order.

ADMINISTRATION - General Fund	13 Year End	14 Budget	15 Budget	Change
Administrative Services				
Collections & Business Services Manager	0.10	0.10	0.10	-
Office Services Coordinator	0.70	0.70	0.70	-
Human Resources Assistant	2.00	2.00	2.00	-
Administrative Specialist	4.50	4.50	4.50	-
Administrative Assistant	2.70	2.70	2.70	-
Extra Help	0.82	0.50	0.50	-
Overtime	-	-	-	-
Subtotal	10.82	10.50	10.50	-
Business Office				
Director of Administration	0.85	0.85	0.85	-
Collections & Business Services Manager	0.40	0.40	0.50	0.10
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Sr. Fiscal Specialist	0.50	1.50	1.50	-
Fiscal Assistant	2.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.50	5.50	5.60	0.10
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Senior Financial Analyst	0.75	0.75	0.75	-
Payroll Coordinator	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	0.60	-	(0.60)
Overtime	0.01	-	-	-
Subtotal	3.01	3.60	3.00	(0.60)
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	0.69	0.69	-
Overtime	0.01	-	-	-
Subtotal	6.01	6.69	6.69	-
Tax Listing				
Administrative Specialist	3.00	3.00	3.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help			-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.64	0.69	0.69	-
Overtime	-	-	-	-
Subtotal	5.64	5.69	5.69	-

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	13 Year End	14 Budget	15 Budget	Change
Human Resources				
Human Resources Manager	1.00	1.00	1.00	-
Employee Benefits Administrator	1.00	1.00	1.00	-
Training Coordinator	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	2.00	-
Human Resources Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Risk/Purchasing Manager	0.25	0.25	0.25	-
Principal Buyer	1.00	1.00	1.00	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.25	3.25	3.25	-
End User Operations & Technology Fund (Memo)				
Information Technology Manager	1.00	1.00	1.00	-
Business Services Administrator	1.00	1.00	1.00	-
Solutions Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	15.00	15.00	15.00	-
Senior Information Technology Professional	13.00	13.00	13.00	-
Information Technology Technician	1.40	1.40	1.40	-
Office Services Coordinator	0.25	0.25	0.25	-
Records Management Analyst	2.00	1.00	1.00	-
Centralized Records Supervisor	-	1.00	1.00	-
Administrative Assistant	2.00	2.00	2.00	-
Extra Help	7.13	5.46	4.29	(1.17)
Overtime	0.06	0.06	-	(0.06)
Subtotal	44.64	42.97	41.74	(1.23)
TOTAL ADMINISTRATION - General Fund	**46.23**	**47.23**	**46.73**	**(0.50)**
Regular Positions	44.75	44.75	44.85	0.10
Extra Help	1.46	2.48	1.88	(0.60)
Overtime	0.02	-	-	-

ADMINISTRATION - General Fund (cont.)

2015 BUDGET ACTIONS:

Decrease: 0.60 FTE Temporary Extra Help in Payroll.

Transfer: 0.10 FTE Collections & Business Services Manager from DOA-Collections to Business Office.

2014 CURRENT YEAR ACTIONS:

None.

2014 BUDGET ACTIONS:

Create: 1.00 FTE Administrative Assistant I - Fiscal Management in Business Office.

Abolish: 1.00 FTE Account Clerk I in Business Office.

Decrease: 0.32 FTE Temporary Extra Help in Administrative Services.

Increase: 0.60 FTE Temporary Extra Help in Payroll.

Decrease: 0.01 FTE Overtime in Payroll.

Increase: 0.69 FTE Temporary Extra Help in Accounting.

Decrease: 0.01 FTE Overtime in Accounting.

Increase: 0.05 FTE Temporary Extra Help in Budget Management.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	13 Year End	14 Budget	15 Budget	Change
Information Technology Solutions				
Information Technology Manager	0.85	0.70	0.55	(0.15)
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Technology Professional	3.00	3.00	2.75	(0.25)
Senior Information Technology Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.85	10.70	10.30	(0.40)
End User Technology				
Information Technology Manager	0.15	0.30	0.45	0.15
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	12.00	12.00	12.00	-
Senior Information Technology Professional	7.00	7.00	7.00	-
Records Management Analyst	1.90	1.00	1.00	-
Information Technology Technician	1.40	1.40	1.40	-
Centralized Records Supervisor	-	0.90	0.90	-
Extra Help	3.38	3.38	2.29	(1.09)
Overtime	-	-	-	-
Subtotal	27.63	27.78	26.84	(0.94)
Records Management including Microfilming/Imaging				
Principle Information Technology Professional	-	-	0.25	0.25
Office Services Coordinator	0.25	0.25	0.25	-
Administrative Assistant	1.80	1.80	1.80	-
Extra Help	3.75	2.08	2.00	(0.08)
Overtime	0.06	0.06	-	(0.06)
Subtotal	5.86	4.19	4.30	0.11
Mail Services				
Administrative Assistant	0.20	0.20	0.20	-
Records Management Analyst	0.10	-	-	-
Centralized Records Supervisor	-	0.10	0.10	-
Imaging Technician	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.30	0.30	0.30	-
TOTAL ADMINISTRATION - End User Technology Fund	**44.64**	**42.97**	**41.74**	**(1.23)**
Regular Positions	37.45	37.45	37.45	(0.00)
Extra Help	7.13	5.46	4.29	(1.17)
Overtime	0.06	0.06	-	(0.06)

2015 BUDGET ACTIONS:

Transfer: 0.15 FTE Information Technology Manager from Information Technology Solutions to End User Technology.
Transfer: 0.25 FTE Principle Information Technology Professional from Information Technology Solutions to Records Management.
Reduce: 1.09 FTE Extra Temporary Help in End User Technology.
Reduce: 0.08 FTE Extra Temporary Help in Records Management.
Reduce: 0.06 FTE Overtime in Records Management.

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Transfer: 0.15 FTE Information Technology Manager from Information Technology Solutions to End User Technology.
Create: 1.00 FTE Centralized Records Supervisor.
Abolish: 1.0 FTE Records Management Analyst.
Decrease: 1.67 FTE Extra Help in Records Management

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	13 Year End	14 Budget	15 Budget	Change
General/Auto Liability & Other Insurance				
Administrative Assistant	0.25	0.25	0.25	-
Administrative Specialist	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	-
Office Service's Coordinator	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.60	0.60	0.60	-
Principal Risk Management Analyst	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.95	1.95	1.95	-
Worker's Compensation				
Administrative Specialist	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	-
Risk/Purchasing Manager	0.15	0.15	0.15	-
Principal Risk Management Analyst	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund	**3.20**	**3.20**	**3.20**	**0.00**
Regular Positions	3.20	3.20	3.20	0.00
Extra Help	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00

2015 BUDGET ACTIONS:

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Communications Fund	13 Year End	14 Budget	15 Budget	Change
Communications				
Sr. Fiscal Specialist	0.50	0.50	0.50	-
Administrative Assistant	0.05	0.05	0.05	-
Information Technology Technician	0.60	0.60	0.60	-
Information Technology Administrator	0.20	0.20	0.20	-
Telecommunications Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.02	0.01	0.01	-
Subtotal	2.37	2.36	2.36	-
TOTAL ADMINISTRATION - Communications Fund	**2.37**	**2.36**	**2.36**	**-**
Regular Positions	2.35	2.35	2.35	-
Extra Help	-	-	-	-
Overtime	0.02	0.01	0.01	-

2015 BUDGET ACTIONS:
None

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:
Reduce: 0.01 FTE overtime

ADMINISTRATION - Collections Fund	13 Year End	14 Budget	15 Budget	Change
Collections				
Fiscal Assistant	1.00	1.00	1.00	-
Collection and Business Services Manager	0.50	0.50	0.40	(0.10)
Senior Collections Specialist	4.00	4.00	4.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	3.35	3.35	3.35	-
Overtime	-	-	-	-
Subtotal	9.10	9.10	9.00	(0.10)
TOTAL ADMINISTRATION - Collections Fund	**9.10**	**9.10**	**9.00**	**(0.10)**
Regular Positions	5.75	5.75	5.65	(0.10)
Extra Help	3.35	3.35	3.35	-
Overtime	-	-	-	-

2015 BUDGET ACTIONS:
Transfer: 0.10 FTE Collections and Business Services Manager to DOA-Business Office.

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS: Comm
Reduce: 0.01 FTE overtime

TOTAL ADMINISTRATION - ALL FUNDS	105.54	104.86	103.03	(1.83)
Regular Positions	93.50	93.50	93.50	-
Extra Help	11.94	11.29	9.52	(1.77)
Overtime	0.10	0.07	0.01	(0.06)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	13 Year End	14 Budget	15 Budget	Change
Administrative Services Division				
Sr. Fiscal Specialist	1.00	2.00	2.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Division Coordinator	-	-	1.00	1.00
Circuit Court Supervisor	-	1.00	-	(1.00)
Clerk of Courts	1.00	1.00	1.00	-
Fiscal Assistant	-	1.00	1.00	-
Fiscal Specialist	-	2.00	2.00	-
Departmental Secretary	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.50	-
Extra Help	1.62	1.62	1.63	0.01
Overtime	-	-	-	-
Subtotal	9.12	14.12	14.13	0.01
Criminal and Traffic Division				
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	5.00	2.00	2.00	-
Administrative Specialist	7.00	5.00	5.00	-
Sr. Administrative Specialist	12.00	12.00	12.00	-
Circuit Court Supervisor	2.00	1.00	1.00	-
Extra Help	-	0.48	0.60	0.12
Overtime	0.10	0.10	0.08	(0.02)
Subtotal	27.10	21.58	21.68	0.10
Family Division				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	5.00	5.00	4.00	(1.00)
Sr. Administrative Specialist	8.00	8.00	8.00	-
Circuit Court Supervisor	-	-	1.00	1.00
Circuit Court Division Coordinator	1.00	1.00	-	(1.00)
Extra Help	0.72	-	-	-
Overtime	0.05	0.05	0.05	-
Subtotal	16.77	16.05	15.05	(1.00)
Civil and Small Claim Division				
Administrative Specialist	6.00	6.00	6.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Sr. Administrative Specialist	7.00	7.00	7.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.12	0.10	0.09	(0.01)
Subtotal	16.12	16.10	16.09	(0.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	13 Year End	14 Budget	15 Budget	Change
Juvenile Court				
Fiscal Specialist	1.00	1.00	1.00	-
Clerk of Juvenile Court	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	2.00	2.00	1.00	(1.00)
Sr. Administrative Specialist	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	0.03	0.05	0.04	(0.01)
Subtotal	8.03	8.05	7.04	(1.01)
Family Court Services				
Family Court Counseling Supervisor	1.00	1.00	1.00	-
Social Worker	5.00	5.00	5.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	6.00	-
Court Commissioner Office				
Court Commissioner	4.00	4.00	4.00	-
Court Reporter	-	-	-	-
Extra Help	0.25	0.08	-	(0.08)
Overtime	-	-	-	-
Subtotal	4.25	4.08	4.00	(0.08)
Register in Probate Office				
Administrative Assistant	2.00	2.00	2.00	-
Sr. Administrative Specialist	2.00	2.00	2.00	-
Fiscal Specialist	1.50	1.50	1.50	-
Register in Probate	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	0.05	-	(0.05)
Subtotal	6.50	6.55	6.50	(0.05)
TOTAL CIRCUIT COURT SERVICES	**93.89**	**92.53**	**90.49**	**(2.04)**
Regular Positions	91.00	90.00	88.00	(2.00)
Extra Help	2.59	2.18	2.23	0.05
Overtime	0.30	0.35	0.26	(0.09)

2015 BUDGET ACTIONS:

Unfund: 1.00 FTE Administrative Specialist in the Juvenile Division
Unfund: 1.00 FTE Administrative Specialist in the Family Division
Decrease; 0.09 FTE Net Overtime reduction across multiple divisions
Increase: 0.05 FTE Net Temporary Extra Help increase across multiple divisions

2014 CURRENT YEAR ACTIONS:

Transfer: 1.00 FTE Circuit Court Division Coordinator from the Family Division to the Administration Division

2014 BUDGET ACTIONS:

Unfund: 1.00 FTE Clerk I-II in the Criminal Traffic Division
Increase: 0.48 FTE Temporary Help for Imaging in the Criminal Traffic Division
Decrease: 0.72 FTE Temporary Extra Help in the Family Division
Decrease: 0.17 FTE Temporary Extra Help in the Court Commissioner Division
Decrease: 0.02 FTE Overtime in the Civil Division
Increase: 0.02 FTE Overtime in the Juvenile Court Division
Increase: 0.05 FTE Overtime in the Register in Probate Division

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	13 Year End	14 Budget	15 Budget	Change
General Legal Services				
Corporation Counsel	0.85	0.85	0.85	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
Senior Attorney	2.50	2.00	2.50	0.50
Attorney*	1.00	1.50	1.00	(0.50)
Financial Analyst	0.15	0.15	0.15	-
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.50	0.50	0.50	-
Sr. Administrative Specialist	2.90	2.90	2.90	-
Administrative Assistant	0.50	0.50	0.50	-
Extra Help	0.97	0.93	0.84	(0.09)
Overtime	0.04	0.04	0.04	-
Subtotal	12.41	12.37	12.28	(0.09)
TOTAL CORPORATION COUNSEL - General Fund	**12.41**	**12.37**	**12.28**	**(0.09)**
Regular Positions	11.40	11.40	11.40	-
Extra Help	0.97	0.93	0.84	(0.09)
Overtime	0.04	0.04	0.04	-

*1.00 FTE Approved Senior Attorney underfilled as Attorney.

2015 BUDGET ACTIONS:
Transfer 0.50 FTE Attorney
Decrease: 0.09 FTE Extra Help
Transfer 0.50 FTE Senior Attorney

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:
Transfer 0.50 FTE Senior Attorney
Transfer 0.50 FTE Attorney
Decrease: 0.04 Extra Help

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund-Child Support	13 Year End	14 Budget	15 Budget	Change
Child Support				
Corporation Counsel	0.15	0.15	0.15	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	2.50	2.00	1.50	(0.50)
* Attorney	-	0.50	1.00	0.50
Child Support Supervisor	1.00	1.00	1.00	-
Financial Analyst	0.85	0.85	0.85	-
Office Services Coordinator	1.50	1.50	1.50	-
** Child Support Specialist	1.00	1.00	1.00	-
Child Support Specialist	7.00	7.00	7.00	-
Sr. Administrative Specialist	2.10	2.10	2.10	-
Fiscal Specialist	2.00	2.00	2.00	-
Administrative Assistant	0.50	0.50	1.50	1.00
Administrative Specialist	7.00	7.00	6.00	(1.00)
Extra Help	1.56	1.56	0.97	(0.59)
Overtime	0.07	0.07	0.06	(0.01)
Subtotal	28.23	28.23	27.63	(0.60)
TOTAL CORPORATION COUNSEL - General Fund - Child Support	**28.23**	**28.23**	**27.63**	**(0.60)**
Regular Positions	26.60	26.60	26.60	-
Extra Help	1.56	1.56	0.97	(0.59)
Overtime	0.07	0.07	0.06	(0.01)
TOTAL CORPORATION COUNSEL	**40.64**	**40.60**	**39.91**	**(0.69)**
Regular Positions	38.00	38.00	38.00	-
Extra Help	2.53	2.49	1.81	(0.68)
Overtime	0.11	0.11	0.10	(0.01)

* 0.50 FTE Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated.

All Child Support positions are funded with State Administrative Reimbursement of 66%.

2015 BUDGET ACTIONS:

Out	0.50 FTE Senior Attorney
Decrease:	0.59 FTE Extra Help
Decrease:	0.01 FTE Overtime
In	0.50 FTE Attorney
Abolish	1.00 FTE Administrative Specialist
Create	1.00 FTE Administrative Assistant

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:

Out	0.50 FTE Senior Attorney
In	0.50 FTE Attorney

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	13 Year End	14 Budget	15 Budget	Change
Legislative Support				
County Board Chairman*	1.00	1.00	1.00	-
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor**	2.00	2.00	2.00	-
Administrative Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	6.00	-
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Principal Internal Auditor	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	**7.00**	**7.00**	**7.00**	**0.00**
Regular Positions	7.00	7.00	7.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members . They elect a Chairperson who fills a 1.00 FTE position in the Legislative Support program. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

** 1.00 FTE Legislative Policy Advisor (Board authorized position) is underfilled and funded as a 1.00 FTE Programs and Projects Analyst.

2015 BUDGET ACTIONS:

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	13 Year End	14 Budget	15 Budget	Change
Elections				
Administrative Specialist	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.51	0.66	0.43	(0.23)
Overtime	0.01	0.01	0.07	0.06
Subtotal	2.92	3.07	2.90	(0.17)
Legislative Support & Administrative Services				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.80	0.80	0.80	-
Licensing				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.41	0.41	0.36	(0.05)
Overtime	-	-	-	-
Subtotal	1.21	1.21	1.16	(0.05)
TOTAL COUNTY CLERK	**4.93**	**5.08**	**4.86**	**(0.22)**
Regular Positions	4.00	4.00	4.00	-
Extra Help	0.92	1.07	0.79	(0.28)
Overtime	0.01	0.01	0.07	0.06

2015 BUDGET ACTIONS:

Elections

Decrease Extra Help by 0.23 FTE.

Increase Overtime by 0.06 FTE

Licensing

Decrease Extra Help by 0.05 FTE.

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Legislative Support & Administrative Services

Increase Extra Help by 0.15 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE - General Fund	13 Year End	14 Budget	15 Budget	Change
Customer/Community Service/Advisory Boards				
Administrative Assistant	0.65	0.65	0.65	-
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Extra Help	0.04	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.69	4.69	4.69	-
TOTAL COUNTY EXECUTIVE - General Fund	**4.69**	**4.69**	**4.69**	**-**
Regular Positions	4.65	4.65	4.65	-
Extra Help	0.04	0.04	0.04	-
Overtime	0.00	0.00	0.00	-

2015 BUDGET ACTIONS:

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	13 Year End	14 Budget	15 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	-	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	-
Sr. Administrative Specialist	9.00	8.00	8.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Administrative Specialist	6.00	6.00	6.00	-
Administrative Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.00	21.00	21.00	-
Victim/Witness Program				
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	5.50	5.50	4.50	(1.00)
Victim/Witness Counselor	-	-	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Victim Witness Counselor	1.00	1.00	1.00	-
EH - Social Worker	0.27	0.26	0.27	0.01
EH - Victim/Witness Specialist	0.48	0.48	0.48	-
Extra Help - Intern	0.07	0.07	0.07	-
Overtime	-	-	-	-
Subtotal	1.82	1.81	1.82	0.01
Victim/Witness Subtotal	**9.32**	**9.31**	**9.32**	0.01

* Position is 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	1.00	1.00	1.00	0.00

TOTAL DISTRICT ATTORNEY	30.32	30.31	30.32	0.01
Regular Positions	29.50	29.50	29.50	0.00
Extra Help	0.82	0.81	0.82	0.01
Overtime	0.00	0.00	0.00	0.00

2015 BUDGET ACTIONS:

Reclassify 1.0 FTE Victim/Witness Specialist to Victim/Witness Counselor

Increase 0.01 FTE Extra Help for Social Worker

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Abolish one vacant 1.0 FTE Legal Clerk Position

Create one 1.0 FTE Paralegal Position

Reduce 0.01 FTE Extra Help for Social Worker

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	13 Year End	14 Budget	15 Budget	Change
Communication Center Operation				
Director of Emergency Preparedness	0.75	0.75	0.75	-
Training and Operations Manager	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	6.00	6.00	6.00	-
Telecommunicator	43.00	43.00	45.00	2.00
Administrative Specialist	1.00	1.00	1.00	-
Sr. Financial Analyst	0.30	0.30	0.30	-
Extra Help	-	-		-
Overtime	2.04	2.16	1.84	(0.32)
Subtotal	55.09	55.21	56.89	1.68
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.75	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.75	0.75	0.75	-

* Position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	57.09	57.21	58.89	1.68
Regular Positions	55.05	55.05	57.05	2.00
Extra Help	0.00	0.00	0.00	0.00
Overtime	2.04	2.16	1.84	(0.32)

2015 BUDGET ACTIONS:

Create 2.0 FTE Telecommunicator positions

Reduce Overtime by 0.32 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Increase overtime by 0.12 FTE due to addition in 2013 of New Berlin PD and FD dispatch operations.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	13 Year End	14 Budget	15 Budget	Change
General Radio Operations				
Director of Emergency Preparedness	0.25	0.25	0.25	-
Radio Systems Manager	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.10	0.12	0.06	(0.06)
Subtotal	5.05	5.07	5.01	(0.06)
Trunked Radio Operations				
Director of Emergency Preparedness	-	-	-	-
Radio Systems Manager	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	-
Fiscal Specialist	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.40	0.40	0.40	-
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.45**	**5.47**	**5.41**	**(0.06)**
Regular Positions	5.35	5.35	5.35	0.00
Extra Help	0.00	0.00	0.00	0.00
Overtime	0.10	0.12	0.06	(0.06)
TOTAL EMERGENCY PREPAREDNESS - ALL FUNDS	**62.54**	**62.68**	**64.30**	**1.62**
Regular Positions	60.40	60.40	62.40	2.00
Extra Help	-	-	-	0.00
Overtime	2.14	2.28	1.90	(0.38)

2015 BUDGET ACTIONS:

Decrease OT by 0.06 in General Radio Operations

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Added 0.02 FTE overtime based on current and anticipated 2014 usage.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY	13 Year End	14 Budget	15 Budget	Change
STATE AID, FEDERAL AND MISC. FUND				
Payments to Member Libraries/Systems				
* Administrative Specialist	0.06	0.06	0.05	(0.01)
* Director of Federated Library	0.30	0.30	0.30	-
Subtotal	0.36	0.36	0.35	(0.01)
Administrative Services				
* Director of Federated Library	0.55	0.55	0.55	-
* Administrative Specialist	0.88	0.88	0.88	-
Library Automation Coordinator	-	-	0.02	0.02
Overtime	0.01	0.01	0.01	-
Extra Help	0.02	0.02	0.08	0.06
Subtotal	1.46	1.46	1.54	0.08
Resource Sharing				
* Director of Federated Library	0.04	0.04	0.05	0.01
* Library Services Specialist	0.05	0.05	-	(0.05)
* Administrative Assistant	0.80	0.80	-	(0.80)
* Administrative Specialist	0.04	0.04	0.04	-
Library Automation Coordinator	-	-	0.15	0.15
* Librarian	1.50	1.50	1.15	(0.35)
Extra Help	-	-	0.01	0.01
Subtotal	2.43	2.43	1.40	(1.03)
Automation Technology				
* Director Of Federated Library	0.05	0.05	0.05	-
* Library Automation Coordinator	-	-	0.08	0.08
Subtotal	0.05	0.05	0.13	0.08
Education and Outreach				
* Director of Federated Library	0.06	0.06	0.05	(0.01)
* Administrative Assistant	0.20	0.20	-	(0.20)
* Administrative Specialist	0.02	0.02	0.03	0.01
* Library Services Specialist	0.95	0.95	-	(0.95)
* Librarian	0.50	0.50	1.85	1.35
Extra Help	-	-	0.01	0.01
Subtotal	1.73	1.73	1.94	0.21
CAFÉ SHARED AUTOMATION FUND				
* Library Automation Coordinator	1.00	1.00	0.75	(0.25)
Subtotal	1.00	1.00	0.75	(0.25)
* Positions will be reduced or terminated if State funding is reduced or terminated.				
TOTAL FEDERATED LIBRARY	**7.03**	**7.03**	**6.11**	**(0.92)**
Regular Positions	7.00	7.00	6.00	(1.00)
Overtime	0.01	0.01	0.01	-
Extra Help	0.02	0.02	0.10	0.08

2015 BUDGET ACTIONS:

State Aid, Federal, and Misc. Fund

The 2015 Budget includes several position shifts between programs to better reflect staff duties.
Unfund 1.00 FTE Administrative Assistant
Abolish 1.00 FTE Library Services Specialist to Librarian
Create 1.00 FTE Librarian
Transfer in 0.25 FTE Library Automation Coordinator
Increase 0.08 FTE Extra Help

CAFÉ Fund

Transfer out of 0.25 FTE Library Automation Coordinator

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	13 Year End	14 Budget	15 Budget	Change
Administrative/Information Services				
Fiscal Assistant	9.00	9.00	9.00	-
* Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	-
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Administrative Specialist	3.00	3.00	4.00	1.00
Administrative Assistant	10.00	10.00	12.00	2.00
Clinical Director	0.10	0.10	0.10	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Health and Human Services Coordinator	1.00	1.00	-	(1.00)
Office Services Coordinator	3.00	3.00	3.00	-
Principal Information Technology Prof	1.00	1.00	1.00	-
Sr. Administrative Specialist	5.00	5.00	5.00	-
Programs and Projects Analyst	3.00	3.00	6.00	3.00
Senior Financial Analyst	3.00	3.00	3.00	-
Support Staff Supervisor	-	-	1.00	1.00
Senior Information Technology Professional	3.00	3.00	3.00	-
Extra Help	0.50	0.50	0.50	-
Overtime	0.15	0.15	0.15	-
Subtotal	53.75	53.75	59.75	6.00
Intake and Shared Services				
Clinical Therapist	1.00	-	-	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	-
Human Services Support Specialist	4.00	4.00	4.00	-
Social Worker	12.00	12.00	12.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.63	0.63	0.63	-
Subtotal	22.63	21.63	21.63	-
Economic Services Administration and Support				
Administrative Assistant	3.00	2.00	2.00	-
Administrative Specialist	1.00	2.00	1.00	(1.00)
Economic Support Coordinator	1.00	1.00	1.00	-
** Economic Support Specialist	41.00	41.00	36.00	(5.00)
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Social Worker	-	-	-	-
Extra Help	0.22	0.22	0.22	-
Overtime	0.24	0.44	0.44	-
Subtotal	51.46	51.66	45.66	(6.00)

** The 10 Economic Support Specialist positions associated with the Patient Protection and Affordable Care Act (PPACA) are budgeted to sunset 6/30/15 when funding ends. Therefore a midyear reduction is reflected in 2015

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	13 Year End	14 Budget	15 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.50	-
Social Worker	20.00	20.00	20.00	-
* Social Worker	1.00	1.00	1.00	-
Extra Help	0.12	0.12	0.12	-
Overtime	0.07	0.07	0.07	-
Subtotal	24.69	24.69	24.69	-
Children with Special Needs Unit (Including Birth to Three)				
Human Services Supervisor	0.50	0.50	0.50	-
Senior DD Counselor	1.00	1.00	-	(1.00)
* Social Worker	3.00	3.00	5.00	2.00
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	4.50	5.50	1.00
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Social Worker	31.00	31.00	31.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	39.50	39.50	39.50	-
Juvenile Center				
Juvenile Center Worker	13.60	13.60	10.06	(3.54)
Administrative Assistant	1.00	1.00	0.50	(0.50)
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	6.00	6.00	4.00	(2.00)
Extra Help	0.70	0.70	0.35	(0.35)
Overtime	0.70	0.70	0.61	(0.09)
Subtotal	23.00	23.00	16.52	(6.48)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL H&HS - Human Services - General Fund	**219.53**	**218.73**	213.25	**(5.48)**
Regular Positions	216.20	215.20	210.16	(5.04)
Overtime	1.79	1.99	1.90	(0.09)
Extra Help	1.54	1.54	1.19	(0.35)

2015 BUDGET ACTIONS:

Administrative/Information Services

Transfer In 1.00 FTE Administrative Specialist from Mental Health Center
Transfer 2.00 FTE Adminstrative Assistant from Clinic
Reclassify 1.00 FTE Health and Human Serivices Coordinator to Program and Projects Analyst
Transfer in 1.00 FTE Support Staff Supervisor from Mental Health Center

Economic Services Administration and Support

Abolish 1.00 FTE Adminstrative Specialist
Abolish 5.00 Economic Support Specialists (Mid year Sunset PPACA Positions)

Children with Special Needs Unit (Including Birth to Three)

Abolish 1.00 FTE Senior DD Counselor - Child and Family to OutPatiient Clinic

Juvenile Center

Abolish Net 3.54 FTE Juvenile Center Worker (Abolish 4.0 FTE, Create 0.46 FTE)
Abolish 0.50 FTE Administrative Assistant
Abolish 2.0 FTE Juvenile Center Supervisor
Decrease Extra Help by 0.35 FTE.
Decrease Overtime by 0.09 FTE.

2014 CURRENT YEAR ACTIONS:

Administrative/Information Services

Per Ordinance 168-O-120 Create 2.00 FTE Program and Project Analyst

Children with Special Needs Unit (Including Birth to Three)

Per Ordinance 169-O-021 Create 2.00 FTE Social Worker

2014 BUDGET ACTIONS:

Administrative/Information Services

Reclassify 1.00 FTE Clerk Typist II to Clerk Typist I

Economic Services Administration and Support

Reclassify 1.00 FTE Clerk Typist I-II to Clerk Typist II

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	13 Year End	14 Budget	15 Budget	Change
Mental Health Outpatient-Clinical				
Mental Health Center Administrator	0.10	0.10	0.10	-
Clinical Director	0.10	0.10	0.10	-
Clinical Psychologist	1.00	1.00	1.00	-
Clinical Services Manager	0.80	0.80	0.80	-
Clinical Therapist	7.00	8.00	13.00	5.00
Human Services Supervisor	1.00	1.00	1.00	-
Outpatient Services Coordinator	1.00	1.00	1.00	-
Psychiatrist	2.13	2.13	2.50	0.37
Registered Nurse	1.00	1.00	0.50	(0.50)
Licensed Practical Nurse	-	-	1.00	1.00
Senior Clinical Psychologist	2.00	2.00	2.00	-
Senior Mental Health Counselor	2.00	2.00	2.00	-
Nurse Practitioner	1.00	1.00	1.00	-
Senior Substance Abuse Counselor	8.00	8.00	5.00	(3.00)
Weekend Registered Nurse	-	-	0.10	0.10
Extra Help	1.26	1.25	0.77	(0.48)
Overtime	0.01	0.01	0.34	0.33
Subtotal	28.40	29.39	32.21	2.82
Mental Health Outpatient-Intensive				
Administrative Assistant	2.00	2.00	-	(2.00)
Mental Health Center Administrator	0.35	0.20	-	(0.20)
Clinical Therapist	1.00	1.00	3.00	2.00
* Clinical Therapist	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.00	(0.50)
Registered Nurse	3.50	3.50	3.50	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Senior Mental Health Counselor	9.75	9.75	9.00	(0.75)
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	2.07	2.07	1.97	(0.10)
Overtime	-	-	-	-
Subtotal	23.67	23.52	21.97	(1.55)
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Administrative Specialist	2.00	2.00	1.00	(1.00)
Clinical Director	0.80	0.80	0.80	-
Clinical Services Manager	0.20	0.20	0.20	-
Clinical Therapist	2.00	2.00	2.00	-
Food Service Specialist	1.00	1.00	1.00	-
Licensed Practical Nurse	1.50	1.50	0.50	(1.00)
Mental Health Center Administrator	0.55	0.70	0.90	0.20
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	0.50	0.50	0.50	-
Registered Nurse (RN)	9.10	9.10	10.60	1.50
Registered Nurse Supervisor	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	-	(1.00)
Senior Clinical Psychologist	0.50	0.50	0.50	-
Weekend Registered Nurse	1.80	1.80	1.70	(0.10)
Extra Help	5.91	5.91	5.53	(0.38)
Overtime	0.50	0.50	0.50	-
Subtotal	49.36	49.51	47.73	(1.78)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Clinical Services - General Fund	**101.43**	**102.42**	**101.91**	**(0.51)**
Regular Positions	91.68	92.68	92.80	0.12
Overtime	0.51	0.51	0.84	0.33
Extra Help	9.24	9.23	8.27	(0.96)

H&HS - Clinical Services - General Fund (cont.)

2015 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Create 2.00 FTE Clinical Therapist
Refund 1.00 FTE Clinical Therapist
Reclass 2.00 FTE Clinical Therapist from Senior Substance Abuse Counselors
Create 0.37 FTE Psychiatrist
Transfer in 0.10 FTE Weekend Registered Nurse from Mental Health Center
Transfer in 1.00 FTE Licensed Practical Nurse from Mental Health Center
Transfer out 0.50 FTE Registered Nurse to Mental Health Center
Abolish 1.00 FTE Senior Substance Abuse Counselor
Transfer out 0.48 Extra Help to Clincal Therapist Mental Health Outpatient Clinical
Increase Overtime by 0.33 FTE

Mental Health Outpatient-Intensive

Transfer out 2.00 FTE Administrative Specialist to 8109 Admin IS Records
Transfer out 0.20 FTE Mental Health Center Administrator to Mental Health Center
Create 1.00 FTE Senior Mental Health Counselor
Transfer out 0.10 Extra Help to Registered Nurse in Mental Health Center
Reclass 2.00 FTE Clincal Therapist from Senior Mental Health Counselors

Mental Health Center

Transfer out 1.00 FTE Administrative Specialist to Administrative/Information Serivces
Transfer out 1.00 FTE Licensed Practical Nurse to Mental Health Outpatient-Clinical
Transfer in 0.20 FTE Mental Health Center Administrator From Mental Health Outpatient Intensive
Create 1.00 FTE Registered Nurse (RN)
Transfer in 0.50 FTE Registered Nurse from Mental Health Outpatient Clinical
Transfer out 1.00 FTE Support Staff Supervisor to Administrative Services
Transfer out 0.10 FTE Weekend Registered Nurse to Mental Health Outpatient - Clinical
Transfer out 0.38 FTE Extra Help

2014 CURRENT YEAR ACTIONS:

Mental Health Outpatient-Intensive

Per Ordinance 168-O-083 Abolish 1.50 FTE Regular Part-time Human Services Supervisors
Per Ordinance 168-O-083 Create 1.00 FTE Regular Full-time Human Services Supervisor
Per Ordinance 168-O-083 Abolish 0.75 FTE Regular Part-time Senior Mental Health Counselor
Per Ordinance 168-O-083 Create 1.00 FTE Regular Full-time Senior Mental Health Counselor
Per Ordinance 168-O-083 Establish Lead Worker for a Clinical Therapist

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund		13 Year End	14 Budget	15 Budget	Change
Public Health Administration					
Administrative Specialist		1.00	1.00	0.47	(0.53)
Administrative Assistant		1.00	1.00	1.00	-
Public Health Manager		1.00	1.00	1.00	-
	Subtotal	3.00	3.00	2.47	(0.53)
Child Health					
Administrative Specialist		0.45	0.45	0.45	-
Community Health Educator		0.39	-	-	-
Public Health Nurse		2.70	2.70	2.70	-
Public Health Supervisor		0.25	0.25	0.25	-
Public Health Technician		-	0.15	-	(0.15)
Extra Help		0.15	-	-	-
	Subtotal	3.94	3.55	3.40	(0.15)
Maternal Health					
Administrative Specialist		0.45	0.45	0.45	-
* Community Health Educator		0.51	0.51	0.51	-
Community Health Educator		0.30	-	-	-
Public Health Nurse		3.75	3.25	3.25	-
Public Health Supervisor		0.50	0.50	0.50	-
	Subtotal	5.51	4.71	4.71	-
Women, Infants, Children Nutrition Program					
* Administrative Specialist		1.00	1.00	1.00	-
* WIC Program Nutritionist		2.00	2.00	2.00	-
Public Health Nurse		0.07	0.07	0.07	0.00
* WIC Program Supervisor		1.00	1.00	1.00	-
* Registered Dietetic Technician		0.50	0.50	0.50	-
Extra Help - Public Health Technician		0.40	0.99	0.99	-
Extra Help		0.92	0.33	0.33	-
	Subtotal	5.89	5.89	5.89	0.00
Community Health					
Administrative Specialist		1.00	1.00	1.53	0.53
* Administrative Specialist		1.00	1.00	1.00	-
Administrative Assistant		-	-	1.00	1.00
Community Health Educator		0.31	-	-	-
* Community Health Educator		0.49	0.49	0.49	-
Public Health Nurse		1.65	2.30	2.10	(0.20)
Epidemiologist		1.00	1.00	1.00	-
Public Health Technician		1.00	0.85	-	(0.85)
Public Health Supervisor		0.15	0.15	-	(0.15)
Health and Human Services Coordinator		1.00	1.00	1.00	-
Extra Help		-	0.35	-	(0.35)
	Subtotal	7.60	8.14	8.12	(0.02)
Communicable Disease Control					
Administrative Assistant		1.00	1.00	-	(1.00)
Administrative Specialist		0.10	0.10	0.10	
Public Health Supervisor		1.10	1.10	1.25	0.15
Public Health Nurse		10.43	10.28	9.48	(0.80)
Public Health Technician		0.74	0.74	0.74	-
Extra Help		0.85	0.65	1.16	0.51
	Subtotal	14.22	13.87	12.73	(1.14)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS Public Health - General Fund	**40.16**	**39.16**	**37.32**	**(1.84)**
Regular Positions	37.84	36.84	34.84	(2.00)
Overtime	-	-	-	-
Extra Help	2.32	2.32	2.48	0.16

H&HS - Public Health - General Fund (cont'd.)

2015 BUDGET ACTIONS:

Public Health Administration
Transfer out 0.53 FTE Adminstrative Specialist to Communty Health

Child Health
Abolish 0.15 FTE Public Health Technician

Community Health
Transfer in 0.53 FTE Adminstrative Specialist from Public Health Admin
Transfer in 1.00 FTE Administrative Assistant from Communicable Disease Control
Abolish 0.20 FTE Public Health Nurse
Abolish 0.85 FTE Public Health Technician
Transfer out 0.15 FTE Public Health Supervisor to Communicable Disease Control
Transfer out 0.35 FTE Extra Help to Communicable Disease Control

Communicable Disease Control
Transfer out 1.00 FTE Administrative Assistant to Community Health
Transfer in 0.15 FTE Public Health Supervisor From Community Health
Abolish 0.80 FTE Public Health Nurse
Transfer in 0.35 FTE Extra Help from Community Health
Increase 0.16 FTE Extra Help

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Child Health
Unfund 0.39 FTE Community Health Educator
Increase 0.15 FTE Public Health Technician
Decrease 0.15 FTE Extra Help

Maternal Health
Unfund 0.30 FTE Community Health Educator
Decrease 0.50 Public Health Nurse

Women, Infants, Children Nutrition Program
Increase 0.59 FTE Public Health Technician-Extra Help
Decrease 0.59 FTE Extra Help

Community Health
Decrease 0.31 FTE Community Health Educator
Increase 0.65 FTE Public Health Nurse
Decrease 0.15 FTE Epidemiologist
Increase 0.35 FTE Extra Help

Communicable Disease Control
Decrease 0.15 FTE Public Health Nurse
Decrease 0.20 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS VETERANS' SERVICES	13 Year End	14 Budget	15 Budget	Change
Veterans' Information Assistance				
Administrative Specialist	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service Aide	0.70	0.70	0.70	-
Extra Help	-	-		-
Overtime	-	-		-
Subtotal	3.70	3.70	3.70	-
TOTAL H&HS VETERANS' SERVICES	**3.70**	**3.70**	**3.70**	**-**
Regular Positions	3.70	3.70	3.70	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

2015 BUDGET ACTIONS:

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - GENERAL FUND

	13 Year End	14 Budget	15 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Registered Nurse	-	-	-	-
Social Worker	8.00	8.00	8.00	-
Clinical Therapist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	11.00	11.00	11.00	-
Transportation Services				
Administrative Specialist	0.65	0.65	0.65	-
Sr. ADRC Specialist (Clt Services Specialist)	0.30	0.30	0.30	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.10	0.10	0.05	(0.05)
Support Staff Supervisor	0.05	0.05	0.05	-
Nutrition & Aging Serv Supervisor	-	-	0.20	0.20
Health and Human Services Coordinator		-	0.05	0.05
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.30	0.20
Community Services				
Administrative Assistant	0.95	0.95	0.75	(0.20)
Administrative Specialist	1.15	1.15	0.55	(0.60)
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.45	0.45	0.30	(0.15)
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.50	0.50	0.49	(0.01)
Sr. ADRC Specialist (Clt Services Specialist)	0.20	0.20	0.20	-
Support Staff Supervisor	0.95	0.95	0.95	-
Sr. ADRC Specialist (Social Worker)	1.00	1.00	1.00	-
Volunteer Program Specialist	0.25	0.25	0.26	0.01
Health and Human Services Coordinator	-	-	0.05	0.05
Human Services Supervisor	-	-	0.25	0.25
Extra Help	0.44	0.44	0.44	-
Overtime	-	-	-	-
Subtotal	5.89	5.89	5.24	(0.66)
Nutrition				
Administrative Specialist	1.10	1.10	1.10	-
ADRC Manager	0.20	0.20	0.10	(0.10)
* Nutrition Services Assistant	0.50	0.50	0.50	-
* Nutrition and Aging Services Supervisor	1.00	1.00	0.80	(0.20)
Volunteer Program Specialist	0.50	0.50	0.49	(0.01)
* Senior Dining Manager	3.79	3.79	3.79	-
Health and Human Services Coordinator	-	-	0.10	0.10
* Extra Help (Senior Dining Managers)	2.37	2.37	2.37	-
Overtime	-	-	-	-
Subtotal	9.46	9.46	9.25	(0.21)

* Position created with sunset clause that will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS ADRC - General Fund	**27.45**	**27.45**	**26.79**	**(0.66)**
Regular Positions	24.64	24.64	23.98	(0.66)
Overtime	0.00	0.00	0.00	0.00
Extra Help	2.81	2.81	2.81	0.00

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL H&HS General Fund	393.27	392.46	383.97	-8.49
Regular Positions	375.06	374.06	366.48	(7.58)
Overtime	2.30	2.50	2.74	0.24
Extra Help	15.91	15.90	14.75	(1.15)

2015 BUDGET ACTIONS:

Transportation Services

Transfer: 0.05 FTE ADRC Manager to ADRC Grant
Transfer: 0.20 FTE Nutrition & Aging Serv Supervisor from Nutrition
Transfer: 0.05 FTE Human Service Coordinator from ADRC Grant

Community Services

Transfer: 0.20 FTE Adminstrative Assistant to ADRC Grant
Transfer: 0.60 FTE Adminstrative Specialist to ADRC Grant
Transfer: 0.15 FTE ADRC Manager to ADRC Grant
Transfer: 0.01 FTE Sr ADRC Specialist to ADRC Grant
Transfer: 0.005 FTE Volunteer Program Specialist from Nutrition
Transfer: 0.05 FTE Human Service Coordinator from ADRC Grant
Transfer: 0.25 FTE Human Service Supervisor from ADRC Grant

Nutrition

Transfer: 0.10 FTE ADRC Manager to ADRC Grant
Transfer: 0.20 FTE Nutrition & Aging Serv Supervisor to Transportation Services
Transfer: 0.005 FTE volunteer Program Specialist to Community Services
Transfer: 0.10 FTE Human Service Coordinator from ADRC Grant

2014 CURRENT YEAR ACTONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - AGING AND DISABILITY RESOURCE CENTER (ADRC) CONTRACT FUND	13 Year End	14 Budget	15 Budget	Change
Aging and Disability Resource Center				
* Administrative Assistant	1.05	1.05	1.25	0.20
Administrative Specialist	0.10	0.10	0.70	0.60
* Sr. ADRC Specialist (Clt Services Specialist)	0.50	0.50	0.50	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.25	0.55	0.30
* Health and Human Services Coordinator	1.00	1.00	0.80	(0.20)
* Human Services Supervisor	3.00	3.00	2.75	(0.25)
* Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.50	0.50	0.50	-
* Senior ADRC Specialist (Public Health Nurse II)	1.00	1.00	1.00	-
* Senior ADRC Specialist (Senior DD Counselor)	9.00	9.00	9.01	0.01
* Senior ADRC Specialist/ADRC Specialist (Social Worker)	6.00	6.00	6.00	-
Benefits Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	24.40	24.40	25.06	0.66

***** New positions created with sunset clause will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS AGING AND DISABILITY RESOURCE CENTER - ADRC CONTRACT FUND	**24.40**	**24.40**	**25.06**	**0.66**
Regular Positions	24.40	24.40	25.06	0.66
Overtime	-	-	-	-
Extra Help	-	-	-	-

Total Health & Human Services	**408.67**	**416.86**	**409.03**	**(7.83)**
Regular Positions	390.46	398.46	391.54	(6.92)
Overtime	2.30	2.50	2.74	0.24
Extra Help	15.91	15.90	14.75	(1.15)

2015 BUDGET ACTIONS:

Transfer in 0.20 FTE Administrative Assistant from ADRC General

Transfer in 0.60 FTE Administrative Specialist from ADRC General

Transfer in 0.30 FTE ADRC Manager from ADRC General

Transfer out 0.20 FTE Health and Human Service Coordinator to ADRC General

Transfer out 0.25 FTE Human Services Supervisor to ADRC Greneral

Transfer in 0.01 FTE Senior ADRC Specialist to ADRC General

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		13 Year End	14 Budget	15 Budget	Change
Autopsy/Examinations					
	Medical Examiner (Pathologist)	0.74	0.74	0.74	-
*	Pathologist	0.75	0.75	1.50	0.75
	Deputy Medical Examiner	0.65	0.56	0.66	0.10
**	Dep. Med. Exam. / Path. Assistant	1.92	1.92	1.92	-
*	Deputy Medical Examiner Supervisor	-	-	0.60	0.60
	Office Services Coordinator	0.46	0.30	0.30	-
	Administrative Assistant	0.35	0.35	0.65	0.30
	Extra Help	0.14	0.14	0.56	0.42
	Overtime	0.08	0.12	0.16	0.04
	Subtotal	5.09	4.88	7.09	2.21
Investigations/Cremations					
	Medical Examiner (Pathologist)	0.26	0.26	0.26	-
*	Pathologist	0.25	0.25	0.50	0.25
	Deputy Medical Examiner	4.35	4.44	5.34	0.90
**	Dep. Med. Exam. / Path. Assistant	0.08	0.08	0.08	-
*	Deputy Medical Examiner Supervisor	-	-	0.40	0.40
	Office Services Coordinator	0.54	0.70	0.70	-
	Administrative Assistant	0.65	0.65	1.35	0.70
	Extra Help	0.36	0.36	0.30	(0.06)
	Overtime	0.22	0.33	0.29	(0.04)
	Subtotal	6.71	7.07	9.22	2.15

***** Sunset position, position will be reduced or terminated if contract funding is reduced or terminated.

****** Of the 2.0 FTE Dep. Med. Exam. / Path. Assistant, 1.0 FTE is a sunset position that will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	**11.80**	**11.95**	**16.31**	**4.36**
Regular Positions	11.00	11.00	15.00	4.00
Extra Help	0.50	0.50	0.86	0.36
Overtime	0.30	0.45	0.45	-

2015 BUDGET ACTIONS:

Create 1.0 FTE Pathologist
Create 1.0 FTE Deputy Medical Examiner Supervisor
Create 1.0 FTE Administrative Assistant
Create 1.0 FTE Deputy Medical Examiner
Increase Extra Help 0.36

2014 CURRENT YEAR ACTIONS:

2014 BUDGET ACTIONS:

Increase Overtime 0.15 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	13 Year End	14 Budget	15 Budget	Change
Hazardous Waste & County Facilities Recycling				
Sr. Administrative Specialist	0.10	0.10	0.10	-
Recycling Specialist	0.05	0.05	0.05	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Land Resources Manager	-	-	-	-
Senior Conservation Specialist	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Land & Water Conservation				
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Conservation Specialist	1.00	1.00	1.00	-
Manager Land Resources	0.70	0.70	0.70	-
Land Conservation Supervisor	-	-	-	-
Extra Help	0.82	0.83	0.82	(0.01)
Overtime	-	-	-	-
Subtotal	5.42	5.43	5.42	(0.01)
Enforcement, Planning & Zoning				
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Senior Civil Engineer	-	-	-	-
Planning And Zoning Manager	1.00	1.00	1.00	-
Senior Land Use Specialist	3.50	3.50	3.50	-
Support Staff Supervisor	1.00	1.00	1.00	-
Land Use Specialist *	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.50	9.50	9.50	-
Environmental Health				
Administrative Specialist	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Groundwater Program Coordinator	1.00	1.00	1.00	-
Extra Help	0.38	0.38	0.38	-
Overtime	0.04	0.03	0.03	-
Subtotal	4.42	4.41	4.41	-

* The Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	13 Year End	14 Budget	15 Budget	Change
Humane Animal				
Human Animal Officer	1.00	1.00	1.00	-
Extra Help	0.56	0.56	0.56	-
Overtime	0.03	0.02	0.02	-
Subtotal	1.59	1.58	1.58	-
Hazardous Materials				
Hazardous Materials Coordinator	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.90	0.90	0.90	-
Licensing				
Environmental Health Sanitarian I	6.00	6.00	6.00	-
Environmental Health Supervisor	-	-	-	-
Hazardous Materials Coordinator	0.10	0.10	0.10	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	0.48	0.54	0.53	(0.01)
Overtime	-	-	-	-
Subtotal	7.58	7.64	7.63	(0.01)
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	4.00	4.00	3.00	(1.00)
Environmental Health Specialist	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	5.00	(1.00)
Parks Programs				
Administrative Specialist	2.00	2.00	2.00	-
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	6.00	-
Carpenter	2.00	2.00	2.00	-
Enterprise Operations Manager	0.45	-	-	-
Food Service Coordinator	1.00	-	-	-
Park Programs Specialist	2.00	3.00	3.00	-
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	0.64	1.09	1.09	-
Senior Landscape Architect	3.00	3.00	3.00	-
Extra Help	35.25	34.96	33.53	(1.43)
Overtime	1.36	0.85	0.79	(0.06)
Subtotal	63.70	62.90	61.41	(1.49)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	13 Year End	14 Budget	15 Budget	Change
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.25	2.25	2.25	-
Extra Help	4.52	4.62	4.49	(0.13)
Overtime	0.63	0.36	0.35	(0.01)
Subtotal	7.90	7.73	7.59	(0.14)
Retzer Nature Center				
Administrative Assistant	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Extra Help	4.21	4.42	4.23	(0.19)
Overtime	0.13	0.07	0.07	-
Subtotal	8.84	8.99	8.80	(0.19)
Exposition Center				
Enterprise Operations Manager	-	-	-	-
Parks System Manager	0.20	0.20	0.20	-
Exposition Center Manager	1.00	1.00	1.00	-
Lead Expo Worker	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Administrative Specialist	1.00	1.00	1.00	-
Extra Help	4.52	4.52	4.32	(0.20)
Overtime	0.17	0.11	0.11	-
Subtotal	8.89	8.83	8.63	(0.20)
Administrative Services				
Fiscal Assistant	0.50	-	-	-
Fiscal Specialist	2.00	2.00	2.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Administrative Assistant	2.00	2.00	2.00	-
Director Of Parks And Land Use	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	-	0.43	0.32	(0.11)
Overtime	-	0.07	0.07	-
Subtotal	8.50	8.50	8.39	(0.11)
TOTAL PARKS & LAND USE - General Fund	**133.49**	**132.67**	**129.51**	**(3.15)**
Regular Positions	80.39	79.89	78.89	(1.00)
Extra Help	50.74	51.26	49.18	(2.08)
Overtime	2.36	1.52	1.44	(0.07)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund

2015 BUDGET ACTIONS:

Land & Water Conservation

Decrease Extra Help by 0.01 FTE

Licensing

Decrease Extra Help by 0.01 FTE

Septic/Well/Lab

Unfund 1.00 FTE Environmental Health Sanitarian

Parks Programs

Decrease Extra Help by 1.43 FTE

Decrease Overtime by 0.06 FTE

General County Grounds Maintenance

Decrease Extra Help by 0.13 FTE

Decrease Overtime by 0.01 FTE

Retzer Nature Center

Decrease Extra Help by 0.19 FTE

Exposition Center

Decrease Extra Help by 0.20 FTE

Administrative Services

Decrease Extra Help by 0.11 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Land & Water Conservation

Increase Extra Help by 0.01 FTE

Environmental Health

Decrease Overtime by 0.01 FTE

Humane Animal

Decrease Overtime by 0.01 FTE

Licensing

Increase Extra Help by 0.06 FTE

Parks Programs

Reclassification of 0.45 FTE Enterprise Operations Manager to Parks Systems Manager
Reclassification of 1.0 FTE Food Service Coordinator to Parks Program Specialist
Decrease Extra Help by 0.29 FTE
Decrease Overtime by 0.51 FTE

General County Grounds Maintenance

Increase Extra Help by 0.10 FTE
Decrease Overtime by 0.26 FTE

Retzer Nature Center

Increase Extra Help by 0.21 FTE
Decrease Overtime by 0.06 FTE

Exposition Center

Decrease Overtime by 0.06 FTE

Administrative Services

Unfund 0.50 FTE Account Clerk I
Increase Extra Help by 0.43 FTE
Increase Overtime by 0.07 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	13 Year End	14 Budget	15 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.90	0.90	0.90	-
* Sr. Administrative Specialist	-	0.50	0.50	-
* Fiscal Specialist	0.80	0.80	0.80	-
* Administrative Assistant	0.26	0.26	0.26	-
Extra Help	-	-		-
Overtime	0.03	0.02	0.05	0.03
Subtotal	1.99	2.48	2.51	0.03
Parks and Land Use - Other CDBG Grant Programs				
* Community Development Coordinator	-	-	-	-
* Program Assistant	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	-	-
Parks and Land Use - HOME Grant Programs				
* Community Development Coordinator	0.10	0.10	0.10	-
* Fiscal Specialist	0.20	0.20	0.20	-
* Administrative Assistant	0.09	0.09	0.09	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.02	0.01
Subtotal	0.40	0.40	0.41	0.01
TOTAL PARKS & LAND USE - Community Development Fund	**2.39**	**2.88**	**2.92**	**0.04**
Regular Positions	2.35	2.85	2.85	-
Overtime	0.04	0.03	0.07	0.04
Extra Help	-	-	-	-

* Position will be terminated or reduced if funding is eliminated or reduced.

2015 BUDGET ACTIONS:
Increase Overtime by 0.04 FTE

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:
Create 0.50 FTE Program Assistant
Decrease Overtime by 0.01 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	13 Year End	14 Budget	15 Budget	Change
				-
Land Information Systems Manager	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-			-
TOTAL PARKS & LAND USE- LIS Fund	4.00	4.00	4.00	-
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2015 BUDGET ACTIONS:

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	13 Year End	14 Budget	15 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Parks Systems Manager	-	0.25	0.25	-
Enterprise Operations Manager	0.25	-	-	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Naga-Waukee	3.25	3.25	3.25	-
Extra Help (FTE)	8.32	8.51	7.18	(1.33)
Overtime (FTE)	0.62	0.46	0.30	(0.16)
Total Naga-Waukee	**12.19**	**12.22**	**10.73**	**(1.49)**
WANAKI GOLF COURSE				
Parks Systems Manager	-	0.25	0.25	-
Enterprise Operations Manager	0.25	-	-	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Wanaki	3.25	3.25	3.25	-
Extra Help (FTE)	8.03	8.23	7.02	(1.20)
Overtime (FTE)	0.56	0.40	0.27	(0.13)
Total Wanaki	**11.84**	**11.88**	**10.54**	**(1.33)**
MOOR DOWNS GOLF COURSE				
Parks Systems Manager	-	0.05	0.05	-
Enterprise Operations Manager	0.05	-	-	-
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker I	0.75	0.75	0.75	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Subtotal Moor Downs	2.30	2.30	2.30	-
Extra Help (FTE)	2.13	2.17	1.77	(0.40)
Overtime (FTE)	0.25	0.18	0.16	(0.02)
Total Moor Downs	**4.68**	**4.65**	**4.23**	**(0.42)**
FUND SUBTOTAL				
Regular Position (FTE)	**8.80**	**8.80**	**8.80**	**-**
Extra Help (FTE)	18.47	18.90	15.97	(2.93)
Overtime (FTE)	1.43	1.04	0.73	(0.31)
FUND TOTAL	**28.70**	**28.74**	**25.50**	**(3.24)**

PARKS & LAND USE - Golf Courses (Cont'd.)

2015 BUDGET ACTIONS:

Naga-Waukee Golf Course

Decrease Extra Help by 1.33 FTE

Decrease Overtime by 0.16 FTE

Wanaki Golf Course

Decrease Extra Help by 1.20 FTE

Decrease Overtime by 0.13 FTE

Moor Downs Golf Course

Decrease Extra Help by 0.40 FTE

Decrease Overtime by 0.02 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Naga-Waukee Golf Course

Reclassify 0.25 FTE from Enterprise Operations Manager to Parks Systems Manager

Increase Extra Help by 0.19 FTE

Decrease Overtime by 0.16 FTE

Wanaki Golf Course

Reclassify 0.25 FTE from Enterprise Operations Manager to Parks Systems Manager

Increase Extra Help by 0.20 FTE

Decrease Overtime by 0.16 FTE

Moor Downs Golf Course

Reclassify 0.05 FTE from Enterprise Operations Manager to Parks Systems Manager

Increase Extra Help by 0.04 FTE

Decrease Overtime by 0.07 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	13 Year End	14 Budget	15 Budget	Change
NAGA-WAUKEE Ice Arena				
Enterprise Operations Manager	-	-		-
Parks System Manager	0.08	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Subtotal Naga-Waukee Ice Arena	2.08	2.08	2.08	-
Extra Help (FTE)	2.42	2.42	2.20	(0.22)
Ovetime (FTE)	-			-
Total Naga-Waukee Ice Arena	**4.50**	**4.50**	**4.28**	**(0.22)**
EBLE PARK Ice Arena				
Enterprise Operations Manager	-	-		-
Parks System Manager	0.08	0.08	0.08	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Administrative Assistant	0.75	0.75	0.75	-
Subtotal Eble Ice Arena	2.83	2.83	2.83	-
Extra Help (FTE)	2.02	2.02	1.85	(0.17)
Total Eble Park Arena	**4.85**	**4.85**	**4.68**	**(0.17)**
FUND SUBTOTAL				
Regular Positions	**4.91**	**4.91**	**4.91**	**-**
Extra Help (FTE)	4.44	4.44	4.05	(0.39)
Overtime (FTE)	-	-	-	-
FUND TOTAL	**9.35**	**9.35**	**8.96**	**(0.39)**

2015 BUDGET ACTIONS:

Decrease Extra Help by 0.39 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	13 Year End	14 Budget	15 Budget	Change
				-
(a) Sr. Administrative Specialist	0.90	0.90	0.90	-
* (a) Recycling Specialist	1.95	1.95	1.95	-
(a) Solid Waste Supervisor	0.90	0.90	0.90	-
(a) Land Resources Manager	0.30	0.30	0.30	-
Senior Conservation Specialist	0.10	0.10	0.10	-
(a) Extra Help	1.07	1.30	1.20	(0.10)
Subtotal	5.22	5.45	5.35	(0.10)
TOTAL PARKS & LAND USE- Material Recycling Facility Fund	5.22	5.45	5.35	(0.10)
Regular Positions	4.15	4.15	4.15	-
Extra Help	1.07	1.30	1.20	(0.10)
Overtime	-	-	-	-

* Includes 1.0 FTE Recycling Specialist position created in 1997 by ordinance 151-61 that has sunset clause attached. Position is 75% funded with recycling grant and material sales revenue and will be reduced or terminated if funding is reduced or terminated.

TOTAL PARKS & LAND USE - ALL FUNDS	**183.15**	**183.09**	**176.24**	**(6.85)**
Regular Positions	104.60	104.60	103.60	(1.00)
Extra Help	74.72	75.90	70.40	(5.50)
Overtime	3.83	2.59	2.24	(0.35)

2015 BUDGET ACTIONS:
Decrease Temporary Extra Help by 0.10 FTE

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:
Increase Temporary Extra Help by 0.23 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	13 Year End	14 Budget	15 Budget	Change
Architectural Services/Property Management				
Fiscal Assistant	1.00	1.00	-	(1.00)
Architectural Engineer Technician	1.00	1.00	1.00	-
Architectural Services Manager	1.00	1.00	0.30	(0.70)
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.05	3.05	1.35	(1.70)
Building Improvement Plan & Planned Maintenance				
Construction Project Supervisor	-	-	0.14	0.14
Facilities Supervisor	0.40	0.40	0.20	(0.20)
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.45	0.45	0.39	(0.06)
Energy Consumption				
Construction Project Supervisor	-	-	0.03	0.03
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.10	0.10	0.05	(0.05)
Subtotal	0.20	0.20	0.18	(0.02)
Facilities Maintenance				
Construction Project Supervisor	-	-	0.53	0.53
Facilities Supervisor	1.50	1.50	0.75	(0.75)
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	5.00	1.00
Extra Help	0.40	0.40	0.40	-
Overtime	0.22	0.29	0.29	-
Subtotal	26.82	26.89	27.67	0.78
Housekeeping Services				
Building Service Worker	9.00	9.00	9.00	-
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.03	0.01
Subtotal	11.12	11.12	11.13	0.01
Administrative Services				
Fiscal Assistant	-	-	1.00	1.00
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.90	4.90	5.90	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	13 Year End	14 Budget	15 Budget	Change
TOTAL PUBLIC WORKS - General Fund	46.54	46.61	46.62	0.01
Regular Positions	45.90	45.90	45.90	0.00
Extra Help	0.40	0.40	0.40	0.00
Overtime	0.24	0.31	0.32	0.01

2015 BUDGET ACTIONS:

Architectural Services/Property Management

Transfer 1.00 FTE Fiscal Assistant to Administrative Services

Abolish 1.0 FTE Architectural Services Manage mid-year (0.30 FTE budgeted in 2015)

Building Improvement Plan & Planned Maintenance

Create 1.0 FTE Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.14 FTE in this program)

Abolish 1.00 FTE Facilities Supervisor (0.20 FTE in this program)

Energy Consumption

Create 1.0 FTE Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.03 FTE in this program)

Abolish 1.00 FTE Facilities Supervisor (0.05 FTE in this program)

Facilities Maintenance

Create 1.0 FTE Construction Project Supervisor mid-year (0.70 FTE in 2015, 0.53 FTE in this program)

Abolish 1.00 FTE Facilities Supervisor (0.75 FTE in this program)

Create 1.00 FTE Maintenance Mechanic III

Housekeeping Services

Increase Overtime by 0.01

Administrative Services

Transfer 1.00 FTE Fiscal Assistant from Architectural Services/Property Management

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

0.07 FTE increase in overtime for Maintenance Mechanics

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund		13 Year End	14 Budget	15 Budget	Change
County Operations					
Fiscal Assistant		1.00	1.00	1.00	-
Administrative Specialist		1.00	1.00	1.00	-
Crew Leader		2.00	2.00	2.00	-
Highway Operations Manager		1.00	1.00	1.00	-
Patrol Superintendant		2.00	2.00	2.00	-
Patrol Worker		30.00	29.00	29.00	-
Extra Help		0.65	0.65	0.65	-
Overtime		1.44	1.10	1.10	-
	Subtotal	39.09	37.75	37.75	-
State Highway Operations					
Patrol Superintendent		2.00	2.00	2.00	-
Patrol Worker		22.00	23.00	27.00	4.00
Extra Help		1.96	1.96	1.96	-
Overtime		1.50	1.83	2.05	0.22
	Subtotal	27.46	28.79	33.01	4.22
Transit Services					
Business Manager		0.10	0.10	0.10	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	0.10	0.10	0.10	-
Engineering Services (1)					
Engineering Services Manager		1.00	1.00	1.00	-
Senior Civil Engineer		2.95	2.95	2.95	-
Senior Engineering Techincian		1.50	1.50	1.50	-
Extra Help		1.46	1.71	1.69	(0.02)
Overtime		-	-	-	-
	Subtotal	6.91	7.16	7.14	(0.02)
Traffic Control (1)					
Patrol Worker		1.00	1.00	1.00	-
Sign and Signal Maintenance		3.00	3.00	3.00	-
Senior Civil Engineer		0.65	0.65	0.65	-
Extra Help		1.00	-	-	-
Overtime		0.10	0.17	0.22	0.05
	Subtotal	5.75	4.82	4.87	0.05
Permit Processing (1)					
Senior Engineering Technician		1.50	1.50	1.50	-
Senior Civil Engineer		-	-	-	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
		1.50	1.50	1.50	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	13 Year End	14 Budget	15 Budget	Change
TOTAL PUBLIC WORKS - Transportation Fund	80.81	80.12	84.37	4.25
Regular Positions	72.70	72.70	76.70	4.00
Extra Help	5.07	4.32	4.30	(0.02)
Overtime	3.04	3.10	3.37	0.27

(1) Programs moved from the General Fund to the Transportation fund in 2014. Prior year budget and actuals have been restated for comparative purposes.

2015 BUDGET ACTIONS:

State Highway Operations

4.00 FTE Patrol Worker positions added due to increased funding from the State for Performance based Contracting and additional routine maintenance. These positions are authorized but were unfunded in prior-year budgets.

0.22 FTE of Overtime added due to increased funding from the State for Performance based Contracting and additional routine maintenance.

Engineering Services (1)

0.02 FTE of Extra Help reduced for Engineering Co-op students and summer interns to be more reflective of actual work.

Traffic Control (1)

0.05 FTE of Overtime increased in Traffic Control to be more reflective of actual work.

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

County Operations

1.00 FTE Decrease -Patrol Worker shifted from County Highway Ops to State Highway Ops

0.34 FTE Decrease in overtime

State Operations

1.00 FTE Increase - Patrol Worker shifted to State Highway Operations from County Highway Ops

0.33 FTE Increase in Overtime

Engineering Services

0.25 FTE Increase in Extra Help (Engineering Intern)

Traffic Control

0.07 FTE Increase in Overtime

1.00 FTE Decrease in Extra Help (Co-op position)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - AIRPORT FUND	13 Year End	14 Budget	15 Budget	Change
Airport Operations (1)				
Airport Manager	0.30	0.30	0.30	-
Administrative Specialist	0.21	0.00	0.00	-
Programs & Projects Analyst	0.59	1.00	1.00	-
Extra Help	-		-	-
Overtime	-	-	-	-
Subtotal	1.10	1.30	1.30	-
Administrative Services (1)				
Airport Manager	0.70	0.70	0.70	-
Administrative Specialist	0.79	1.00	1.00	-
Programs & Projects Analyst	0.41	0.00	0.00	-
Extra Help	-		-	-
Overtime	-	-	-	-
Subtotal	1.90	1.70	1.70	-
TOTAL AIRPORT	**3.00**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	-	-	-	-

(1) Programs have been reorganized in 2014 and prior year budgets and actuals have been restated.

2015 BUDGET ACTIONS

None

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS

Airport Operations

0.21 FTE Decrease in Clerk Typist II position

0.41 FTE Increase in Programs & Project Analyst position

Administrative Services

0.21 FTE Increase in Clerk Typist II position

0.41 FTE Decrease in Programs & Project Analyst position

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet	13 Year End	14 Budget	15 Budget	Change
Repair & Maintenance				
Administrative Assistant	-	-	1.00	1.00
Fiscal Specialist	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	2.00	3.00	3.00	-
Mechanic	9.00	8.00	7.00	(1.00)
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.65	0.65	0.41	(0.24)
Overtime	0.08	0.08	0.10	0.02
Subtotal	14.38	14.38	14.16	(0.22)
Central Fueling				
Fiscal Specialist	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet	**14.73**	**14.73**	**14.51**	**(0.22)**
Regular Positions	14.00	14.00	14.00	-
Extra Help	0.65	0.65	0.41	(0.24)
Overtime	0.08	0.08	0.10	0.02
TOTAL PUBLIC WORKS - ALL FUNDS	**145.08**	**144.46**	**148.50**	**4.04**
Regular Positions	135.60	135.60	139.60	4.00
Extra Help	6.12	5.37	5.11	(0.26)
Overtime	3.36	3.49	3.79	0.30

2015 BUDGET ACTIONS:

Abolish 1.0 FTE Mechanic position
Fund previously unfunded 1.0 FTE Administrative Assistant position
Decrease 0.24 FTE Extra Help
Increase 0.02 FTE Overtime

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Abolish 1.0 FTE Mechanic position.
Create 1.0 FTE Lead Mechanic position.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	13 Year End	14 Budget	15 Budget	Change
Administrative Services				
Fiscal Assistant	0.60	0.60	0.60	-
Programs & Projects Analyst	-	-		
Senior Financial Analyst	0.60	0.60	0.60	-
Deputy Register of Deeds	1.00	1.00	1.00	-
Register of Deeds	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Subtotal	3.20	3.20	3.20	-
Real Estate				
Support Staff Supervisor	1.00	1.00	1.00	-
Administrative Specialist	7.00	7.00	7.00	-
Extra Help	-	-		-
Overtime	0.03	0.03	0.09	0.06
Subtotal	8.03	8.03	8.09	0.06
Cashiering				
Fiscal Assistant	0.40	0.40	0.40	-
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	2.50	2.50	2.50	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.90	4.90	4.90	-
Vital Statistics				
Overtime	-	-		-
Administrative Specialist	1.50	1.50	1.50	-
Administrative Assistant	1.00	1.00	1.00	-
Subtotal	2.50	2.50	2.50	-
TOTAL REGISTER OF DEEDS	**18.63**	**18.63**	**18.69**	**0.06**
Regular Positions	18.60	18.60	18.60	-
Overtime	0.03	0.03	0.09	0.06
Extra Help	-	-	-	-

2015 BUDGET ACTIONS:
Increased Overtime 0.06 FTE

2014 CURRENT YEAR ACTIONS:
None

2014 BUDGET ACTIONS:
None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF		13 Year End	14 Budget	15 Budget	Change
Process / Warrant Service					
Captain		1.00	1.00	1.00	-
Deputy		4.00	3.00	3.00	-
Fiscal Specialist		1.00	1.00	1.00	-
Administrative Specialist		6.00	6.00	6.00	-
Extra Help		-	-	-	-
Overtime		0.16	0.22	0.22	-
	Subtotal	12.16	11.22	11.22	-
					-
Court Security					-
Lieutenant		1.00	1.00	1.00	-
Deputy		17.86	18.86	18.86	-
Extra Help		3.64	3.70	3.69	(0.01)
Overtime		0.38	0.38	0.38	-
	Subtotal	22.88	23.94	23.93	(0.01)
					-
General Investigations					-
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		23.00	23.00	22.00	(1.00)
* Detectives		1.00	1.00	1.00	-
Deputy		1.00	1.00	1.00	-
Sr. Administrative Specialist		2.00	2.00	2.00	-
Administrative Specialist		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.39	0.39	0.39	-
	Subtotal	31.39	31.39	30.39	(1.00)
					-
Special Investigations					-
Captain		1.00	1.00	1.00	-
Lieutenant		1.00	1.00	1.00	-
Detectives		4.00	4.00	5.00	1.00
Extra Help		-	-	-	-
Overtime		0.52	0.52	0.51	(0.01)
	Subtotal	6.52	6.52	7.51	0.99

*One Detective position is fully funded through a municipal contract. If funding is reduced or terminated, the position will be reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	13 Year End	14 Budget	15 Budget	Change
General Patrol				
Captain	3.00	3.00	3.00	-
* Captain	0.50	1.00	1.00	-
Lieutenant	7.00	7.00	7.00	-
* Lieutenant	2.50	2.00	2.00	-
Deputy	72.14	72.14	72.14	-
* Deputy	26.00	26.00	26.00	-
Administrative Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	4.90	4.84	4.84	-
Subtotal	118.04	117.98	117.98	-
				-
Inmate Security and Services-Jail				-
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Supervisor	9.00	9.00	9.00	-
Correctional Officers	95.00	95.00	95.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Administrative Specialist	7.00	6.00	6.00	-
Administrative Assistant	4.00	4.00	4.00	-
Support Staff Supervisor	-	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	3.13	3.15	3.25	0.10
Subtotal	124.13	124.15	124.25	0.10
				-
Inmate Security and Services-Huber Facility				-
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Senior Correctional Counselors	1.00	1.00	1.00	-
Correctional Officers	25.00	25.00	25.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.84	0.85	0.88	0.03
Subtotal	32.84	32.85	32.88	0.03
				-
Administrative Services				-
Sheriff	1.00	1.00	1.00	-
Inspector	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Administrative Specialist	10.00	10.00	10.00	-
Administrative Assistant	1.00	1.00	1.00	-
Financial Analyst	-	1.00	1.00	-
Extra Help	1.16	1.15	1.28	0.13
Overtime	0.11	0.11	0.11	-
Subtotal	20.27	21.26	21.39	0.13

*One Captain position, two Lieutenant positions, and twenty-six Deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	13 Year End	14 Budget	15 Budget	Change
TOTAL SHERIFF	**368.23**	**369.31**	**369.55**	**0.24**
Regular Positions	353.00	354.00	354.00	0.00
Extra Help	4.80	4.85	4.97	0.12
Overtime	10.43	10.46	10.58	0.12

2015 BUDGET ACTIONS:

Transfer: 1.00 FTE Detective from General Investigations to Special Investigations.

Increase: Temporary Extra Help by 0.12 FTE

Increase: Overtime by 0.12 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Transfer: 1.00 Deputy from Process/Warrant Service to Court Security

Transfer: 1.00 Clerk Typist II from Process/Warrant Service to Administrative Services

Transfer: 1.00 Clerk Typist I/II from Administrative Services to Process/Warrant Service

Increase: Temporary Extra Help by 0.05 FTE

Increase: Overtime 0.03 FTE

Increase: 0.50 FTE Captain position that was created mid year 2013 and funded by the Village of Sussex, Town of Lisbon, and the Village of Merton patrol contracts.

Reduce: 0.50 FTE Lieutenant position that was abolished mid year 2013.

Create: 1.0 FTE Support Staff Supervisor in Inmate Security and Services-Jail

Abolish: 1.0 FTE Clerk III in Inmate Security and Services-Jail

Create: 1.0 FTE Financial Analyst position in Administrative Services

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER	13 Year End	14 Budget	15 Budget	Change
Tax Collections/Processing				
Fiscal Specialist	0.25	0.25	0.25	-
Administrative Assistant	0.50	-	-	-
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	-
Extra Help	0.07	0.29	0.07	(0.22)
Overtime	0.01	0.01	0.01	-
Subtotal	2.03	1.75	1.53	(0.22)
Investments				
Treasurer	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Administrative Services				
Fiscal Specialist	0.75	0.75	0.75	-
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.80	0.80	0.80	-
Treasurer	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.02	-
Subtotal	3.37	3.37	3.37	-
TOTAL COUNTY TREASURER	**5.60**	**5.32**	**5.10**	**(0.22)**
Regular Positions	5.50	5.00	5.00	-
Extra Help	0.07	0.29	0.07	(0.22)
Overtime	0.03	0.03	0.03	-

2015 BUDGET ACTIONS:

Tax Collections/Processing

Decrease Temporary extra help by 0.22 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Abolish 0.50 FTE Clerk Typist II

Increase Temporary extra help by 0.22 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW EXTENSION	13 Year End	14 Budget	15 Budget	Change
Strengthening County Citizens, Families & Communities				
Administrative Specialist	2.00	2.00	2.00	-
Programs & Projects Analyst	-	-	1.00	1.00
Office Services Coordinator	1.00	1.00	-	(1.00)
Extra Help	0.43	-	-	-
Overtime	-	-	-	-
Subtotal	3.43	3.00	3.00	-
Faculty*	4.75	4.75	4.50	(0.25)

***** State "133" Contract UW Extension positions that are funded by 60 pecent state funding and 40 percent local share funding.

TOTAL UW-EXTENSION	**3.43**	**3.00**	**3.00**	**-**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	0.43	-	-	-
Faculty Positions *funded by State\County\Grants*	***4.75***	***4.75***	***4.50***	(0.25)

2015 BUDGET ACTIONS:

Reclassify 1.00 FTE Programs and Projects Analyst from Office Services Coordinator

Decrease Faculty Staff Position (133 Contract Educator) by 0.25 FTE

2014 CURRENT YEAR ACTIONS:

None

2014 BUDGET ACTIONS:

Decrease Extra Help by 0.43 FTE.

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES
The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS
Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET
The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMORTIZATION
The gradual elimination of a liability.

APPROPRIATION
The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT
An expenditure account grouped by purpose, including:

1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION
A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized property valuation).

ASSESSMENT
An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCAREPLUS
A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and Caretakers. In addition, BadgerCarePlus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET
A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

BALANCED BUDGET
A budget in which revenues and expenditures are equal. Waukesha County's budget is balanced, as county budgeted total expenditures are funded by a combination of various external revenue sources (e.g., intergovernmental grants, licenses fees, or fines), property taxes, and funds available for appropriation in fund balances as classified in the Comprehensive Annual Financial Report and authorized for use by the County Board.

BOND OR PROMISSORY NOTES
A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING
A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain. Waukesha County is one of less than thirty counties in the nation with a AAA bond rating.

BONDED DEBT
The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET
A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK
The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE
The opening section of the budget prepared by the County Executive, that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL
The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS
Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET
A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES
The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY
The cost of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT
An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars ($100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN
A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)
(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)
The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)
Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY RECOVERY SERVICES (CRS)
(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)
Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS
Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN
A County Board member elected by the County Board. This full-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS
The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE
A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

COUNTY-WIDE KEY STRATEGIC OUTCOMES
Seven strategic planning outcomes that are identified as significant priorities of the County. Departments assign each programmatic area to one outcome.

DEBT
An obligation resulting from borrowing money.

DEBT LIMIT
The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT
The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE
Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE
The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

DEFICIT
The excess of expenditures/uses over revenues/resources.

GLOSSARY OF SIGNIFICANT TERMS

DEPARTMENT
A major county office (agency) that administers programs and operations.

DEPRECIATION
A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR
A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

DISPATCHING COUNSELS
Computers/communication equipment used by the WCC for emergency dispatch.

EFFECTIVENESS INDICATOR
A type of performance measure including effectiveness, quality, cycle time and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR
A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS
Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE
Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)
The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION
Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY
The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE
The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

GLOSSARY OF SIGNIFICANT TERMS

FINANCIAL STATEMENTS
Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR
A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.

- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.

- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.

- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.

- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

GLOSSARY OF SIGNIFICANT TERMS

FUNDS
A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.

2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).

3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.

4. Proprietary: an account that uses the accrual basis of accounting.
    a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
    b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).

5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Federated Library Funds).

FUND PURPOSE
A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS
Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)
Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES
Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

KEY OUTCOME INDICATOR (KOI)
Used to identify and justify how the performance measure is an indicator of success. KOIs link the performance measure to the outcomes and objectives and explain why the measure is important in determining success.

LAND INFORMATION SYSTEM (LIS)
An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES
Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS
A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test, is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)
A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

GLOSSARY OF SIGNIFICANT TERMS

MISSION
A statement defining the major reasons for the existence, including the purpose of the County.

MODIFIED ACCRUAL BASIS OF ACCOUNTING
Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET
An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS
The residual of all other elements presented in a statement of financial position.

OBJECTIVES
Goal statement that focuses on achieving the county-wide key strategic outcome. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS
Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET
A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES
Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS
All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES
Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES
Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT
The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME
The total county income divided by the total county population.

PER DIEM
Compensation that is paid on a per day basis.

PERFORMANCE MEASURE
A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Outcomes and Objectives.

PERSONNEL COSTS
Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

GLOSSARY OF SIGNIFICANT TERMS

POSITION SUMMARY
The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

PROGRAM
The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET
A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE
A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX
Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS
An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES
Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.

2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.

3. Charge for Services: funds received as payment for services performed by county agencies.

4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.

5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES
There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment: and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID
Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE
A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE
A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING
The process of determining long-term goals and then identifying the best approach for achieving those goals.

GLOSSARY OF SIGNIFICANT TERMS

SUNSET CLAUSE POSITIONS
Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)
Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and, are placed in a special account to be used to pay the project costs.

TAX LEVY
The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE
The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)
The amount of taxes levied for each $1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT
The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)
Resident in a non-library community.

UNFUNDED POSITIONS
An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO
A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKING CAPITAL
Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

ABE Adult Basic Education
ADA Americans with Disabilities Act
ADRC Aging and Disability Resource Center
ADT Average Daily Traffic
AFCSP Alzheimer's Family Caregiver Support Program
AIDS Acquired Immune Deficient Syndrome
AODA Alcohol and Other Drug Abuse
APS Adult Protective Services
ATC Alcohol Treatment Court
B-3 Birth to three program
BC Benefit/cost
BCA Basic County Allocation
BJA Bureau of Justice Assistance
CAD Computer Aided Dispatch
CAFR Comprehensive Annual Financial Report
CAR Child at Risk
CAFÉ Computer Access for Everyone
CBD Central Business District
CCAP Circuit Court Automation Program
CCS Comprehensive Community Services
CDBG Community Development Block Grant
CDC Centers for Disease Control
CEMP Comprehensive Emergency Management Plan
CHDS Community Health and Disease Surveillance Program
CHIP County Highway Improvement Program
CHIPS Children in Need of Protection or Services
CHIPP Community Health Improvement Plan
CJCC Criminal Justice Collaborating Council
CLTS Children's Long Term Support Waiver Services
CPI Consumer Price Index
CPI-U Consumer Price Index -Urban
CRS Community Recovery Services
CSMs Certified Survey Maps
CSN Children with Special Needs Unit
CSP Community Support Program
CTH County Trunk Highway
CY Calendar Year
DARE Drug Abuse Resistance Education
DATCP State Department of Trade and Consumer Protection
DD Developmental Disabilities
DFS State Departments of Children and Family Services
DHS Department of Health and Human Services
DNR State Department of Natural Resources
DOA Department of Administration
DOC State Department of Corrections
DOT Department of Transportation
DRC Day Report Center
DPI Department of Public Instruction
ECM Enterprise Content Management
EECBG Energy Efficiency and Conservation Block Grant
EFNEP Expanded Food and Nutrition Education Program
EMMA Electronic Municipal Market Access
EMS Emergency Medical Services
EPA Federal Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
EPL Emerald Park Landfill
ES Economic Support
ESBA Eating Smart Being Active
EUTF End User Technology Fund
FAR's Federal Aviation Regulations
FCS Family Court Services
FEMA Federal Emergency Management Agency
FSP Family Support Program
FTE Full Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAB Government Accountability Board
GAL Guardian ad Litem
GASB Government Accounting Standards Board
GED General Education Development
GFOA Government Finance Officers Association
GPR Grantee Performance Report
GTA General Transportation Aids
HDM Home Delivered Meals
HHS Health and Human Services
HHW Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HIV Human Immunodeficiency Virus
HOME Home Investment Partnerships Grant
HSA Health Savings Account
HSEP High School Equivalency Diploma
HUD Housing and Urban Development
ICD International Classification of Diseases
ICFMR Intensive Care Facilities for Mentally Retarded
IDP Intoxicated Driver Program
IM Income Maintenance
IPAWS Integrated Public Alert and Warning System
IT Information Technology
JABG Juvenile Accountability Block Grant
LEPC Local Emergency Planning Committee
LIHEAP Low Income Home Energy Assistance Program
LIS Land Information System
LSS Lutheran Social Services
MA Medical Assistance
MCH Maternal and Child Health
MCO Manage Care Organization
MHC Mental Health Center
ML Moraine Lakes Consortium
MRF Materials Recycling Fund
MSL Medical Support Liability
NFPA National Fire Protection Association
NIMS National Incident Management System
NOS Not Otherwise Specified
NSIP Nutrition Services Incentive Program
NSP Neighborhood Stabilization Program
OAR Operating After Revocation
OWI Operating While Intoxicated
PCI Pavement Condition Index
PH Public Health
PIR Project Improvement Resources
PNCC Prenatal Care Coordination Program
POS Point of Service
POWTS Private On-site Waste Treatment Systems
PSAP Public Safety Answering Point
PSSF Promoting Safe and Stable Family
REI Recycling Efficiency Initiative
RFP Request for Proposal
RMA Routine Maintenance Agreement
ROI Return on Investment
SBA Small Business Administration
SDWA Safe Drinking Water Act
SED Seriously Emotionally Disturbed
SEFSA Schedule of Expenditure of Federal and State Awards
SEWRPC Southeastern Wisconsin Regional Planning Commission
SMSA Standard Metropolitan Statistical Area
SPD State Public Defender
SRO School Resource officer
SSI Supplemental Security Income
STD Sexually Transmitted Disease
STEM Science, Technology, Engineering, and Mathematics
SVRIS Statewide Vital Records Information System
SVRS Statewide Voter Registration System
TAD Treatment Alternatives and Diversion Grant
TDD Telecommunication Device for the Deaf
TE Transportation Enhancement
TID Tax Incremental Financing District
TNR True Non-Resident
TPA third-party administrator
TPR Termination of Parental Rights
UPS Uninterruptible Power Supply
USDA United States Department of Agriculture
UW-EXT University of Wisconsin Extension Office
UWW University of Wisconsin-Waukesha
VA Veterans Administration
VOIP Voice Over Internet Protocol
VOCA Victims of Crime Act
WCC Waukesha Communications Center
WCEDC Waukesha County Economic Development Corporation
WCFLS Waukesha County Federated Library System
WCHS Waukesha County Historical Society
WCNC Waukesha County Nutrition Coalition
WCS Wisconsin Correctional Service
WCTC Waukesha County Technical College
WIC Women, Infant and Child
WICAMS Wisconsin Credentialing and Asset Management System
WIDOT Wisconsin Department of Transportation
WiSACWIS Wisconsin Statewide Automated Child Welfare Information System
WIMCR Wisconsin Medicaid Cost Report
WMMIC Wisconsin Municipal Mutual Insurance Company
WNEP Wisconsin Education Nutrition Program
WPS Wisconsin Physicians Services
WRS Wisconsin Retirement System

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Norman A. Cummings, Director
Waukesha County Department of Administration

Department of Administration – Budget Division:
Linda G. Witkowski, Budget Manager
William P. Duckwitz, Budget Management Specialist
Clara L. Daniels, Senior Financial Budget Analyst
Aaron M. Daul, Senior Financial Budget Analyst
Steven E. Trimborn, Senior Financial Budget Analyst
Mark R. Yatchak, Budget Intern

WAUKESHA COUNTY
Department Heads

	Administration	Norman A. Cummings
*	Deputy Chief Judge	Jennifer R. Dorow
*	Clerk of Courts	Kathleen A. Madden
	Corporation Counsel	Thomas P. Farley
*	County Board Chairperson	Paul L. Decker
*	County Clerk	Kathleen O. Novack
*	County Executive	Daniel P. Vrakas
*	District Attorney	Brad D. Schimel
	Emergency Preparedness	Gary Bell
	Federated Library	Connie Meyer
	Health & Human Services	Antwayne Robertson
	Medical Examiner	Lynda M. Biedrzycki
	Parks & Land Use	Dale R. Shaver
	Public Works	Allison M. Bussler
*	Register of Deeds	James R. Behrend
*	Sheriff	Daniel J. Trawicki
*	Treasurer	Pamela F. Reeves
	University of Wisconsin-Extension	Jerry Braatz

* Elected Position