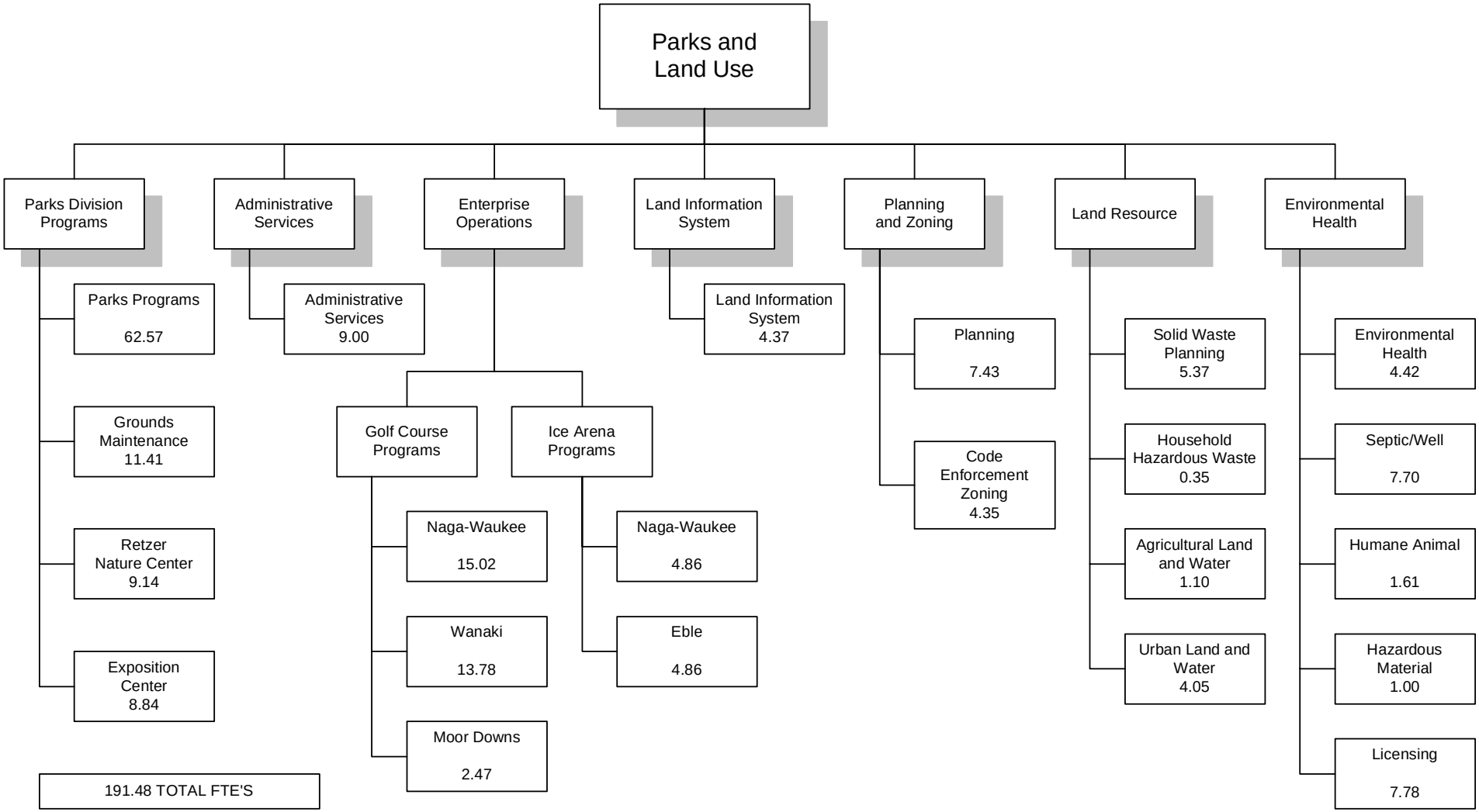
PARKS AND LAND USE

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	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
General Fund						
Revenues(a)	$5,088,199	$4,880,008	$5,379,872	$4,921,957	$41,949	0.9%
County Tax Levy	$6,714,155	$6,804,931	$6,804,931	$6,910,352	$105,421	1.5%
Expenditures	$11,426,848	$11,684,939	$12,391,835	$11,832,309	$147,370	1.3%
Rev. Over (Under) Exp.	$375,506	-	($207,032)	-	-	N/A
Land Information System Fund						N/A
Revenues (a)	$521,508	$702,368	$720,918	$742,165	$39,797	5.7%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$532,665	$702,368	$686,200	$742,165	$39,797	5.7%
Rev. Over (Under) Exp.	($11,157)	-	$34,718	-	-	N/A
Tarmann Fund						
Revenues(a)	$1,038,717	$1,000,000	$819,492	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$80,100	$1,000,000	$370,000	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$958,617	-	$449,492	-	-	N/A
Golf Courses						
Revenues (a)	$3,123,254	$3,443,607	$2,950,282	$3,486,090	$42,483	1.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (b)	$3,162,400	$3,377,523	$3,296,278	$3,458,511	$80,988	2.4%
Operating Inc./(Loss)(b)	($39,146)	$66,084	($345,996)	$27,579	($38,505)	-58.3%
Ice Arenas						
Revenues	$964,283	$944,000	$966,000	$1,004,000	$60,000	6.4%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,029,110	$1,076,494	$1,074,827	$1,116,411	$39,917	3.7%
Operating Inc./(Loss)(b)	($64,827)	($132,494)	($108,827)	($112,411)	$20,083	-15.2%
Materials Recycling Fund						
Revenues (a)	$3,218,774	$2,891,000	$3,162,500	$3,223,900	$332,900	11.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$1,962,163	$2,298,371	$1,765,683	$1,903,093	($395,278)	-17.2%
Operating Inc./(Loss)(b)	$1,256,611	$592,629	$1,396,817	$1,320,807	$728,178	122.9%
Total All Funds						
Revenues(a)	$13,954,735	$13,860,983	$13,999,064	$14,378,112	$517,129	3.7%
County Tax Levy	$6,714,155	$6,804,931	$6,804,931	$6,910,352	$105,421	1.5%
Expenditures	$18,193,286	$20,139,695	$19,584,823	$20,052,489	($87,206)	-0.4%
Rev. Over (Under) Exp.	$1,322,966	-	$277,178	-	-	N/A
Operating Inc./(Loss)(b)	$1,152,638	$526,219	$941,994	$1,235,975	$709,756	134.9%
Position Summary All Funds (FTE)						
Regular Positions	112.00	112.00	112.00	109.00	(3.00)	
Extra Help	77.61	78.11	78.11	79.17	1.06	
Overtime	3.26	3.31	3.31	3.31	0.00	
Total	192.87	193.42	193.42	191.48	(1.94)	

(a) The 2009 Revenue Budget includes Fund Balance appropriations of $1,394,755, including $395,000 within General Fund operations; $761,400 within the Materials Recycling Facility (MRF) Fund; $217,165 within the Land Information Systems Fund; and $21,190 within the Golf Course Fund. The 2008 Revenue Budget includes Fund Balance appropriations of $1,352,825, including $378,200, within the General Fund; $741,000 within the Material Recycling Facility (MRF) Fund; $50,000 within the Tarmann Fund; $160,018 within the Land Information Systems (LIS) Fund; and $23,607 within the Golf Course Fund.

(b) Total expenditures and net operating income exclude capitalized Fixed Asset purchases 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.

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, water and septic inspections/permit issuance.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate (a)	2009 Budget (c)	Change From 2008 Adopted Budget $	%
Revenues						
General Government (a)	$645,810	$592,262	$1,031,000	$549,017	($43,245)	-7.3%
Fine/Licenses	$1,133,957	$1,124,500	$989,500	$1,109,500	($15,000)	-1.3%
Charges for Services	$1,910,180	$1,964,800	$1,840,200	$1,998,575	$33,775	1.7%
Interdepartmental	$472,284	$502,100	$498,000	$500,265	($1,835)	-0.4%
Other Revenue	$357,692	$318,146	$328,200	$369,600	$51,454	16.2%
Appr. Fund Balance (a)(b)	$568,276	$378,200	$692,972	$395,000	$16,800	4.4%
County Tax Levy (c)	**$6,714,155**	**$6,804,931**	**$6,804,931**	**$6,910,352**	**$105,421**	**1.5%**
Total Revenue Sources	**$11,802,354**	**$11,684,939**	**$12,184,803**	**$11,832,309**	**$147,370**	**1.3%**
Expenditures						
Personnel Costs	$8,075,338	$8,275,533	$8,210,419	$8,306,859	$31,326	0.4%
Operating Expenses (a)	$2,045,278	$2,014,315	$2,508,261	$1,950,323	($63,992)	-3.2%
Interdept. Charges (c)	$1,173,394	$1,124,921	$1,221,155	$1,181,127	$56,206	5.0%
Fixed Assets	$132,838	$270,170	$452,000	$394,000	$123,830	45.8%
Total Expenditures	**$11,426,848**	**$11,684,939**	**$12,391,835**	**$11,832,309**	**$147,370**	**1.3%**
Rev. Over (Under) Exp.	$375,506	-	($207,032)	-	-	N/A

Position Summary (FTE)					
Regular Positions	94.64	93.70	93.70	90.70	(3.00)
Extra Help	46.56	51.71	51.71	52.88	1.17
Overtime	2.49	2.54	2.54	2.54	0.00
Total Positions	143.69	147.95	147.95	146.12	(1.83)

(a) 2008 Estimate for expenditures and revenues exceed the adopted budget due to 2007 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) The 2009 Revenue Budget includes Fund Balance appropriations of $395,000 ($275,000 from the MRF Fund and $120,000 from the General Fund: $100,000 to assist with maintenance projects and $20,000 for the Brownfield recycling initiative). The 2008 Revenue Budget includes Fund Balance appropriations of $378,200 ($275,000 from the Material Recycling Facility (MRF) Fund and $103,200 from the General Fund: $70,000 to assist with maintenance projects, $25,000 for the Brownfield recycling initiative, and $8,200 for plat book printing).

(c) Tax Levy includes $10,421 being shifted from the End User Technology Fund, for technology expenditure increases above 3%, to cover the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by Departments, as recommended by Internal Audit.

CURRENT AND PROPOSED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '08	Estimated Operating Impact (a)(b)(c)(d)	A=Annual T=One-Time
9703	Pavement Management Plan	Ongoing	$460,000/Yr	Ongoing	$0	NA
200503	Muskego Park Maintenance Bldg.	2008	$632,000	100%	$0	NA
200324	Lake Country Trail Phase 3	2008	$613,200	100%	$0	N/A
200822 (a)	Assets & Facility Management System	2009	$383,000	0%	TBD	TBD
200504 (b)	Menomonee Park Maintenance Bldg.	2010	$637,200	35%	TBD	A
200609 (c)	Retzer Nature Center Maintenance Bldg.	2011	$759,000	10%	TBD	A
200802 (d)	Exposition Center Arena Roof	2011	$460,000	0%	TBD	A
200014	Bikeway Improvement	2012	$1,450,000	25%	$3,000	A
200505	Restroom Renovations	2014	$3,075,000	0%	TBD	A

(a) Project coordinated with Department of Public Works.
(b) Preliminary estimate of 10% savings on energy costs.
(c) Utility costs expected to be reduced through the use of Geo-Thermal and Solar Cells.
(d) Expected reduction in maintenance costs, to be determined.

Solid Waste Planning, Implementation & Education

Program Description

Plan, coordinate and implement an integrated solid waste management system in partnership with municipalities, emphasizing waste reduction, composting, and recycling per the State solid waste management hierarchy. Participate in a consolidated approach to managing the County's internal waste reduction and pollution prevention efforts. Participate on local landfill and waste facility siting and monitoring committees. Provide educational and technical assistance to local officials, businesses and the public on appropriate waste management techniques including waste reduction, composting, recycling, household hazardous waste, and special waste disposal. Manage the Yard Waste Compost Project in cooperation with municipalities and the private operator.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Based on the recycling system/facility study, develop an education and implementation plan to increase recycling and decrease waste to landfills. Decrease or maintain recycling system cost while responding to future market forces, community needs, and municipal budget constraints.

Performance Measures:

1. Using 2006 tons as a baseline (24,000 tons), measure increased tons recycled at the County Material Recycling Facility (MRF), with a goal of a 5% increase by 2011. (See MRF budget for data.)
2. Maintaining net recycling processing costs below landfill costs and within reasonable market expectations. (See MRF Fund budget for data.)

Solid Waste Planning, Implementation & Education (cont.)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**4.63**	**5.18**	**5.18**	**5.37**	**0.19**
General Government	$145,187	$209,762	$205,000	$213,517	$3,755
Charges for Services	$0	$0	$0	$5,200	$5,200
Interdepartmental	$69,870	$36,600	$35,000	$37,765	$1,165
Other Revenue	$123,982	$118,358	$118,500	$124,500	$6,142
Appr. Fund Balance	$294,482	$275,000	$281,454	$275,000	$0
County Tax Levy (a)	**($81,008)**	**($78,448)**	**($78,448)**	**($92,585)**	**($14,137)**
Total Revenues	**$552,513**	**$561,272**	**$561,506**	**$563,397**	**$2,125**
Personnel Costs	$300,453	$340,206	$374,260	$346,878	$6,672
Operating Expenses	$192,327	$208,900	$212,000	$204,650	($4,250)
Interdept. Charges	$11,509	$12,166	$11,561	$11,869	($297)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$504,289**	**$561,272**	**$597,821**	**$563,397**	**$2,125**

Rev. Over (Under) Exp.	$48,224	-	($36,315)	-	-

(a) Negative Levy reflects revenues over expenses, which are used to offset expenses within Household/Agricultural Hazardous Waste program.

Program Highlights

There is no Tax Levy funding in this program, a Tax Levy Credit is used to fund other Parks program areas. General Governmental revenues from recycling grants fund a portion of a Recycling Specialist position and program interns. Material Recycling Facility investment income has been suspended, therefore $275,000 of accumulated interest is appropriated from cash reserve to cover solid waste operations. Other Revenues include landfill revenue fees of $110,000 to cover the remaining solid waste program costs, including $40,000 to fund the County computer recycling program. Excess landfill revenues are also allocated to the County's Tarmann Land Acquisition Fund and Land Information System Fund.

Personnel costs increase by $6,672 and include the cost to continue current staffing levels of 5.18 FTE and an increase in temporary seasonal extra help by $5,856 or 0.19 FTE (about 400 hours) to provide assistance with the "Recycle MORE" promotion. These increases are partially offset by a $8,384 decrease in health insurance costs, mostly due to employee decisions regarding health insurance coverage.

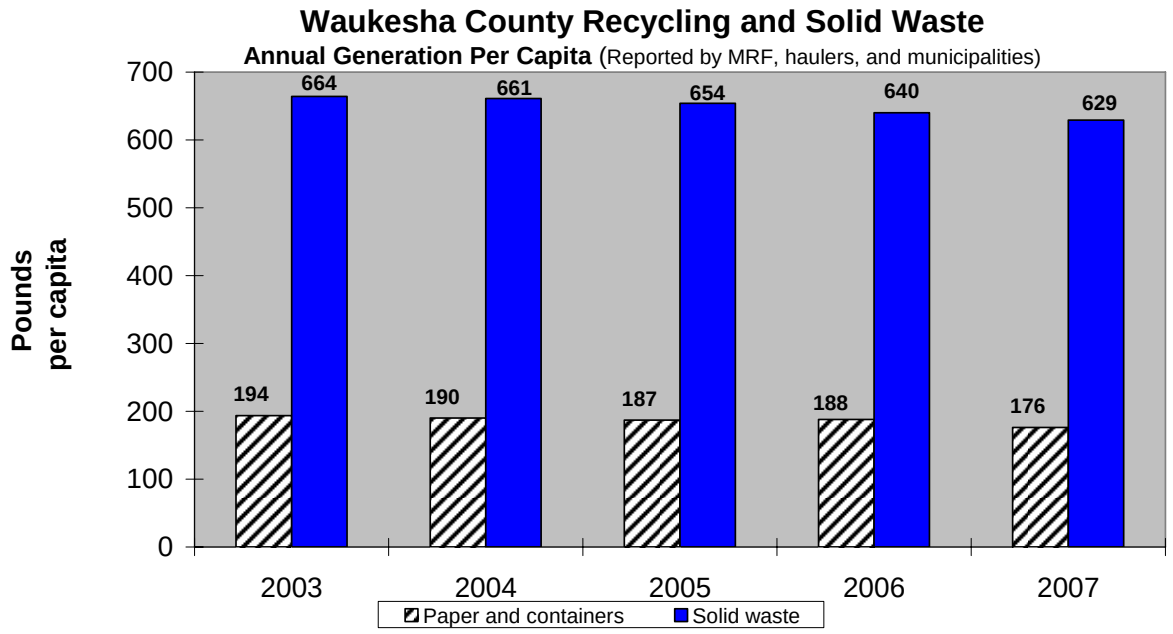
Operating expenses include compost program costs decreases based on actual use of the site by municipalities, which assumes processing 7,200 tons (7,000 tons yard waste and 200 tons wood waste) at the County Compost Facility. Funding from the State Department of Natural Resources (DNR) Recycling Efficiency Incentive (REI) Grant will be appropriated from the MRF Fund to allow free composting of yard waste for all participating municipalities. Municipalities will pay $26 per ton to process wood waste. Staff will apply for an REI grant for 2009 through the Be Smart coalition.

Recycling Efficiency Initiative (REI) grant funds of $20,000 (an increase of $15,000) will also cover a portion of the costs for the computer recycling program, due to increases in use, and an oil filter recycling program in cooperation with municipal recycling sites. Matching grants to communities that do not participate in the County recycling program will be discontinued (Town of Ottawa).

Solid Waste Planning, Implementation & Education (cont.)

Activity

Workload - Output Data	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Tons processed at County compost facility	6,413	8,000	7,000	7,200	(800)
Tons of office paper recycled – County	265	150	250	250	100
Number of participants in education presentation/events	1,696	1,000	1,300	1,500	500
Lbs. of computers recycled	273,600	200,000	275,000	275,000	75,000



The above chart shows a slight downward trend in per capita generation of both residential waste and recycling County-wide over the past years. The 5 year average pounds per capita for solid waste = 654 lbs and pounds per capita for recycling = 168 lbs.

Household/Agricultural Hazardous Waste

Program Description

In partnership with municipalities, that provide one-third of the contractor costs, and the Emerald Park Landfill (EPL) Standing Committee, that provides funds under a landfill expansion agreement, coordinate an ongoing, convenient program to properly manage household hazardous waste (HHW) that maximizes service to residents and minimizes the cost to the County and municipalities. Provide an Agricultural Hazardous Waste collection program that is grant funded, utilizing the same facilities and staffing as the HHW program.

County-Wide Key Strategic Outcome: An environmentally responsible county

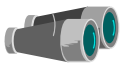
Objective: Maintain service at three ongoing Household Hazardous Waste (HHW) sites and five satellite collections in the County with a cost per participant equal to or less than $26.

Key Outcome Indicators: County cost per participant for HHW collected is equal to or less than $26.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
County disposal costs per participating household	**$19.70**	**$24.00**	**$22.00**	**$22.00**

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$50,048	$65,000	$55,000	$55,000	($10,000)
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$31,975	$0	$27,533	$0	$0
County Tax Levy	**$84,396**	**$82,848**	**$82,848**	**$88,399**	**$5,551**
Total Revenues	**$166,419**	**$147,848**	**$165,381**	**$143,399**	**($4,449)**
Personnel Costs	$14,965	$22,848	$22,730	$23,399	$551
Operating Expenses	$98,486	$125,000	$120,000	$120,000	($5,000)
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$113,451**	**$147,848**	**$142,730**	**$143,399**	**($4,449)**

Rev. Over (Under) Exp.	$52,968	-	$22,651	-	-



Program Highlights

General Governmental revenue includes the municipal cost share of $35,000 and a $20,000 Clean Sweep grant administered by the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP) for both household and agricultural collections programs.

Personnel costs remain stable at $23,399 for 0.35 FTE allocated to this program.

Operating expenses include a continuation of a multi-year agreement with Emerald Park Landfill (EPL) Standing Committee and Veolia Environmental Services for the hazardous waste program under which EPL landfill revenues are exhausted first, DATCP grants funds are used next, then the County pays up to its maximum budgeted amount of $120,000 for the combined household and agricultural programs. Participation is stable due to longevity of the program. Promotion of household product exchanges will continue at three ongoing sites for reuse of unwanted automotive, household and garden products.

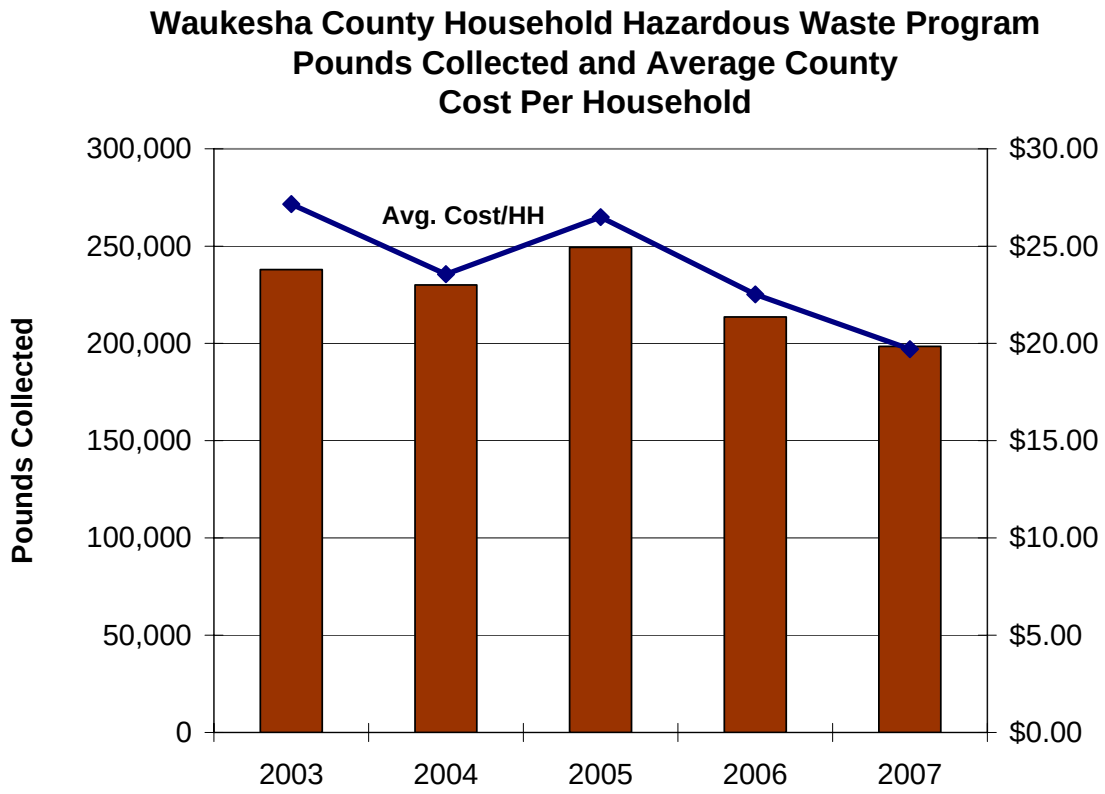
The Agricultural Hazardous Waste program is run in conjunction with the County's ongoing HHW program. By written agreement, a small number of Walworth County residents are allowed to use the site in Waukesha on a fee for service basis (billed to Walworth County) to accommodate residents who miss their collection event.

Household/Agricultural Hazardous Waste (cont.)

Activity

Workload – Output Data	2007 Actual	2008 Budget	2008 Estimate	2009 Budget (a)	Budget Change
Households served	4,785	5,000	5,000	5,000	0
Pounds of waste collected (a)	201,837	250,000	220,000	230,000	(20,000)
Pounds of HHW Per household	42.3	50.0	45.0	46.0	(4.0)
Number of Households using product exchange	39	75	50	75	0

(a) Pounds of waste collected for 2009 budget is reduced to be closer to 2008 estimate and 2007 actual.



The above chart shows that the number of pounds of household hazardous waste collected decrease slightly in 2007. This is mainly due to annual variations in program participation. The cost to the County per participating household has also decreased. This is due to the cooperative agreement with the Emerald Park Landfill (EPL) Standing Committee, the resulting integration of the EPL and County HHW programs, DATCP grants, and decreased disposal costs.

Agricultural Land & Water Conservation

Program Description

Provide technical, educational, and financial assistance to rural landowners to help them comply with soil erosion and runoff pollution control requirements and to meet clean water goals in targeted watersheds. Assist communities with preserving prime farmland and environmental corridors in cooperation with land use, park, and open space planning efforts. Assist farmers with crop damage caused by wildlife through a service contract with the United States Department of Agriculture (USDA). A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out through a variety of Federal, State and local programs and grants.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State agricultural non-point pollution control performance standards and prohibitions in targeted watersheds.

Key Outcome Indicator: Inventoried farms, landowner contacts, compliance determinations, conservation practices applied, and an updated County manure storage ordinance.

Performance Measure: Landowner compliance with State standards based on a percentage sites inventoried.

	2007 Actual	2008 Target	2008 Estimate	2009 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	20%

	2007 Actual	2008 Budget (a)	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.95**	**2.05**	**2.05**	**1.10**	**(0.95)**
General Government	$78,170	$120,000	$117,000	$90,317	($29,683)
Charges for Services	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$110,604**	**$121,566**	**$121,566**	**$66,146**	**($55,420)**
Total Revenues	**$188,774**	**$241,566**	**$238,566**	**$156,463**	**($85,103)**
Personnel Costs	$192,099	$165,053	$138,783	$84,283	($80,770)
Operating Expenses (a)	$53,509	$67,950	$65,450	$64,950	($3,000)
Interdept. Charges	$7,412	$8,563	$8,545	$7,230	($1,333)
Total Expenditures	**$253,020**	**$241,566**	**$212,778**	**$156,463**	**($85,103)**
Rev. Over (Under) Exp.	**($64,246)**	**-**	**$25,788**	**-**	**-**

(a) 2008 Operating Expense Budget is restated $4,000 lower, due to the Department incorrectly budgeting for $2,000 in consulting services and $2,000 in promotional and public relations supplies in this program. Correspondingly, 2008 Operating Expense Budget for the Urban Land and Water Conservation area is restated $4,000 higher.

Program Highlights

General Government revenues decline by $29,683, mostly due to shifting Land Conservation Grant revenues to the Urban Land and Water Conservation program. This grant is used to partially offset the costs of program staff, which are being shifted to the Urban Land and Water Conservation Program, discussed below.

Personnel costs decrease $80,770 mostly due to the unfunding of 0.50 FTE (about 1,040 hours) of a Land Conservation Supervisor position and the shifting of 0.45 FTE (about 940 hours) of other staff time to the Urban Land & Water Conservation program. Reductions in agricultural conservation program activities results in a net tax levy savings of $55,420 in this program, which is needed to offset other Parks and Land Use Tax Levy needs.

Operating expenses and revenues are reduced by $3,000 to reflect a reduced federal Animal and Plant Health Inspection Service (APHIS) contract for the administration of the Wildlife Damage & Abatement program. These are pass through state grant dollars. State cost share grants remain at $48,000 to help landowners comply with state pollution control standards, with about half targeted for nutrient management under state Department of Agriculture, Trade and Consumer Protection (DATCP) program policies.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
# of Records Inventoried	99	60	15	20	(40)
# of Status Compliance Letters Issued	20	30	8	10	(20)
# New/Updated Conservation Plans Prepared	30	15	4	5	(10)

(a) Decrease in activity in Agricultural Land and Water Conservation reflects the continued urbanization of the County.

Urban Land & Water Conservation

Program Description

Control soil erosion and stormwater runoff pollution from construction sites, land developments, and non-metallic mining operations primarily through code enforcement activities. Provide technical, educational, and financial assistance to municipalities and lake districts to facilitate watershed-based stormwater and land use planning aimed at flood prevention and protection of water quality as lands are developed. Promote citizen action to protect County water resources through a variety of educational programs targeting youth and adult audiences. A multi-year work plan is contained in the adopted County Land and Water Resource Management Plan and is carried out in cooperation with local units of government and through grant funds.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State urban non-point pollution control performance standards on new construction sites within benchmark response times and support related conservation education programs.

Key Outcome Indicator: Complete erosion and storm water permit application reviews within benchmark response times, measured in working days.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Response time for storm water permit application >/= 1 acre. Benchmark = 20 working days.	11	15	12	15
< 1 acre. Benchmark = 10 working days.	6	10	7	10

	2007 Actual	2008 Budget (a)	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**3.35**	**3.60**	**3.60**	**4.05**	**0.45**
General Government	$167,917	$120,000	$120,000	$127,683	$7,683
Charges for Services	$48,481	$78,000	$81,000	$100,000	$22,000
Interdepartmental	$19,222	$14,000	$14,000	$14,500	$500
Other Revenue	$78,392	$92,600	$101,600	$92,600	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$95,492**	**$105,760**	**$105,760**	**$105,760**	**$0**
Total Revenues	**$409,504**	**$410,360**	**$422,360**	**$440,543**	**$30,183**
Personnel Costs	$265,602	$317,607	$272,438	$331,617	$14,010
Operating Expenses (a)	$56,620	$67,350	$64,800	$82,300	$14,950
Interdept. Charges	$23,489	$25,403	$23,826	$26,626	$1,223
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$345,711**	**$410,360**	**$361,064**	**$440,543**	**$30,183**
Rev. Over (Under) Exp.	**$63,793**	**-**	**$61,296**	**-**	**-**

(a) 2008 Operating Expense Budget is restated $4,000 higher, due reflect $2,000 in consulting services and $2,000 in promotional and public relations supplies that the Department incorrectly budgeted for in the Agricultural Land and Water Conservation program area. Correspondingly, 2008 Operating Expense Budget for the Agricultural Land and Water Conservation area is restated $4,000 lower.

Urban Land & Water Conservation (cont.)

Program Highlights

General Government revenues increase by $7,683 to $127,683, mostly due to the shifting an additional $27,683 in of State Land Conservation staffing grant funding from the Agricultural Land and Water Conservation program, to cover positions shifted in from that program, discussed below. This increase is partially offset by $20,000 in donated funds from the Graham-Martin Prairie Foundation, used to help construct rain gardens, being shifted from General Government revenues to general donations under Other Revenue, where it is more appropriately budgeted. This causes an increase in Other Revenues, which is partially offset by the shifting of $18,000 in revenues (previously budgeted as general donations) for the Municipal Storm Water Education program to Charges for Service revenues, where it is more appropriately budgeted.

Twenty-five communities have entered into intergovernmental agreements with the County to participate in this Municipal Storm Water Education program, which is necessary to comply with Municipal Separate Storm Water Systems (MS4) Storm Water Discharge Permit requirements under (State Department of Natural Resources Administrative Code) NR 216. The County charges a fee for these educational services. Including the shift in these education fees, mentioned above, overall Storm Water Education fees increase by $19,000 to $51,000, mostly due to 2009 being the first full year offering these services to all 25 participating communities. In cooperation with these 25 partner communities, the Department plans to apply for DNR storm water education program grant funds in spring of 2009, to be incorporated into the 2010 Budget request. These increases in Charges for Service are partially offset by a decrease in Storm Water Permit fees, which are estimated to decline by $15,000 to $35,000. Storm Water fee rates are increased. However, due to reduced construction and development activity from the downturn in the real estate market, the volume of fees has declined resulting in the net revenue reduction.

Personnel costs increase by a net $14,010 to $331,617, and includes a reduction in personnel costs of $47,446 from unfunding a 0.50 FTE land conservation supervisor position. This reduction is more than offset by the cost to continue of 3.60 FTE existing staff and the transfer in of 0.25 FTE (about 520 hours) of a conservation specialist position and 0.20 FTE (about 420 hours) of a senior conservation specialist position from the Agricultural Land and Water Conservation program to assist with absorbing the workload caused by unfunding the land conservation supervisor position. These shifts in personnel are estimated to increase personnel costs for this program area by $34,663. Further the Department is budgeting an additional $13,741 in temporary extra help and related benefits or 0.50 FTE (about 1,040 hours) to help to assist the existing part time Conservation Specialist with the Municipal Storm Water Educational program.

Operating expenses increase by $14,950 to $82,300. This is mostly due to budgeting $8,000 in engineering consulting services to help the County comply with certain conditions of the MS4 Storm Water Discharge permit; a $4,000 increase in promotional costs for the Storm Water Education program; and a $3,000 increase in travel costs and mileage reimbursement, due to increased mandatory inspection schedules under NR 216; higher mileage reimbursement rates; and increased soil training needs.

Activity

Workload – Output Data	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Number of Educational Presentations/Events	34	30	31	32	2
Number of Erosion Control/ Storm water Permits	52	55	54	50	(5)
Number of Inspections Conducted	945	700	700	800	100
Number of Technical Referrals	6	15	12	10	(5)
Tons of Sediment Reduced from Construction Sites	1,300	1,375	1,350	1,250	(125)

Planning

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include land use planning and zoning assistance to public and communities, and implementation of the County Development Plan. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews and other land use guidance to the public and other municipalities.

County-Wide Key Strategic Outcome: A well planned county

Objective 1: Foster County economic development and growth by planning for proper distribution of land uses, while protecting viable natural resources, agricultural lands and open space. Prepare and update County Development Plan and Code amendments compliant with Smart Growth principles and objectives.

Objective 2: Review zoning amendments for consistency with the Waukesha County Comprehensive Development Plan; review new projects (subdivisions, site plans and conditional uses) to ensure conformance with zoning regulations and adopted Comprehensive Development Plan.

	2007 Actual	2008 Budget (a)	2008 Estimate (a)	2009 Budget	Budget Change
Staffing (FTE)	**7.95**	**7.43**	**7.43**	**7.43**	**0.00**
General Government (a)	$128,037	$0	$473,000	$0	$0
Fines/Licenses	$1,955	$0	$0	$0	$0
Charges for Services	$24,455	$35,000	$30,000	$35,000	$0
Interdepartmental	$363	$500	$0	$500	$0
Other Revenue	$16,478	$19,000	$19,000	$19,000	$0
Appr. Fund Balance	$8,188	$8,200	$8,200	$0	($8,200)
County Tax Levy	**$582,654**	**$538,830**	**$538,830**	**$575,517**	**$36,687**
Total Revenues	**$762,130**	**$601,530**	**$1,069,030**	**$630,017**	**$28,487**
Personnel Costs	$682,054	$534,178	$542,105	$566,646	$32,468
Operating Expenses (a)	$185,662	$30,250	$501,557	$25,250	($5,000)
Interdept. Charges	$46,672	$37,102	$37,261	$38,121	$1,019
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$914,388**	**$601,530**	**$1,080,923**	**$630,017**	**$28,487**
Rev. Over (Under) Exp.	($152,258)	-	($11,893)	-	-

(a) 2008 Estimated General Government revenues and Operating Expenses exceed 2008 Adopted Budget, mostly due to a carryover of Comprehensive Planning (Smart Growth) grant funding from 2007.

Program Highlights

General Governmental revenues from the Comprehensive Planning (Smart Growth) grant end in 2008 and is not expected to be received for 2009.

Completion of the Waukesha County Comprehensive Development Plan was originally contemplated for completion in 2007. However, due to longer and more detailed discussions regarding certain chapters in the plan, the contemplated completion and adoption by the County Board is now anticipated for late 2008. The plan, which is being cooperatively developed between the County and 28 individual municipalities and towns in the County, is funded with State grant revenues, which has been extended through October of 2008. Because that grant will be used by the end of 2008, any remaining balance under General Government revenue is not expected to be included in the 2009 Budget. Code and Shoreland Amendments to the plan are being processed. Charges for Service revenues for planning assistance to municipalities remains at 2008 Budget level of $35,000. Appropriated General Fund Balance of $8,200 in 2008 is to fund the printing of updated Plat Books, which is removed for 2009. Tax Levy support for this program increases by $36,687 or 6.8% to $575,517, mostly to cover personnel cost increases, described below.

Personnel costs increase by $32,468 to $566,646, mostly due to the cost to continue 7.43 FTE staffing levels and higher health insurance costs due to employee changes in coverage. Operating expenses decrease by $5,000 mostly due the removal of one-time Plat Book printing expenses, mentioned above.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
# of mtgs. w/ town plan commissions under contract	44	25	25	40	15

Code Enforcement/Zoning

Program Description

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

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**4.35**	**4.35**	**4.35**	**4.35**	**0.00**
Fines/Licenses	$142,500	$160,000	$125,000	$160,000	$0
Charges for Services	$33,179	$65,000	$28,000	$65,000	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$119,192**	**$129,445**	**$129,445**	**$148,556**	**$19,111**
Total Revenues	**$294,871**	**$354,445**	**$282,445**	**$373,556**	**$19,111**
Personnel Costs	$217,439	$332,503	$336,173	$351,781	$19,278
Operating Expenses	$581	$6,725	$4,825	$6,075	($650)
Interdept. Charges	$7,657	$15,217	$15,217	$15,700	$483
Total Expenditures	**$225,677**	**$354,445**	**$356,215**	**$373,556**	**$19,111**

Rev. Over (Under) Exp.	$69,194	-	($73,770)	-	-

Program Highlights

The floodplain provisions of the Shoreland and Floodplain Ordinance have been prepared for approval by the Wisconsin Department of Natural Resources (DNR), the Federal Emergency Management Agency (FEMA) and the County Board. New floodplain maps will be completed by late fall of 2008.

License revenue consists of zoning permits, which remain at the 2008 Budget level of $160,000. For 2009, these Zoning Permit fees have been increased by a weighted average of 6.8%, to help offset revenue losses from a decrease in number of permits issued in 2008. Charges for Service consist of subdivision review fees, which remain at 2008 Budget levels of $65,000. These fees are proposed to be increased by weighted average of 10.5% to reflect the cost of service and help offset a decrease in program activity.

County Tax Levy for this program increases by $19,111 to $148,556 for program related expense increases.

Personnel costs increase by $19,278 or 5.8% and represent cost to continue 4.35 FTE existing staff levels.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
No. of Zoning Permits	895	855	800	820	(35)
No. of Board of Adj.	94	120	100	110	(10)
No. of Certified Survey Maps (CSMs) reviewed	31	50	40	40	(10)
No. of Subdiv. Plat Recorded	32	40	35	35	(5)

Environmental Health

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Annually sample public water supply systems for the presence of coliform bacteria and nitrates.

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

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

	2007 Actual	2008 Target	2008 Estimate	2009 Target
System samples	461	445	460	460
% sampled	100%	100%	100%	100%
% with coliform bacteria	2.8%	4%	2.5%	2.5%
% with nitrates	0.6%	<1%	0.5%	0.5%

Objective 2: Operate a mandatory maintenance program for private sewage systems notifying owners of systems of biannual maintenance requirements.

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

Performance Measure: Receive verification that maintenance has been conducted on 85% of the private sewage systems notified through biannual maintenance notification.

	2007 Actual	2008 Target	2008 Estimate	2009 Target
Maintenance cards sent	9,530	10,000	10,000	11,000
Number returned	6,920	8,700	8,500	9,200
% Returned	73%	87%	85%	84%

Environmental Health (cont.)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**5.04**	**5.42**	**5.42**	**4.42**	**(1.00)**
General Government	$48,976	$50,000	$33,500	$35,000	($15,000)
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$51,637	$48,900	$55,900	$56,400	$7,500
Interdepartmental	$1,000	$1,000	$0	$0	($1,000)
Appr. Fund Balance	$51,000	$0	$0	$0	$0
County Tax Levy	**$373,063**	**$392,967**	**$392,967**	**$320,803**	**($72,164)**
Total Revenues	**$525,676**	**$492,867**	**$482,367**	**$412,203**	**($80,664)**
Personnel Costs	$383,005	$404,522	$392,372	$339,208	($65,314)
Operating Expenses	$92,325	$54,450	$50,400	$37,550	($16,900)
Interdept. Charges	$38,574	$33,895	$34,229	$35,445	$1,550
Total Expenditures	**$513,904**	**$492,867**	**$477,001**	**$412,203**	**($80,664)**
Rev. Over (Under) Exp.	$11,772	-	$5,366	-	-

Program Highlights

Recently proposed changes to (Wisconsin Department of Commerce Administrative Code) Comm. 83 may require counties to begin sending notices to property owners with private sewage systems not currently on the County maintenance program and to begin tracking maintenance. The current maintenance program includes private sewage systems permitted after July 1, 1979. This new proposed code change requires that all private sewage systems in a county be included in the maintenance program. The additional responsibility comes without any state funding. If passed as proposed, Waukesha County will spend 2009 collecting an inventory of systems permitted prior to July 1,1979 and not on the present maintenance list. Beginning in 2007 and completed in spring 2008, the Environmental Health clerical staff have been reviewing all paper files and including them in the electronic database, if not already entered. Some of these files contain permit information prior to July 1,1979. This information will be available to help include these additional properties on an expanded maintenance list. The number of additional private sewage systems that may be added as a result of the proposed rule change is unknown, but will likely be several thousand.

General Government revenues decrease by $15,000 to $35,000, due to a $15,000 reduction in the Wisconsin Fund Septic System Replacement Program grant funding, intended to help lower-income County residents replace faulty septic systems. The decrease is based on a reduction in the number of residents applying and qualifying for replacement.

Charges for Service increase by $7,500, mostly due to the state increasing the reimbursement rate for water samples taken under the Safe Drinking Water Act (SDWA) from $100 to $110 per sample. This increase results in an addition $7,000 in SDWA revenues

Personnel costs decrease by $65,314. Cost to continue staff levels are more than offset by cost savings related to unfunding a Clerk Typist II position ($56,000) and turnover saving related to a change in Environmental Health Manager position ($34,500).

Operating expenses decline by $16,900, mostly related to a reduction in the Wisconsin Fund Septic System Replacement grant funding, mentioned above.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
WI Fund Grant (Septic Replacements)	7	6	7	5	(1)
# of on-site septic systems under Mandatory Maint.	23,300	25,000	23,800	24,200	(800)

Humane Animal

Program Description

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

County-Wide Key Strategic Outcome: A safe county

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

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

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

	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of reported animal bites	552	580	550	550
% bites followed up within 48 hours	100%	100%	100%	100%

Objective 2: Provide education, advice and enforcement on animal neglect/welfare issues.

Key Outcome Indicator: After receiving a report of animal neglect or abuse, the Humane Officer will begin an investigation to determine if the complaint has merit and requires an onsite investigation. When appropriate, the issue can be brought to a satisfactory resolution by education of the animal owner. Criminal animal neglect and abuse is referred to the local law enforcement authority, and the Humane Officer works with law enforcement to resolve the issue.

Performance Measure: Investigate all reports of animal abuse and neglect within 48 hours of receiving the report.

	2007 Actual (a)	2008 Target (a)	2008 Estimate	2009 Target
# Reports animal abuse/neglect (a)	232	250	250	250
% followed up within 48 hours	94%	100%	95%	95%

(a) Number of Reports of animal abuse/neglect are restated due to previously reporting duplicate counts.

Humane Animal (cont.)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.57**	**1.61**	**1.61**	**1.61**	**0.00**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$62,519	$55,000	$50,000	$60,000	$5,000
Other Revenue	$10	$0	$0	$0	$0
County Tax Levy	**$57,119**	**$73,793**	**$73,793**	**$72,736**	**($1,057)**
Total Revenues	**$119,648**	**$128,793**	**$123,793**	**$132,736**	**$3,943**
Personnel Costs	$91,418	$98,203	$94,723	$101,200	$2,997
Operating Expenses	$11,058	$21,450	$22,150	$22,700	$1,250
Interdept. Charges	$7,400	$9,140	$8,515	$8,836	($304)
Total Expenditures	**$109,876**	**$128,793**	**$125,388**	**$132,736**	**$3,943**

Rev. Over (Under) Exp.	$9,772	-	($1,595)	-	-

Program Highlights

There continues to be an emphasis for providing rabies control and humane animal welfare education to interested groups such as schools, 4-H, Girl Scouts, etc. Staff continues to seek opportunities to educate community groups regarding staying safe around animals, our laws, and the individual's responsibility for humane treatment of animals. In 2007, there were 21 educational presentations.

The humane complaint database was modified in 2007 to prioritize complaints in accordance with their severity, i.e., high, moderate, low, and educational. Periodically, reports are generated and strategic outcomes are measured.

The Humane Officer web page is a repository for comprehensive information concerning animal abuse and neglect, emergency assistance to law enforcement agencies, countywide rabies control program, humane animal education, and West Nile virus. Staff makes periodic updates to the webpage to assure current information is provided.

License revenue consists of dog license surcharge revenues, which increases $5,000 from the 2008 Budget. Tax Levy Support for this program is at $72,736, a slight reduction of $1,057 from the 2008 Budget.

Personnel costs increase by $2,997 to $101,200, mostly due to the cost to continue the 1.61 FTE staff for this program.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	21	40	30	30	(10)
Humane Investigations	233	225	225	225	-
Rabies Control Activities (bite investigation and quarantine follow-up)	903	750	900	900	150

Hazardous Material

Program Description

Reviews and assesses the purchase, storage, use and disposal of hazardous materials controlled by the County to assure compliance with all applicable Federal, State and local environmental laws. Performs or contracts for environmental assessment services used in the property transactions involving the County. Coordinates environmental remediation services for County projects and County facilities.

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Maintain a program standard of 95% on annual Department of Commerce Tank Inspection Reports for County facilities.

Key Outcome Indicator: Percent of sites with no violations noted on annual Department of Commerce Tank Inspection Reports above a program standard of 95%.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
% Tank sites with no violations	100%	95%	100%	95%

Objective 2: Assess environmental condition of all real property proposed for acquisition within twenty working days of notification.

Key Outcome Indicator: Complete 100% of environmental assessments within 20 working days.

Performance Measures:	2007 Actual	2008 Target	2008 Estimate	2009 Target
% of Environmental assessments done within 20 working days of initial request	91%	95%	95%	95%

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$34,917	$25,000	$25,319	$20,000	($5,000)
County Tax Levy	**$135,863**	**$139,921**	**$139,921**	**$149,523**	**$9,602**
Total Revenues	**$170,780**	**$164,921**	**$165,240**	**$169,523**	**$4,602**
Personnel Costs	$104,948	$109,028	$109,279	$113,186	$4,158
Operating Expenses	$13,155	$52,300	$36,850	$52,800	$500
Interdept. Charges	$3,381	$3,593	$3,553	$3,537	($56)
Total Expenditures	**$121,484**	**$164,921**	**$149,682**	**$169,523**	**$4,602**
Rev. Over (Under) Exp.	$49,296	-	$15,558	-	-

Program Highlights

The Land Recycling Program, which is designed to identify, clean up and market those tax delinquent properties having redevelopment potential has been reduced by $5,000 based on program activity experience. The program is funded with General Fund Balance appropriation, which has also been reduced. County Tax Levy support for this program increases by $9,602 to $149,523. Personnel cost increase $4,158 or 3.8% reflecting cost to continue the existing position working in this program area.

The Division edited and published the Department's 2008-2010 Sustainability Plan and website, and served as project management of the construction of salt facility upgrades at the Fleet Center and Sussex Substation during the summer 2008.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	24	25	30	30	5
Number of Petroleum Storage Tanks					
Monitor for Compliance--Above Ground	50	50	50	50	-
Monitor for Compliance--Under Ground	6	6	6	6	-

Program Description

Provide licensing, inspection, education and plan reviews of restaurants, retail food establishments, and other businesses.

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

Objective 1: Provide protection to the public health by licensing, inspection, and education of restaurants, retail food establishments, hotels/motels/tourist rooming houses, bed and breakfast establishments, public pools, recreational-educational camps and campgrounds.

Key Outcome Indicator: Through a combination of inspection, education, and when needed, enforcement actions, protect the public health by reducing those risk factors that contribute to foodborne/waterborne illnesses and other safety risk factors in food service establishments, lodging, and recreational facilities.

Performance Measure: Perform at least one inspection of each licensed food establishment during the license year.

	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of licensed food establishments	1,521	1,500	1,525	1,525
Number of inspections & consultations	2,888	2,675	2,650	2,950

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

Objective 2: Maintain staff and resources at an adequate level to follow through on establishment plan review, inspection, complaint follow-up, and foodborne illness outbreak response and investigation.

Key Outcome Indicator: Using the federal Food and Drug administration (FDA), Retail Food Regulatory Program Standard No. 8, monitor staffing for the ratio of the number of full-time equivalents (FTEs) to the number of inspections and consultations performed in licensed food establishments.

Note: Inspections for purposes of this ratio calculation include routine inspections, re-inspections, complaint investigations, outbreak investigations, compliance follow-up inspections, risk assessment reviews, process reviews, variance process reviews and other direct establishment contact time such as on-site training.

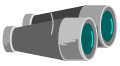
Performance Measure: As stated in FDA Standard No. 8, there should be a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections/consultations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

	2007 Actual	2008 Target (a)	2008 Estimate (a)	2009 Target
# of licensed food establishments inspectors (a)	6.0	6.5	6.5	7.0
# of pre-inspections, inspections & consultations per inspector (a)	481	412	408	420

(a) 2008 Budget and Estimate reflect the partial year shift of one licensed food establishment inspector.

Licensing (cont.)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**7.30**	**7.30**	**7.80**	**7.78**	**0.48**
Fines/Licenses	$610,206	$549,500	$579,500	$567,500	$18,000
Charges for Service	$0	$0	$0	$0	$0
Interdepartmental	$0	$4,000	$4,000	$4,000	$0
Other Revenue	$26	$500	$500	$500	$0
County Tax Levy	**$47,428**	**$61,827**	**$61,827**	**$18,417**	**($43,410)**
Total Revenues	**$657,660**	**$615,827**	**$645,827**	**$590,417**	**($25,410)**
Personnel Costs	$516,856	$564,625	$578,969	$535,728	($28,897)
Operating Expenses	$24,500	$28,500	$29,800	$30,500	$2,000
Interdept. Charges	$23,747	$22,702	$22,894	$24,189	$1,487
Total Expenditures	**$565,103**	**$615,827**	**$631,663**	**$590,417**	**($25,410)**
Rev. Over (Under) Exp.	$92,557	-	$14,164	-	-



Program Highlights

Fines and Licenses revenues increase by $18,000 due to restaurant and retail food revenues increasing $15,000 and $3,000, respectively. For 2009, the Department institutes license fee rate increases to help improve cost recovery. These include the following weighted average license/inspection rate increases: Restaurant by 5.0%, Retail Food by 5.2%, Lodging by 4.4% and Pool/Camp/mobile home by 8.9%. County Tax Levy support for this program decreases by $43,410 to $18,417 due to reduced costs, discussed below.

Personnel costs decrease $28,897 or 5.1%, mostly due to the unfunding of a 1.00 FTE Environmental Health Supervisor position, estimated to reduce costs by $112,850. This decrease is partially offset by the transfer in of a 1.00 FTE Environmental Health Sanitarian position from the Septic/Well/Lab program, to help with an increasing need for restaurant and retail food licenses/inspections, discussed below. This position is estimated to cost $67,367. Further, the Department is budgeting 0.48 FTE (1,000 hours) increase of temporary extra help, estimated to cost an additional $15,623 in wages and related benefits.

Waukesha County continues its development toward urbanization with growth of licensed establishments such as restaurant and retail food stores. New and change of operator establishments require additional staff time including plan review, consultations with owners and contractors, and a pre-licensing inspection. There has been a continued increase of activity in the Licensing Program, including an additional 63 schools that receive USDA commodities and must be inspected twice each year. Responding to this increase, beginning July 1, 2008, one Environmental Health Sanitarian will be reassigned from the private well and private sewage system program to the Licensing program.

Activity

# of Establishment Licenses issued	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Restaurants					
Temporary	117	75	100	100	25
Prepackaged	70	85	75	75	(10)
Full Service	917	935	905	935	-
Retail Food					
No Processing	109	100	110	115	15
Processing	318	295	315	315	20
Lodging					
Hotel/Motel	38	43	39	40	(3)
Bed and Breakfast	6	6	6	6	-
Tourist Rooming House	1	2	1	1	(1)
Recreation					
Public Pools	207	210	210	212	2
Campgrounds/Rec. Ed.	18	19	18	18	(1)
# of Inspections/Consultations Performed					
# of Restaurant Inspections	2,233	2,050	2,050	2,350	300
# of Retail Food Inspections	655	580	650	650	70
# of Lodge Inspections	54	60	55	55	(5)
# of Public Pools, Cap, Rec. Ed. Inspections	293	295	295	295	-

Septic/Well/Lab Programs

Program Description

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of Commerce Administrative Code) Comm. 83 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

County-wide Key Strategic Outcome: A safe county

Objective 1: Same day reporting of bacteriologically unsafe sample results to property owners.

Key Outcome Indicator: Owner collected water samples brought in for bacteriological analysis will result in notification during the same day results are completed if the results indicate a bacteriologically unsafe result.

Performance Measure: Inform property owners of drinking water quality concerns.

	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of unsafe samples	87	70	70	70
Number of owner-collected samples	477	500	400	450
% Reported same day	100%	100%	100%	100%

County-wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Inspect private sewage system at the time of installation.

Key Outcome Indicator: After a sanitary permit is issued, a licensed plumber will install the sewage system. For all requests for inspection made prior to 9:30 am, Waukesha County staff will conduct an inspection of the sewage system during the same day. On occasion, a request for inspection will be called in to the office after 9:30 am. Every attempt is made to contact the sanitarian to conduct the inspection the same day.

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

	2007 Actual	2008 Target	2008 Estimate	2009 Target
Number of systems inspected	451	600	450	500
% systems inspected on same-day	100%	100%	100%	100%

Septic/Well/Lab Programs (cont.)

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**8.70**	**8.70**	**8.20**	**7.70**	**(1.00)**
Fines/Licenses	$305,703	$350,000	$225,000	$310,000	($40,000)
Charges for Service	$88,856	$110,100	$83,100	$100,100	($10,000)
Interdepartmental	$3,550	$2,000	$2,000	$2,000	$0
Appr. Fund Balance	$0	$0	$255	$0	$0
County Tax Levy	**$192,879**	**$240,374**	**$240,374**	**$258,607**	**$18,233**
Total Revenues	**$590,988**	**$702,474**	**$550,729**	**$670,707**	**($31,767)**
Personnel Costs	$620,628	$619,878	$593,268	$582,201	($37,677)
Operating Expenses	$46,929	$60,550	$58,600	$65,200	$4,650
Interdept. Charges	$21,190	$22,046	$21,030	$23,306	$1,260
Total Expenditures	**$688,747**	**$702,474**	**$672,898**	**$670,707**	**($31,767)**

Rev. Over (Under) Exp.	($97,759)	-	($122,169)	-	-

Program Highlights

Fines and License revenue from septic permit fees and Charges for Service revenue from water sample fees decrease $40,000 and $10,000, respectively, mainly due to the slow real estate/development markets. Fee rate increases include a weighted average of: septic permits by 4.2%, water/well by 5.8% and preliminary site evaluation by 19.4% ($5 for category 1 and $10 for categories 2 & 3).

Personnel costs decrease by $37,677, mainly due to the transfer of a sanitarian position from this program to the Licensing Program, estimated to reduce personnel costs in this program by $67,367. This decrease is partially offset by the cost to continue 7.70 FTE staff. Operating expenses increase by $4,650 to $65,200, mostly due to a $5,000 increase in mileage reimbursement, partly due to an increase in federal mileage reimbursement rates during 2008.

The City of Waukesha has recently adopted an ordinance requiring properties annexed into the City to connect to the municipal water system and abandon the private well or obtain a well permit to keep their private well for outdoor use. The City estimates there may be as many as 1,000 homes now in the City with private wells. The Environmental Health Division has reviewed a draft of the ordinance and offered suggestions to the City. The Division anticipates conducting well inspections and providing laboratory analysis for many of these properties.

In 2007, the Environmental Health Division received authority from the Department of Commerce to provide plan review for and expanded list of private sewage systems. Plan reviews are usually completed in one to two days. Fees will increase consistent with Department of Commerce increases.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	213	290	275	245	(45)
Mound	257	210	230	230	20
Holding Tank	39	35	35	35	-
At Grade	4	5	5	5	-
Pressure Distribution	7	5	5	5	-

Parks Programs

Program Description

The Parks program is responsible for the acquisition, development, operation, and maintenance of a natural resource based park system, which meets the open space, recreational, educational, and quality of life needs of the residents of Waukesha County. Program activities include the acquisition of park and open space land throughout the County, planning for new parks and existing park enhancements, daily operation of facilities and park specific recreation programs.

County-wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Introduce sustainable energy saving concepts and Leadership in Energy and Environmental Design (LEED) "Green" design concepts in programming, design and construction of County building projects.

Key Outcome Indicator:

1. Building costs held the same as or reduced from previous projects. Use return on investment analysis process to evaluate project components.
2. Ability to teach others about the "sustainability" of building techniques used.
3. Provide a measurable rate of return of 15-20% in operational energy savings in the new Waukesha County Department of Health and Human Services (H&HS) Office Building as well as in future County building projects.

Objective 2: With the Departments of Public Works and Administration, evaluate equipment replacement scheduling based on hours of operation in conjunction with years of ownership, along with analysis of the cost of equipment maintenance versus the cost of equipment replacement.

Objective 3: The Department of Parks and Land Use and the Department of Public Works will explore efficiencies and service enhancements that can be gained by possibly cross training staff for improved service delivery.

	2007 Actual	2008 Budget (a)	2008 Estimate (a)	2009 Budget	Budget Change
Staffing (FTE)	**59.04**	**62.57**	**62.57**	**62.57**	**0.00**
General Government	$27,475	$27,500	$27,500	$27,500	$0
Fine/Licenses	$11,074	$10,000	$10,000	$12,000	$2,000
Charges for Services	$898,663	$883,600	$855,500	$877,100	($6,500)
Interdepartmental	$127,496	$134,500	$134,000	$134,500	$0
Other Revenue	$42,942	$20,000	$20,600	$62,000	$42,000
Appr. Fund Balance	$104,614	$70,000	$305,824	$100,000	$30,000
County Tax Levy	**$3,083,540**	**$3,001,212**	**$3,001,212**	**$3,132,594**	**$131,382**
Total Revenues	**$4,295,804**	**$4,146,812**	**$4,354,636**	**$4,345,694**	**$198,882**
Personnel Costs	$2,781,674	$2,826,699	$2,823,700	$2,931,928	$105,229
Operating Expenses	$515,502	$529,547	$553,065	$520,118	($9,429)
Interdept. Charges	$600,889	$587,866	$646,748	$636,648	$48,782
Fixed Assets	$102,270	$202,700	$397,000	$257,000	$54,300
Total Expenditures	**$4,000,335**	**$4,146,812**	**$4,420,513**	**$4,345,694**	**$198,882**

Rev. Over (Under) Exp.	$295,469	-	($65,877)	-	-

(a) 2008 Estimate for expenditures and revenues exceed the adopted budget due to 2007 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

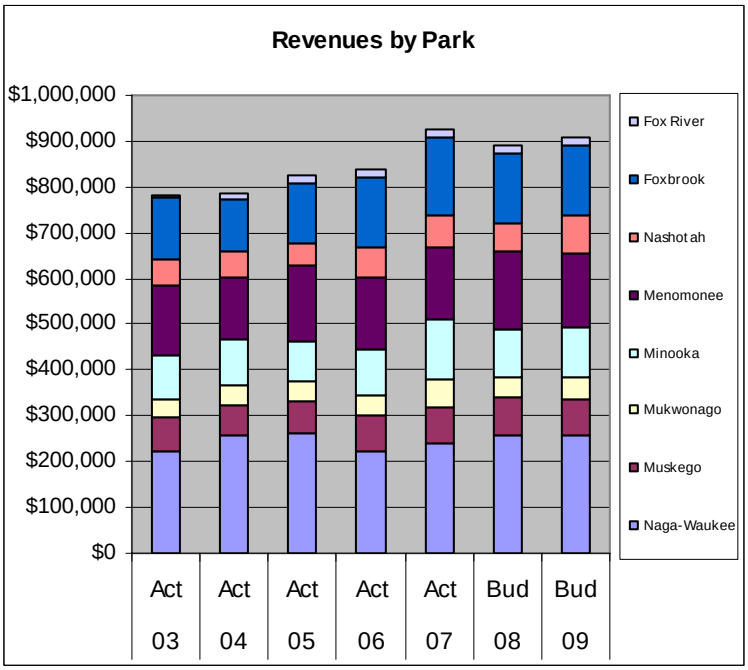
Parks Programs (cont.)

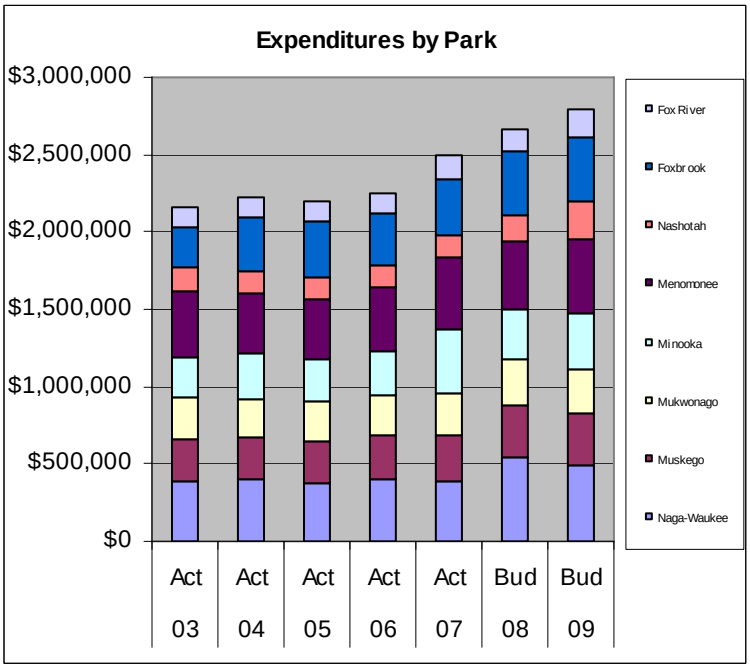
Program Highlights

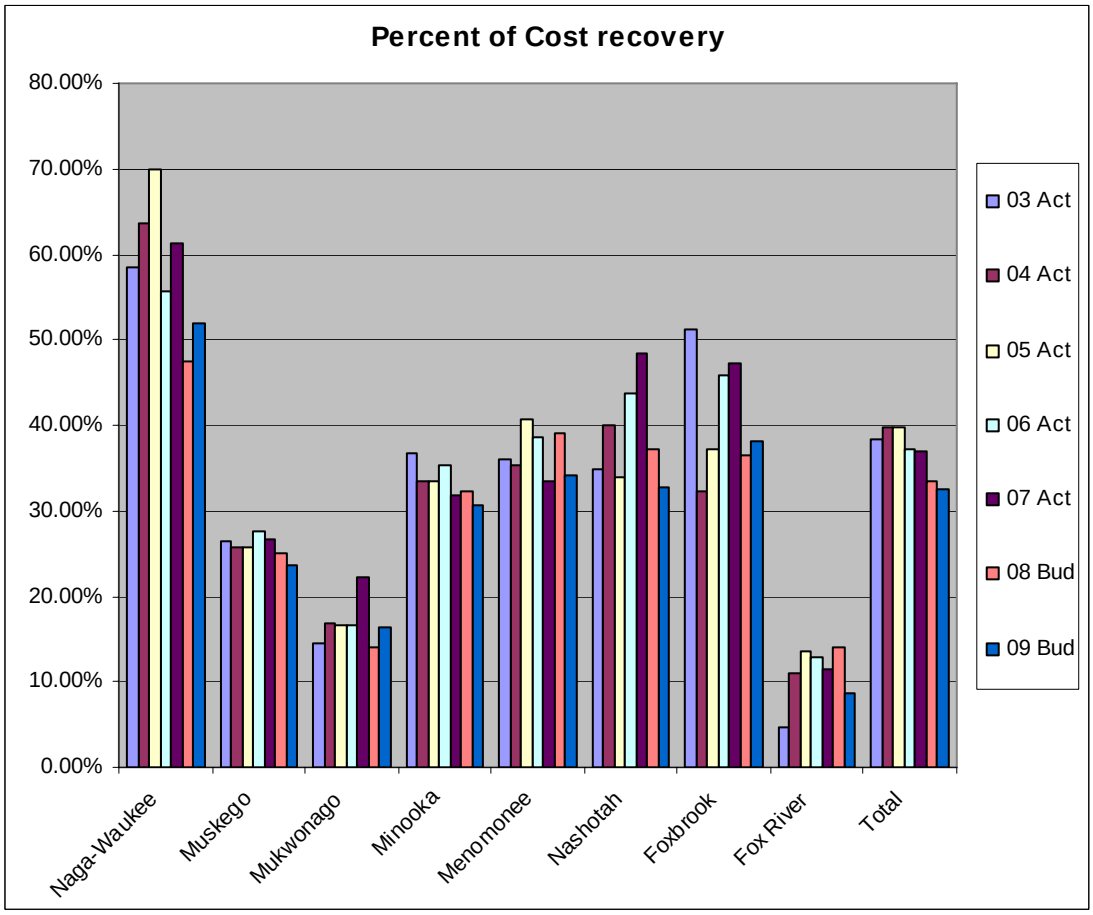
General Government revenues, which consist of state funds to maintain snowmobile trails, remain at the 2008 budget level of $27,500. Fines and License revenue, which consists of fine revenue from parking violations on County grounds, increases by $2,000 to $12,000. Charges for Service revenues decrease slightly by $6,500 mainly due to a lower level of activity with the daily park entrance fees. Other Revenues increase by $42,000 mainly due to the anticipated contributions from the Waukesha Kennel Club and area municipalities to set up a new dog exercise area at the County's Nashotah Park site ($22,000) and $25,000 in miscellaneous land sale and permit revenues previously budgeted in the Tarmann Land Acquisition Fund. Appropriated General Fund Balance increases by $30,000 to $100,000 for one-time Parks maintenance projects. Tax Levy support for this program area increases by $131,382 to $3,132,594 to assist in funding additional Parks related expenditures.

Personnel costs increase $105,229, reflecting the cost to continue existing staffing levels of 62.57 FTE, and a $25,000 increase in unemployment compensation costs. Operating expenses decrease by $9,429 and fixed assets increase by $54,300 due to the allocation of three-year maintenance plan expenditures from smaller maintenance operating expenses to larger fixed asset building maintenance projects. Sustainable initiatives include upgrading of plumbing, electrical, heating and structural fixtures at Parks facilities. Interdepartmental charge expenditures have increased by $48,782 mainly due to vehicle related costs, including fuel cost by $22,400; repair and maintenance by $7,500; and vehicle/equipment replacement charges by $7,110.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Daily Entrance Stickers	69,546	73,850	70,000	70,700	(3,150)
Annual Stickers	8,457	7,400	7,600	7,600	200
Family Camping	4,158	4,830	4,500	4,685	(145)
Group Camping	1,363	1,565	1,600	1,600	35
Reserved Picnics/ Pavilion/Lodge Rental	997	1,080	1,100	1,150	70
Annual Boat Launch Stickers	491	525	500	500	(25)
Daily Boat Launch	14,759	16,400	15,000	15,000	(1,400)







The preceding analysis excludes all capital and three-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that while expenditures have increased, the park system has been able to maintain revenue recovery at just under 40% of expenditure.

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN

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

		2009	2010	2011
Expo Center				
	Building Repair/Maintenance	$0	$46,000	$46,000
	Road/Parking Lot Maintenance	$0	$0	$0
	Building Improvements	$60,900	$0	$0
	Total Expo Center	$60,900	$46,000	$46,000
Ground Maintenance				
	Building Repair/Maintenance	$0	$9,200	$1,800
	Road/Parking Lot Maintenance	$0	$0	$0
	Building Improvements	$50,000	$0	$0
	Total Ground Maintenance	$50,000	$9,200	$1,800
Retzer				
	Building Repair/Maintenance	$1,500	$4,500	$0
	Road/Parking Lot Maintenance	$600	$600	$600
	Building Improvements	$15,100	$0	$25,500
	Total Retzer	$17,200	$5,100	$26,100
Naga-Waukee Park				
	Building Repair/Maintenance	$6,000	$11,700	$1,000
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$24,000	$37,900	$30,000
	Total Naga-Waukee Park	$31,500	$51,100	$32,500
Muskego				
	Building Repair/Maintenance	$0	$17,100	$0
	Road/Parking Lot Maintenance	$14,100	$1,500	$1,500
	Building Improvements	$0	$0	$0
	Total Musekgo Park	$14,100	$18,600	$1,500
Mukwonago				
	Building Repair/Maintenance	$10,700	$0	$19,600
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$0	$0	$15,000
	Total Mukwonago Park	$12,200	$1,500	$36,100

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN (cont.)

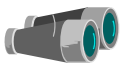
		2009	2010	2011
Minooka				
	Building Repair/Maintenance	$5,000	$11,400	$0
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$26,000	$0	$0
	Total Minooka Park	$32,500	$12,900	$1,500
Menomonee				
	Building Repair/Maintenance	$3,000	$0	$1,200
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$12,000	$95,000	$15,000
	Total Menomonee Park	$16,500	$96,500	$17,700
Nashotah				
	Building Repair/Maintenance	$5,100	$2,100	$5,000
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$0	$0	$0
	Total Nashotah Park	$6,600	$3,600	$6,500
Foxbrook				
	Building Repair/Maintenance	$0	$0	$0
	Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
	Building Improvements	$0	$0	$15,000
	Total Foxbrook Park	$1,500	$1,500	$16,500
Fox River				
	Building Repair/Maintenance	$400	$0	$0
	Road/Parking Lot Maintenance	$0	$0	$0
	Building Improvements	$0	$0	$59,800
	Total Fox River Park	$400	$0	$59,800
Total				
	Building Repair/Maintenance	$31,700	$102,000	$74,600
	Road/Parking Lot Maintenance	$23,700	$11,100	$11,100
	Building Improvements	$188,000	$132,900	$160,300
	Grand Total	$243,400	$246,000	$246,000
Use of General Fund Balance		$100,000	$80,000	$50,000

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, Eble Ice Arena and Moor Downs Golf Course.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**10.82**	**11.41**	**11.41**	**11.41**	**0.00**
General Government	$0	$0	$0	$0	$0
Interdepartmental	$158,047	$165,000	$165,000	$165,000	$0
Other Revenue	$100	$0	$0	$0	$0
Appr. Fund Balance	$3,100	$0	$2,370	$0	$0
County Tax Levy	**$537,257**	**$596,484**	**$596,484**	**$622,993**	**$26,509**
Total Revenues	**$698,504**	**$761,484**	**$763,854**	**$787,993**	**$26,509**
Personnel Costs	$465,992	$489,941	$487,343	$499,438	$9,497
Operating Expenses	$106,384	$83,125	$81,640	$78,375	($4,750)
Interdept. Charges	$195,578	$142,918	$187,750	$149,180	$6,262
Fixed Assets	$14,985	$45,500	$40,000	$61,000	$15,500
Total Expenditures	**$782,939**	**$761,484**	**$796,733**	**$787,993**	**$26,509**
Rev. Over (Under) Exp.	($84,435)	-	($32,879)	-	-



Program Highlights

Personnel costs increase $9,497 or 1.9% and reflect a cost to continue current staffing levels at 11.41 FTE. Operating expenses decrease by $4,750, mostly due to slight reductions in landscaping materials expenses, small equipment purchases and three-year maintenance plan funding allocated to this program. Interdepartmental charge expenses increase by $6,262, mostly due to a $5,000 increase in vehicle fuel costs and a $1,300 increase in vehicle replacement charges. Fixed Assets increase by $15,500 to provide repairs to the barn at Eble Park. Grounds Maintenance for Moor Downs golf course will undertake new sustainable initiatives to reduce costs associated with maintenance of the course.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	43	43	43	43	-
Linear Feet of Sidewalk and Entrances	31,000	31,000	31,000	31,000	-

Retzer Nature Center

Program Description

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

County-wide Key Strategic Outcome: An environmentally responsible County

Objective: Increase attendance at and satisfaction with environmental education programs presented at the Retzer Nature Center and parks.

Key Outcome Indicator:

1. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.

2. Increase number of attendees in environmental classes by 5% annually.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**8.64**	**9.14**	**9.14**	**9.14**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services (a)	$93,624	$73,000	$76,000	$79,000	$6,000
Other Revenue	$90,751	$62,000	$63,000	$66,000	$4,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$485,578**	**$515,522**	**$515,522**	**$520,854**	**$5,332**
Total Revenues	**$669,953**	**$650,522**	**$654,522**	**$665,854**	**$15,332**
Personnel Costs	$389,824	$400,019	$398,932	$414,501	$14,482
Operating Expenses	$152,374	$155,210	$142,510	$156,655	$1,445
Interdept. Charges	$73,713	$73,323	$72,386	$79,598	$6,275
Fixed Assets	$15,583	$21,970	$15,000	$15,100	($6,870)
Total Expenditures	**$631,494**	**$650,522**	**$628,828**	**$665,854**	**$15,332**

Rev. Over (Under) Exp.	$38,459	-	$25,694	-	-

(a) Total revenues for the Planetarium Lease Agreement are $24,064 per year. In 2009, $16,000 is budgeted as revenue from the Waukesha School District. The remaining revenue will be placed in an account to be appropriated in future years for planetarium repair and maintenance.

Retzer Nature Center (cont.)

Program Highlights

Charges for Service revenues increase by $6,000 due to a $3,000 increase in special event revenues and a $3,000 increase in workshop fees, based on higher attendance and activity levels. Other Revenues increase by $4,000 due to higher bird seed and other merchandise sales.

Personnel costs increase $14,482 due to cost to continue for 9.14 FTE existing staff and the need to use higher wage rates for seasonal employees to provide coverage of naturalist programming. Previously, employee hours were cut to match the budgeted allocation. However, with the increase in requests for educational programming, the Department is funding the total hours for seasonal staff to provide the best quality educational experience. Interdepartmental charge expenses increase by $6,275, mostly due to increases in vehicle repair and fuel charges by $2,300; End User Technology Fund (EUTF) charges by $1,900; and postage expenses by $1,500.

Activity	2007 Actual	2008 Budget (a)	2008 Estimate	2009 Budget	Budget Change
Attendance at hikes, work shops, seminars (a)	6,209	9,000	7,500	8,000	(1,000)
Apple harvest festival attendance	5,000	5,000	5,000	5,000	-
Site Evaluations	5	15	10	10	(5)
Bird Seed Bags Sold	2,314	2,500	2,500	2,500	-

a) 2008 Budget activity data overstated revenue anticipated from attendance at hikes, workshops and seminars. However, activity and revenue generated is estimated to increase above 2007 actual levels in 2008 and 2009.

Museum

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Total Revenues	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Operating Expenses	$215,000	$215,000	$215,000	$215,000	$0
Total Expenditures	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Rev. Over (Under) Exp.	-	-	-	-	-

Program Highlights

According to a ten-year agreement, which began in 2003 and ends in 2012, with the Waukesha County Historical Society, the County will continue to provide a $215,000 grant to cover museum operating expenses in 2009, which is contingent upon the Museum meeting attendance standards.

Activity	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Estimate	2009 Budget
Annual Contractual Visitor Performance Standard	13,000	13,000	13,130	13,330	13,530	13,730
Actual/Estimate (a)	17,002	15,058	15,389	14,394	15,100	15,300

(a) The 2004 actual attendance data was verified through a research study conducted by the Carroll College Department of Mathematics. A methodology for future attendance monitoring has been developed by Carroll College professor, Dr. Elizabeth Towell, for use by the museum. Dr. Towell recommended outside verification on a bi-annual basis; Actual 2005, Actual 2006, Actual 2007 and 2008 Estimate were obtained through a Waukesha County Department of Administration review of attendance figures.

Exposition Center

Program Description

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

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**10.00**	**8.84**	**8.84**	**8.84**	**0.00**
Charges for Services	$671,098	$670,000	$630,000	$679,575	$9,575
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$30,000	$0	$42,017	$0	$0
County Tax Levy	**$25,000**	**$25,000**	**$25,000**	**$39,900**	**$14,900**
Total Revenues	**$726,098**	**$695,000**	**$697,017**	**$719,475**	**$24,475**
Personnel Costs	$404,358	$402,485	$401,433	$413,608	$11,123
Operating Expenses	$229,164	$237,824	$282,409	$192,755	($45,069)
Interdept. Charges	$54,685	$54,691	$53,708	$52,212	($2,479)
Fixed Assets	$0	$0	$0	$60,900	$60,900
Total Expenditures	**$688,207**	**$695,000**	**$737,550**	**$719,475**	**$24,475**
Rev. Over (Under) Exp.	$37,891	-	($40,533)	-	-

Program Highlights

Charges for Service revenues increase by $9,575 to $679,575 and reflect a 2% to 3% increase in fee rates for various facility and service equipment rentals. Tax Levy of $39,900, an increase $14,900, is budgeted to partially offset the cost of the free public use of the facility for County functions.

Personnel costs increase $11,123, reflecting the cost to continue 8.84 FTE existing staff.

Operating expenses decline by $45,069, due to shifting $46,000 in three-year Maintenance Plan expenditures to fixed assets. An additional $14,900 has been earmarked in the three-year maintenance plan to fund for roof repairs on the barn and north hall.

Administrative Services

Program Description

Monitor overall performance of the various divisions to ensure continuous improvement in customer service. Provide business/financial management services, including development and implementation of the Department budget, process payroll, and provide accounting services and fiscal analysis. In addition, provide direction and leadership in office efficiencies, automated file developments, strategic planning, and performance measurement.

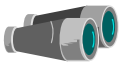
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Objective 1: Provide customers with high quality program information via the Department website and respond to web-based inquiries within 2 business days.

Key Outcome Indicator: Respond to web-based customer inquiries within 2 business days. All customer inquiries receive acknowledgement of inquiry within 24 hours.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Customer service inquiries through web pages viewed	161,828	550,000	200,000	250,000
# of web-based inquiries/% responded to within 2 business days	164/NA	200/100%	175/100%	200/100%

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**
Charges for Services	$187	$1,200	$700	$1,200	$0
Interdepartmental	$92,736	$144,500	$144,000	$142,000	($2,500)
Other Revenue	$5,011	$5,688	$5,000	$5,000	($688)
Appr. Fund Balance	$10,000	$0	$0	$0	$0
County Tax Levy	**$650,098**	**$642,830**	**$642,830**	**$667,132**	**$24,302**
Total Revenues	**$758,032**	**$794,218**	**$792,530**	**$815,332**	**$21,114**
Personnel Costs	$644,023	$647,738	$643,911	$671,257	$23,519
Operating Expenses	$51,702	$70,184	$67,205	$75,445	$5,261
Interdept. Charges	$57,498	$76,296	$73,932	$68,630	($7,666)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$753,223**	**$794,218**	**$785,048**	**$815,332**	**$21,114**
Rev. Over (Under) Exp.	$4,809	-	$7,482	-	-



Program Highlights

Interdepartmental revenue declines by $2,500 to $142,000 due to a decrease in Parks administrative and management charges to Parks enterprise and special revenue funds.

Personnel costs increase $23,519 or 3.6% and represents the cost to continue existing 9.0 FTE staff levels. Operating expenses increase by $5,261, mainly due to one-time small equipment purchases. Interdepartmental charges are reduced $7,666, mainly due to reduced computer End User Technology charges by $5,225.

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 $7 fee is collected and retained for Land Records Modernization efforts. Of this $7, $2 is sent to the Wisconsin Department of Revenue; $5 is retained locally, of which $4 is used for general local land records activities; and $1 is used specifically for providing land information via the Internet.

Financial Summary	2007 Actual	2008 Adopted Budget (a)	2008 Estimate (a) (b)	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$18,300	$0	$0	$0	$0	NA
Charges for Services	$438,230	$542,350	$500,400	$525,000	($17,350)	-3.2%
Other Revenues (b)	$3,378	$0	$60,500	$0	$0	NA
Interdept. Charges	$0	$0	$0	$0	$0	NA
Appr. Fund Balance (a)	$61,600	$160,018	$160,018	$217,165	$57,147	35.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$521,508**	**$702,368**	**$720,918**	**$742,165**	**$39,797**	**5.7%**
Expenditures						
Personnel Costs	$270,864	$386,141	$385,176	$398,773	$12,632	3.3%
Operating Expenses	$202,761	$226,592	$211,940	$218,630	($7,962)	-3.5%
Interdept. Charges	$59,040	$89,635	$89,084	$124,762	$35,127	39.2%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$532,665**	**$702,368**	**$686,200**	**$742,165**	**$39,797**	**5.7%**
Rev. Over (Under) Exp.	($11,157)	-	$34,718	-	-	NA

Position Summary (FTE)					
Regular Positions	3.00	4.00	4.00	4.00	0.00
Extra Help	0.15	0.48	0.48	0.37	(0.11)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.15	4.48	4.48	4.37	(0.11)

(a) 2008 Fund Balance Appropriations include $18,000 in one-time County General Fund Balance for reimbursement of prior year expenditure cost recovery for work done for the E-911 system.

(b) Landfill siting fee revenues in excess of amounts budgeted in the Parks General Fund and Tarmann Parkland Acquisition Fund in 2008 and 2009 will be deposited and credited to the LIS Fund to generate future LIS Fund Balance to fund a planned 2010 capital project #200614 Orthophotography. Since the landfill siting fee revenue is a temporary funding source for this capital project, it is not being budgeted as an ongoing revenue to fund ongoing operations.

Note: Department of Administration will propose reserving $200,000 of Capital Projects Fund Balance in the 2009-13 Capital Plan to ensure sufficient funding is provided for the Orthophotography Capital Project.

CURRENT AND PROPOSED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 08	Estimated Operating Impact	A=Annual T= One-Time
200614	Orthophotography	2010	$800,000	0%	$0	NA

Major Departmental Strategic Outcomes and Objectives for 2009

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

Objective 1: Ensure the County tax parcel map is updated within one month of record change.

Key Outcome Indicator: Provide monthly updates to parcel information presented on the Land Information System.

Performance Measure:	2007 Actual	2008 Budget	2008 Estimate	2009 Target
Number of Parcels added	2,282	2,100	2,100	2,100
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

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

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

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

Performance Measure:	2007 Actual (a)	2008 Budget	2008 Estimate	2009 Target
Average # of maps created for viewing per day	4,390	5,500	5,460	5,550

(a) Data from June – Dec 2007

Objective 3: Maintain the survey control land monuments currently in place throughout the County.

Key Outcome Indicator: Using services of a contracted County Surveyor, the location and condition of all survey monuments in the county will be maintained together with all associated documentation.

Performance Measure:	2007 Actual	2008 Budget	2008 Estimate	2009 Target
# of survey monuments maintained	112	N/A	110	100

Program Highlights

Total document recording fee revenue decreases by $17,350 to $525,000, due to lower estimated real estate document recording revenues. The estimated amount of documents expected to be recorded decline from 108,470 budgeted in 2008 to 105,000 estimate for 2009. This reduces the $4 per document revenue designated for general local land record activities by $13,880 and the $1 per document fee, designated for providing land information on the Internet by $3,470. Use of prior year revenues from LIS program Fund Balance increases by $57,147 to $217,165.

Personnel costs increase by $12,632 to $398,773 and represents the cost to continue for current 4.00 FTE staff. Budgeted temporary extra help declines by $1,821 (0.11 FTE or about 230 hours) to $8,179. Operating expenses decline by $7,962, to $218,630, mostly due to lower estimated needed spending on designing new webpage tools for online land information data and computer software charges. Interdepartmental charges are estimated to increase by $35,127 mainly due to End User Technology Charges, which increase by $35,088 to $75,772, as part of the phasing in of full-cost allocations for the new charging methodology, to better reflect the technology resources being used by departments, as recommended by Internal Audit.

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	2007 Actual (a)	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	Change From 2008 Adopted Budget %
Revenues						
General Government (a) (b)	$68,000	$450,000	$168,750	$400,000	($50,000)	-11.1%
Charges for Services	$0	$0	$0	$0	$0	NA
Other Revenue (a)	$783,145	$500,000	$600,742	$600,000	$100,000	20.0%
Appr. Fund Balance (a)	$187,572	$50,000	$50,000	$0	($50,000)	-100.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$1,038,717**	**$1,000,000**	**$819,492**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Operating Expenses	$80,100	$25,000	$20,000	$25,000	$0	0.0%
Fixed Assets	$0	$975,000	$350,000	$975,000	$0	0.0%
Total Expenditures	**$80,100**	**$1,000,000**	**$370,000**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$958,617	-	$449,492	-	-	NA

Position Summary (FTE) No Positions are Budgeted in this Fund.

(a) 2007 actual revenue is restated for budget comparison purposes and does not agree to General Ledger CAFR (Comprehensive Annual Financial Statement). After year-end close and completion of the audit, it was found that $83,700 in revenue from the land sale near County Trunk Highway P (enrolled ordinance 162-66) was misclassified as a State aid revenue, which should have been classified as an Other Revenue.

(b) General Government revenues consists of State Stewardship reimbursement grants for approximately half of land acquisition cost, and reimbursements are likely to increase with additional land purchases.

Summary of Tarmann Fund Funding Sources 2006 – 2009

Revenue Source	2006 Actual (a)	2007 Actual (a)	2008 Budget (a) (b)	2009 Budget	Budget Change
Landfill Siting	$548,029	$461,087	$375,000	$400,000	$25,000
Grant Reimbursements	$994,114	$68,000	$450,000	$400,000	($50,000)
Interest Income	$137,352	$236,653	$100,000	$200,000	$100,000
Parks Excess Revenue & Other Approp. Fund Balance (a) (b)	$169,922	$187,572	$50,000	$0	($50,000)
Land Sales - (Permits/Sales, Etc.)	$13,010	$85,405	$25,000	$0	($25,000)
Total	**$1,862,427**	**$1,038,717**	**$1,000,000**	**$1,000,000**	**$0**

(a) Parks revenue exceeding direct costs has been previously budgeted as appropriated Tarmann Fund Balance. Following 2008, appropriated Fund Balance will no longer include this transfer of excess Parks revenue over 30% of Parks costs policy.

(b) Based on 2007 Parks revenues and expenditures, the excess Parks revenue that will be transferred into the Tarmann Fund in 2008 totals $25,742.

Program Highlights

General Government revenues, which consist of State Stewardship grant reimbursements, for approximately 50% of land acquisition costs, decline by $50,000 to $400,000. Other Revenues include interest income, which increases from $100,000 to $200,000; and landfill siting revenues, which increase by $25,000 to $400,000. For 2009, the Department discontinues budgeting for miscellaneous land sales/permit revenue. Expenditures remain at 2008 budget level of $1,000,000, which includes $975,000 for land purchases and $25,000 for consulting, which include services such as any surveying, appraising, and environmental clean up related to land acquisition.

County-Wide Key Strategic Outcome: An environmentally responsible county
A well-planned county

Objective 1: Provide a natural resource based park system for self-actualized recreation and create a system of linear corridors along nine of the County's major rivers, which will protect the high quality natural resource based elements; connect major State, County, and local parkland, and cultural amenities; and provide recreational and educational opportunities.

Key Outcome Indicator: Acquire at least 200 acres of parkland and greenway lands annually through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

Performance Measure:	2007 Actual (a)	2008 Target	2008 Estimate (a)	2009 Target
# of Acres of parkland greenway lands acquired (a)	0	200	12	200

(a) 2007 Actual and 2008 Estimate only include acres purchased. These figures exclude acres obtained through donations and land dedications.

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

Objective 2: Acquire land identified in the Waukesha County Park and Open Space Plan with adequate non-Tax Levy funding sources.

Key Outcome Indicator: Maintain adequate non-levy funding sources to reach the acquisition goals contained in the Waukesha County Park and Open Space Plan.

Performance Measure:	2007 Actual (b)	2008 Target	2008 Estimate	2009 Target
Landfill siting revenue - % of total revenue	44.4%	37.5%	45.8%	40.0%
Grant reimbursement - % of total revenue	6.5%	45.0%	20.6%	40.0%
Interest Income - % of total revenue	22.8%	10.0%	24.4%	20.0%
Parks Rev. Exceeding 30% - % of total rev.	18.1%	5.0%	6.1%	0.0%
Land Permits/Sales - % of total revenue	8.2%	2.5%	3.1%	0.0%
% of expenditures consisting of Stewardship Grant reimbursements(a) (b)	N/A	45.0%	45.6%	40.0%

(a) This measure indicates the ratio of state Stewardship Grant revenue collected in the given year to the amount of expenditures made during that same year. Grant revenue represents reimbursements for land purchases that may have been made in previous years.
(b) There were no expenditures on land acquisitions in 2007, although the program did provide a cash grant of $80,100 to the Waukesha Land Conservancy to assist this organization with a portion of the funding required to acquire and conserve 27.6 acres of land.

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 continue to provide improvements to existing facilities; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide new improvements to the facilities, which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2007 Actual (b)	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$3,071,237	$3,420,000	$2,908,000	$3,430,900	$10,900	0.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$0	$0	$15,000	$34,000	$34,000	N/A
Appr. Fund Balance (b)	$52,017	$23,607	$27,282	$21,190	($2,417)	-10.2%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Total Revenue Sources (c)	**$3,123,254**	**$3,443,607**	**$2,950,282**	**$3,486,090**	**$42,483**	**1.2%**
Expenditures						
Personnel Costs	$1,149,199	$1,228,982	$1,185,280	$1,267,402	$38,420	3.1%
Operating Expenses (c)	$1,106,000	$1,130,725	$1,093,287	$1,186,893	$56,168	5.0%
Interdept. Charges	$907,201	$1,017,816	$1,017,711	$1,004,216	($13,600)	-1.3%
Fixed Assets (Memo) (d)	$0	$92,500	$73,000	$52,500	($40,000)	-43.2%
Total Expenditures (c)(d)	**$3,162,400**	**$3,377,523**	**$3,296,278**	**$3,458,511**	**$80,988**	**2.4%**
Operating Inc./(Loss) (d)	**($39,146)**	**$66,084**	**($345,996)**	**$27,579**	**($38,505)**	**-58.3%**
Cash Flow From Operations (c)	**$166,778**	**$271,530**	**($147,756)**	**$221,932**	**($49,598)**	**-18.3%**
Position Summary (FTE)						
Regular Positions	8.58	8.60	8.60	8.60	0.00	
Extra Help	22.21	21.90	21.90	21.90	0.00	
Overtime	0.77	0.77	0.77	0.77	0.00	
Total	31.56	31.27	31.27	31.27	0.00	

(a) Other Revenue contained in the 2008 Estimate and 2009 Budget consists of interest income.

(b) The 2007 Actual use of Fund Balance reflects carryover and appropriations to purchase golf carts. In 2008, Golf Course Fund Balance is used to partially offset the phasing-in of the full-cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit, for Wanaki and Moor Downs golf courses. 2009 Fund Balance is appropriated to fund one-time hardware costs associated with county cashiering.

(c) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(d) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

Major Departmental Strategic Outcomes and Objectives for 2009

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

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 2005	2007 Actual	2008 Target	2008 Estimate	2009 Target
All three courses net operating income - EBITDA	$158,820	$166,778	$300,000	($147,750)	$250,000

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**15.31**	**15.02**	**15.02**	**15.02**	**0.00**
Charges for Services	$1,604,243	$1,735,000	$1,550,000	$1,745,000	$10,000
Other Revenue	($3,823)	$0	$0	$0	$0
Appr. Fund Balance (a)	$31,000	$0	$3,675	$8,400	$8,400
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (b)	**$1,631,420**	**$1,735,000**	**$1,553,675**	**$1,753,400**	**$18,400**
Personnel Costs	$576,006	$600,016	$583,436	$619,900	$19,884
Operating Expenses (excl. depr. Expen.) (b)	$424,755	$452,203	$431,006	$475,002	$22,799
Depreciation Expense (b)	$89,081	$87,021	$83,619	$78,906	($8,115)
Interdept. Charges	$355,626	$401,852	$401,361	$396,734	($5,118)
Fixed Assets (Memo) (c)	$0	$65,000	$60,000	$10,000	($55,000)
Total Expenditures (b)(c)	**$1,445,468**	**$1,541,092**	**$1,499,422**	**$1,570,542**	**$29,450**

Operating Inc./(Loss) (c)	**$185,952**	**$193,908**	**$54,253**	**$182,858**	**($11,050)**
Cash Flow From Operations (b)	**$275,033**	**$280,929**	**$137,872**	**$261,764**	**($19,165)**

(a) 2008 Estimated Golf Course Fund Balance reflects carryover of 2007 expenditure authority. 2009 Fund Balance is appropriated to fund one-time hardware costs associated with County cashiering.

(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

Naga-Waukee Golf Course (cont.)

Program Highlights

Charges for Services revenue increase by $10,000 or 0.6% to $1,745,000, recognizing a trend toward decreasing play, with total 9-hole rounds projected at 78,100. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of around 1.2% are anticipated.

Total expenditures increase $29,450 or less than 2%. Personnel costs increase by $19,884 to $619,900, mostly due to the cost to continue existing staff. Operating expenses (excluding depreciation expense, which decreases by $8,115 to $78,906) increases by $22,799 to $475,002. Operating expense increases include a $5,700 increase in fertilizer/chemical expenses, $3,500 for inflationary impacts related to food and merchandise for resale, $3,400 for continued replacement of exterior clubhouse furniture, $2,517 for increased armored car expenses and $2,000 in pass through expenses related to the cost of providing golf lessons. Operating expenses also include $8,400 budgeted for one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through $8,400 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease $5,118 reflecting a $15,065 decrease in End User Technology charges, mostly due to the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by Departments, as recommended by Internal Audit. This decrease is partially offset by increases in vehicle related costs, including vehicle maintenance by $4,416, vehicle replacement by $4,165 and fuel by $1,037. Parks administrative management services charges increase $3,656 to $108,476 and countywide indirect costs decrease $1,490 to $80,010.

Fixed Asset expenditures include $10,000 for cart path improvements.

Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	73,732	80,500	70,900	78,100	(2,400)
Golf Car Rentals	23,418	22,400	22,400	23,100	700
ID Cards Paying	1,830	2,000	1,800	2,000	0
9 Hole Play	20,474	21,800	19,700	21,300	(500)
18 Hole Play	26,629	29,350	25,600	28,400	(950)

Public Mid-Range Frost Belt Courses		
	National Golf Foundation Median 2005	2007 Data
Gross Revenue	$1.1 Million	$1.74 Million
Gross Revenue/Round	$35	$37
Rounds Played	31,000	47,103
# of Full Time Employees	6.2	4.0

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	$936,187	$1,048,400	$910,000	$1,030,000
Carts	$324,203	$320,000	$310,000	$331,200
ID Cards	$34,077	$40,000	$34,000	$40,000
Food	$175,749	$170,800	$165,000	$177,000
Merchandise	$100,894	$115,000	$105,000	$118,000
Misc.	$29,310	$40,800	$26,000	$48,800
Total	$1,600,420	$1,735,000	$1,550,000	$1,745,000

Wanaki Golf Course

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

Program Description

Provides a well-maintained 18-hole golf course and support facilities without Tax Levy funds.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**13.78**	**13.78**	**13.78**	**13.78**	**0.00**
Charges for Services	$1,146,887	$1,280,000	$1,053,000	$1,285,000	$5,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$3,823	$0	$0	$0	$0
Appr. Fund Balance (a)	$15,600	$15,351	$15,351	$8,250	($7,101)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (b)	**$1,166,310**	**$1,295,351**	**$1,068,351**	**$1,293,250**	**($2,101)**
Personnel Costs	$464,753	$518,203	$492,482	$534,467	$16,264
Operating Expenses (excl. depr. Expen.) (b)	$384,159	$398,479	$389,105	$430,362	$31,883
Depreciation Expense	$95,268	$97,656	$94,227	$95,061	($2,595)
Interdept. Charges	$270,749	$328,133	$328,277	$322,650	($5,483)
Fixed Assets (Memo) (c)	$0	$22,500	$8,000	$42,500	$20,000
Total Expenditures (b)(c)	**$1,214,929**	**$1,342,471**	**$1,304,091**	**$1,382,540**	**$40,069**

Operating Inc./(Loss) (c)	**($48,619)**	**($47,120)**	**($235,740)**	**($89,290)**	**($42,170)**
Cash Flow From Operations (b)	**$46,649**	**$50,536**	**($141,513)**	**$5,771**	**($44,765)**

(a) 2008 Budget and Estimate include Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.

(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

Wanaki Golf Course (cont.)

Program Highlights

Charges for Services revenue increase by $5,000 or 0.4% to $1,285,000, recognizing a trend toward decreasing play, with total 9-hole rounds projected at 63,290. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of less than 0.5% are anticipated.

Total expenditures increase by $40,069 or 3% to $1,382,540. Personnel costs increase by $16,264, which includes the cost to continue existing staff. Operating expenses (excluding depreciation expense, which declines by $2,595 to $95,061) increases $31,883. Operating expense increases include, a $7,000 increase related to food and merchandise for resale, a $5,380 increase in fertilizer/chemical expenses, and a $2,217 increase in armored car expenses. Operating expenses also include an increase of $8,000 in contracted services to help control the number of migrating geese occupying the course in the spring and fall, as well as decrease the number of resident geese on the course. The number of geese on the course have been detracting from the playability of the course and causing course damage. Operating expenses also include $8,250 in one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through $8,250 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease $5,483 reflecting a $13,504 decrease in End User Technology charges, mostly due to the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. This decrease is partially offset by increases in vehicle related costs, including vehicle maintenance of $3,638, vehicle replacement of $2,144 and fuel of $974. Parks administrative management services charges increase $2,101 to $64,066 and countywide indirect costs decrease $1,200 to $64,000.

Fixed Asset expenditures include $32,500 for clubhouse carpet and tile replacements and $10,000 for cart path improvements.

Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	56,999	63,600	51,700	63,290	(310)
Golf Car/Cart Rental	14,745	15,100	13,900	15,200	100
ID Cards Paying	1,373	1,400	1,260	1,360	(40)
9 Hole Play	27,615	28,600	24,940	28,410	(190)
18 Hole Play	14,692	17,500	13,380	17,440	(60)

Public Mid-Range Frost Belt Courses		
	National Golf Foundation Median	2007 Data
Gross Revenue	$1.1 Million	$1.2 Million
Gross Revenue/Round	$35	$29
Rounds Played	31,000	42,307
# of Full Time Employees	6.2	3.0

Wanaki Golf Course (cont.)

Wanaki Golf Course Revenue				
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	$688,445	$785,200	$617,200	$779,000
Carts	$137,521	$154,900	$130,000	$160,000
ID Cards	$25,244	$27,000	$24,000	$26,200
Food	$156,989	$161,300	$140,000	$165,000
Merchandise	$133,352	$137,600	$132,000	$140,000
Misc.	$5,336	$14,000	$9,800	$14,800
Total	$1,146,887	$1,280,000	$1,053,000	$1,285,000

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.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**2.47**	**2.47**	**2.47**	**2.47**	**0.00**
Charges for Services	$320,107	$405,000	$305,000	$400,900	($4,100)
Other Revenue	$0	$0	$15,000	$34,000	$34,000
Appr. Fund Balance (a)	$5,417	$8,256	$8,256	$4,540	($3,716)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (b)	**$325,524**	**$413,256**	**$328,256**	**$439,440**	**$26,184**
Personnel Costs	$108,440	$110,763	$109,362	$113,035	$2,272
Operating Expenses (excl. depr. Expen.) (b)	$91,162	$74,597	$74,936	$87,176	$12,579
Depreciation Expense (b)	$21,575	$20,769	$20,394	$20,386	($383)
Interdept. Charges	$280,826	$287,831	$288,073	$284,832	($2,999)
Fixed Assets (Memo) (c)	$0	$5,000	$5,000	$0	($5,000)
Total Expenditures (b)(c)	**$502,003**	**$493,960**	**$492,765**	**$505,429**	**$11,469**

Operating Inc./(Loss) (c)	**($176,479)**	**($80,704)**	**($164,509)**	**($65,989)**	**$14,715**
Cash Flow From Operations (b)	**($154,904)**	**($59,935)**	**($144,115)**	**($45,603)**	**$2,272**

(a) 2008 Budget and Estimate include Golf Course Fund Balance to partially offset the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. 2009 Budget includes Fund Balance budgeted to help implement County-wide cashiering.

(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases 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 asset request.

Moor Downs Golf Course (cont.)

Program Highlights

Charges for Services revenue decrease by $4,100 or 1% to $400,900, based on an estimated 24,700 9-hole rounds projected. Greens fees and other fees will be adjusted as necessary to maintain market position, however, fee increases of less than 0.5% are anticipated. Other Revenue includes $34,000 of interest income.

Total expenditures increase $11,469 or 2.3% to $505,429. Personnel costs increase by $2,272 to $113,035, which is mostly due to the cost to continue existing staff. Operating expenses (excluding depreciation expense, which decreases by $383 to $20,386) increase by $12,579. Operating expenses increases include a $7,350 increase in fertilizer/chemical expenses and a $1,400 increase in pass through expenses related to the cost of providing golf lessons. Operating expenses also include $4,540 in one-time computer hardware replacement to help implement the County-wide cashiering capital project. This one-time cost associated with cashiering is funded through $4,540 of appropriated Golf Course Fund Balance.

Interdepartmental charges decrease by $2,999, reflecting a $10,716 decrease in End User Technology charges, mostly due to the phasing-in of the full cost of computer ownership charging method, to better reflect technology resources being used by departments, as recommended by Internal Audit. Decreases also include Facility maintenance charges, which decrease by $3,050. These decreases are partially offset by increases in Parks Ground maintenance charges of $7,000 and vehicle replacement and maintenance charges by a total of $2,005. Parks administrative management service charges increase by $1,290 to $37,914 and countywide indirect costs decrease by $310 to $15,990.

Activity

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
9 Hole Rounds	20,187	24,700	19,040	24,700	0
Golf Car Rental	6,359	5,200	5,100	5,200	0
ID Cards paying	998	1,050	999	1,050	0
9 Hole Play	20,165	24,620	19,000	24,620	0
18 Hole Play	11	40	20	40	0

Public Mid-Range Frost Belt Courses		
	National Golf Foundation Median	2007 Data
Gross Revenue	$1.1 Million	0.35 Million
Gross Revenue/Round	$35	$17
Rounds Played	31,000	20,176
# of Full Time Employees	6.2	1.0

Moor Downs Golf Course Revenue				
	2007 Actual	2008 Budget	2008 Estimate	2009 Budget
Green Fees	$232,709	$297,000	$225,700	$297,000
Carts	$35,733	$38,000	$33,300	$40,000
ID Cards	$16,691	$28,000	$17,000	$20,900
Food	$20,991	$24,000	$16,000	$24,000
Merchandise	$7,335	$9,000	$7,000	$9,000
Misc.	$6,648	$9,000	$6,000	$10,000
Total	$320,107	$405,000	$305,000	$400,900

Fund Purpose

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

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget (c)	Change From 2008 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	NA
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Services	$952,747	$933,000	$955,000	$993,000	$60,000	6.4%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$11,536	$11,000	$11,000	$11,000	$0	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	NA
County Tax Levy	$0	$0	$0	$0	$0	NA
Total Revenue Sources (a)	**$964,283**	**$944,000**	**$966,000**	**$1,004,000**	**$60,000**	**6.4%**
Expenditures						
Personnel Costs	$460,641	$484,037	$481,442	$495,777	$11,740	2.4%
Operating Expenses (a)(b)	$481,307	$496,695	$500,551	$528,898	$32,203	6.5%
Interdept. Charges	$87,162	$95,762	$92,834	$91,736	($4,026)	-4.2%
Fixed Assets(Memo) (c)	$44,382	$69,000	$45,000	$10,000	($59,000)	-85.5%
Interdept. Debt-Prin (Memo) (d)	$0	$0	$0	$0	$0	NA
Total Expenditures (a)(c)(d)	**$1,029,110**	**$1,076,494**	**$1,074,827**	**$1,116,411**	**$39,917**	**3.7%**
Operating Inc./(Loss) (b)(c)(d)	**($64,827)**	**($132,494)**	**($108,827)**	**($112,411)**	**$20,083**	**-15.2%**
Cash Flow From Operations (a)	**$74,226**	**$7,926**	**$33,067**	**$25,821**	**$17,895**	**225.8%**
Position Summary (FTE)						
Regular Positions	5.78	5.70	5.70	5.70	0.00	
Extra Help	4.02	4.02	4.02	4.02	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.80	9.72	9.72	9.72	0.00	

(a) Cash Flow from operations displays 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 donations as contributed capital.

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

(d) Debt service principal is not included in total expenditures or net operating income, in order to conform to financial accounting standards. The General Fund principal repayment for Eble Park and Naga-Waukee ice arena's loan amounts have been suspended in 2008, until (no later than 2013) or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2009

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

Objective: Provide affordable ice skating opportunities through cost-effective management.

Key Outcome Indicator 1: Percentage of booked prime time (contracted) ice rental based on upon a 34-week season schedule (September – April). Hours are based on a 24-hour per day schedule for 56 hours of available prime per week, and 112 hours of non-prime time ice available per week. Prime hours are weekdays from 3 p.m. to 9 p.m. and weekends from 8 a.m. to 9 p.m.

Performance Measure:	2006 Actual	2007 Actual	2008 Target	2008 Estimate	2009 Target
Naga-Waukee: Prime hours utilized	62%	63%	63%	63%	63%
Eble: Prime hours utilized	55%	57%	63%	60%	63%

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, and considers the time the facility is closed for maintenance).

Performance Measure:	2006 Actual	2007 Actual	2008 Target	2008 Estimate	2009 Target
Naga-Waukee: Non-prime hours utilized	19%	20%	21%	21%	22%
Eble: Non-prime hours utilized	21%	26%	21%	24%	25%

Naga-Waukee Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**4.90**	**4.86**	**4.86**	**4.86**	**0.00**
Charges for Services	$466,107	$462,000	$470,000	$491,000	$29,000
Other Revenue (a)	$11,536	$11,000	$11,000	$11,000	$0
App. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (b)	**$477,643**	**$473,000**	**$481,000**	**$502,000**	**$29,000**
Personnel Costs	$233,460	$245,239	$244,689	$251,368	$6,129
Operating Expenses (excl. depr. expen.) (b)	$206,822	$201,327	$204,252	$220,232	$18,905
Depreciation Expense (b)	$63,136	$63,201	$63,571	$64,006	$805
Interdept. Charges	$41,467	$45,102	$43,492	$43,041	($2,061)
Fixed Assets (Memo) (c)	$17,392	$0	$0	$10,000	$10,000
Interdept. Debt-Principal (Memo) (c)	$0	$0	$0	$0	$0
Total Expenditures (b)(c)	**$544,885**	**$554,869**	**$556,004**	**$578,647**	**$23,778**
Operating Inc./(Loss) (c)	**($67,242)**	**($81,869)**	**($75,004)**	**($76,647)**	**$5,222**
Cash Flow From Operations (b)	**($4,106)**	**($18,668)**	**($11,433)**	**($12,641)**	**$6,027**

(a) Other Revenue is solely investment income.
(b) Cash Flow from operations displays total operating revenues less expenditures, excluding depreciation expense.
(c) 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.

Naga-Waukee Ice Arena (cont.)

Program Highlights

Charges for Service revenues increase by $29,000, mostly due to a weighted average increase of 2.1% in contracted ice rates, which is estimated to increase revenues by $8,300 and due to growth in the Waukesha County Adult Hockey League (WCHL), program development and arena advertising, estimated to increase revenues by $20,700.

Total expenditures increase $23,778 or 4.3%. Personnel costs increases are $6,129 to reflect cost to continue for existing staff. Operating expenses (excluding depreciation expense, which increases by $805 to $64,006) increase $18,905 and include the following budgeted utility increases: electric utility charges increase $4,300 to $78,800; natural gas increases of $2,200 to $42,000; and water utility charges increase $1,000 to $15,400. WCHL and arena programming expenses increase $4,500 to accommodate continued expansion of the WCHL and the development of lesson programming. Operating expenses also include a $4,500 increase in budgeted repair and maintenance expenses based on recent historical costs and a $2,000 increase in small equipment to replace the ice edger. Concession food for resale and mileage reimburse expenses both increase $500 reflecting inflationary cost increases.

Interdepartmental charges decrease by $2,061, reflecting a decrease in County indirect cost charges by $8,450 to $16,000, partially offset by a $7,083 increase in End User Technology Fund (EUTF) charges for computer and network support. This increase in EUTF charges is part of a phasing in of full-cost allocations to departments for the new charging method, to better reflect technology resources being used by this program, as recommended by Internal Audit. Since this is an enterprise fund that does not receive Tax Levy to operate, no Tax Levy is shifted to help absorb this technology cost increases.

Fixed Asset expenses include $10,000 of improvements to the compressor control panel and temperature sensors that need to be addressed.

Activity	2007 Actual (a)	2008 Budget (a)	2008 Estimate (a)	2009 Budget (a)	Budget Change
Contract Ice Hours	1,559	1,565	1,565	1,610	45
Public Skating Attendance (a)	9,316	8,100	8,100	8,400	300
No. of Skate Rentals	4,541	4,700	4,700	4,700	0

(a) Lower budgeted and estimated Public Skating activity is based on lower actual attendance in years prior to 2007.

Naga-Waukee Ice Arena Revenue

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Public Skating - $ Receipts	$37,015	$36,200	$36,200	$37,500	$1,300
Contracted - $ Receipts	$342,556	$344,000	$345,000	$364,500	$20,500
Concession- $ Receipts	$46,207	$53,000	$49,000	$49,000	($4,000)
Merch/Bds/Misc* - $ Receipts	$40,329	$28,800	$39,800	$40,000	$11,200
Total	**$466,107**	**$462,000**	**$470,000**	**$491,000**	**$29,000**

* Misc. includes WCHL revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers.

Eble Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Staffing (FTE)	**4.90**	**4.86**	**4.86**	**4.86**	**0.00**
Charges for Services	$486,640	$471,000	$485,000	$502,000	$31,000
Other Revenue	$0	$0	$0	$0	$0
App. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$486,640**	**$471,000**	**$485,000**	**$502,000**	**$31,000**
Personnel Costs	$227,181	$238,798	$236,753	$244,409	$5,611
Operating Expenses (excl. depr. expen.) (a)	$135,432	$154,948	$154,405	$170,434	$15,486
Depreciation Expense (a)	$75,917	$77,219	$78,323	$74,226	($2,993)
Interdept. Charges	$45,695	$50,660	$49,342	$48,695	($1,965)
Fixed Assets (Memo) (b)	$26,990	$69,000	$45,000	$0	($69,000)
Interdept. Debt-Principal (Memo) (b)	$0	$0	$0	$0	$0
Total Expenditures (a)	**$484,225**	**$521,625**	**$518,823**	**$537,764**	**$16,139**
Operating Inc./(Loss) (b)	**$2,415**	**($50,625)**	**($33,823)**	**($35,764)**	**$14,861**
Cash Flow From Operations (a)	**$78,332**	**$26,594**	**$44,500**	**$38,462**	**$11,868**

(a) Cash Flow from operations displays 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 donations as contributed capital.

Program Highlights

Charges for Service revenues increase by $31,000, mostly due to a weighted average increase of 2% in contracted ice rates, which is estimated to increase revenues by $6,500 and due to growth in the Waukesha County Adult Hockey League (WCHL), program development and arena advertising, estimated to increase revenues by $24,500.

Total expenditures increase $16,139 or 3.1%. Personnel costs increases $5,611 to reflect cost to continue for existing staff. Operating expenses increase $15,486 (excluding depreciation expense, which decreases by $2,993 to $74,226) and include the following budgeted utility cost increases: electric utility charges increase $8,300 to $56,800, and natural gas increase $800 to $34,300. WCHL and arena programming expenses increase $6,000 to accommodate continued expansion of the WCHL and the development of lesson programming. Concession food for resale and mileage reimbursement expenses increase $500 and $540 respectively reflecting inflationary cost increases. These increases are partially offset by a decrease in budgeted repair and maintenance expenses by $1,900, based on recent historical cost experience.

Interdepartmental charges decrease $1,965. End User Technology increases by $7,119 for computer and network support are more than offset by $8,450 decrease in County indirect cost charges. This increase in EUTF charges is part of a phasing in of full-cost allocations to departments for the new charging method, to better reflect technology resources being used by this program, as recommended by Internal Audit. Since this is an enterprise fund that does not receive Tax Levy to operate, no Tax Levy is shifted to help absorb this technology cost increases.

Activity	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Contract Ice Hours	1,535	1,490	1,540	1,567	77
Public Skating Attendance	13,377	13,100	13,300	13,300	200
No. of Skate Rentals	7,790	7,500	7,500	7,700	200

Eble Ice Arena Revenue

	2007 Actual	2008 Budget	2008 Estimate	2009 Budget	Budget Change
Public Skating- $ Receipts	$49,808	$52,800	$52,800	$52,800	$0
Contracted - $ Receipts	$340,948	$326,000	$338,200	$350,500	$24,500
Concession- $ Receipts	$48,733	$53,800	$50,000	$52,000	($1,800)
Merch/Bds/Misc* - $ Receipts	$47,151	$38,400	$44,000	$46,700	$8,300
Total	**$486,640**	**$471,000**	**$485,000**	**$502,000**	**$31,000**

* Misc. includes WCHL revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers.

Fund Purpose/Program Description

The Materials Recycling Fund (MRF) accounts for processing and marketing of recyclables collected from municipalities within the Waukesha County program to comply with Chapter 287 of Wis. Stats., also known as the Solid Waste Reduction, Recovery, and Recycling Law. The Department provides technical and educational assistance to help ensure the proper use of drop-off and at-home recycling programs. Functions include the accumulation of data, production of reports, and long-range planning for managing solid waste in compliance with Wisconsin law and the County Solid Waste Management Plan.

Managed within the program, the MRF operations contract with a private vendor to process and market recyclables at the County-owned MRF. The program includes maintaining buildings and equipment, and collection service to drop-off sites. The administration and management of a Department of Natural Resource recycling grant is included within the program, along with preparing required applications and reports. The program promotes the proper separation of recyclables and participation in curbside recycling programs to the 25 participating communities. Tours of and presentations about the facility and operations are available upon request. The promotion of recycling and waste reduction takes place through publications and programs.

Financial Summary	2007 Actual	2008 Adopted Budget	2008 Estimate	2009 Budget	Change From 2008 Adopted Budget $	%
Revenues						
General Government (a)	$1,070,438	$1,150,000	$1,300,000	$1,300,000	$150,000	13.0%
Charges for Services	$0	$0	$121,500	$162,500	$162,500	N/A
Other Revenue	$1,317,220	$1,000,000	$1,000,000	$1,000,000	$0	0.0%
Appr. Fund Balance (a)	$831,116	$741,000	$741,000	$761,400	$20,400	2.8%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,218,774**	**$2,891,000**	**$3,162,500**	**$3,223,900**	**$332,900**	**11.5%**
Expenditures						
Operating Expenses	$1,741,775	$2,088,179	$1,555,828	$1,680,057	($408,122)	-19.5%
Interdept. Charges (b)	$220,388	$210,192	$209,855	$223,036	$12,844	6.1%
Fixed Assets Memo (c)	$301,071	$48,500	$45,000	$20,000	($28,500)	-58.8%
Total Expenditures	**$1,962,163**	**$2,298,371**	**$1,765,683**	**$1,903,093**	**($395,278)**	**-17.2%**
Operating Inc./(Loss)	$1,256,611	$592,629	$1,396,817	$1,320,807	$728,178	122.9%

Position Summary (FTE) No Positions are budgeted in this fund.

(a) Fund Balance appropriations include $741,000 in 2008 and $761,400 in 2009 are for dividend payments to participating communities. Fund Balance appropriation consists of prior year State Recycling Grant revenue received above budgeted amounts. For the 2008 Budget, a portion of the revenue rebate ($150,000), meant to help offset the increase in state tipping fees, was funded with State Recycling Grant revenues (which are funded with State tipping fees). For 2009, this portion ($151,100) will continue to be funded with State Recycling Grant revenues. The remaining rebate ($761,400) is funded with MRF Fund Balance.

(b) Positions that support the MRF, are directly billed on an hourly basis and charged to interdepartmental appropriations, (not assigned through the payroll system).

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed Asset purchases are made from cash generated by operating revenues, and are included in the Department's fixed asset request. Operating income is used to fund fixed asset capital outlay expenditures of $20,000 planned for 2009.

Program Highlights

General Government revenue, which consists of State Recycling Grant funds, is expected to increase by $150,000 to $1,300,000 in 2009. Charges for Service revenue increase by $162,500 due to a new contract with the MRF operator, in which the County receives a tip fee credit of $6.50 per ton of recyclable materials received (estimated at 25,000 tons for 2009). Other Revenue remains budgeted at $1,000,000 and consists of the County's 50% share of revenue from MRF sales of materials.

Appropriated MRF Fund Balance, which increases by $20,400 to $761,400, is used to cover most of the revenue disbursement paid to participating municipalities, which totals $912,500 for 2009. Of this amount, the Recycling dividend portion distributed to participating municipalities will be reduced from $500,000 to $400,000 to increase the recycling rebate incentive. With a 5% increase in recycling, this rebate is estimated to be $361,400. The landfill tip fee credit portion, which is funded with state Recycling Grant revenues, was instituted in 2008 to cover the increase in state landfill tipping fees for participating municipalities. The tip fee credit portion increases by $1,100 to $151,100.

For 2009, there will be an increase in media outreach for the "*Recycle MORE* Challenge," a regional public education campaign to increase the tons recycled by 5% and decrease residential waste sent to landfill in conjunction with a statewide campaign coordinated by the Wisconsin Be SMART Coalition.

Operating expenses decline by $408,122 to $1,680,057, which is mostly due to the elimination of processing fees per ton paid by the County to the private MRF operator, estimated to reduce costs by approximately $611,000, due to new a processing contract at the MRF, mentioned above. This increase is partially offset by a $59,000 increase in payments to municipalities, which mostly include the revenue disbursement to participating communities, mentioned above.

Consulting services increase by $21,000 to $140,000, and includes $65,000 for the continuation of the Phase 2 feasibility study of the MRF capacity/recycling system study to follow up on the recommendations of the study conducted in 2007, including investigation of coordinating a joint contract for collection and/or processing. Consulting services also include $40,000 for increased media outreach efforts for the *Recycle MORE* Challenge (mentioned above) and $25,000 to help municipalities design fees for their local solid waste programs.

Other operating expense increases include depreciation expenses on capitalized fixed assets by $25,000 and contracted transportation services to collect recyclables from regional drop off sites by $10,000.

Interdepartmental charge expenditures increase by $12,844 to 223,036, mostly due to an increase in County-wide indirect charges and Parks administrative charges by $8,300 and $3,431, respectively.

Fixed Asset purchases include $20,000 for baler and walking floor maintenance. Major modifications have been completed on this facility over the past several years.

Major Departmental Strategic Outcomes and Objectives for 2009

County-Wide Key Strategic Outcome: An environmentally responsible county

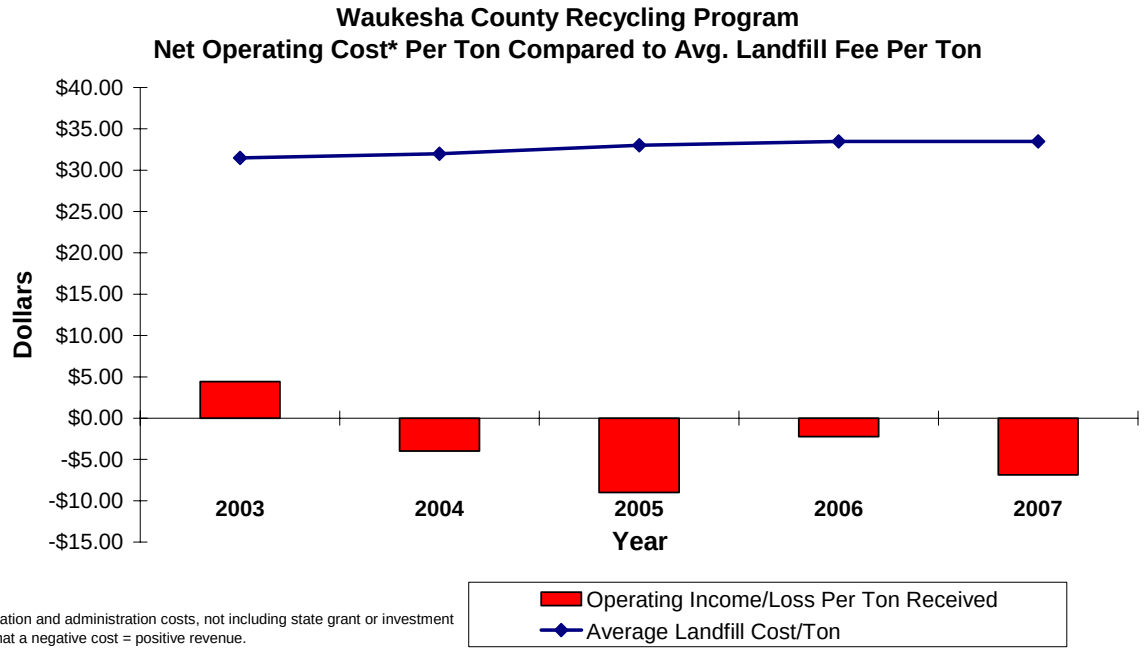
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Revenue as a percentage of total expenses	164%	128%	179%	169%
Net operating cost per ton (a)	($6.86)	$15.29	($9.98)	($9.38)

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

The following chart shows the net operating cost per ton compared to the average landfill revenue tip fee for the past five years. There has been a trend toward a positive net operating cost since 2003, due to very strong markets in recent years. The prevailing landfill disposal charge for solid waste is estimated at $33.50 per ton. The five year net average operating gain of $3.48 per ton when added to landfill costs is $36.98 per ton advantage to recycling.



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

Objective 2: Increase recyclable material volume and quality, and decrease the amount of waste going to landfills.

Key Outcome Indicator: Annual percent of non-recyclables shipped from the MRF to the landfill is less than 5% of the total weight received. Under the current operations contract, residue from processing must not exceed 5% of total tons shipped.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Percentage of residue rejected	3%	4%	4%	4%

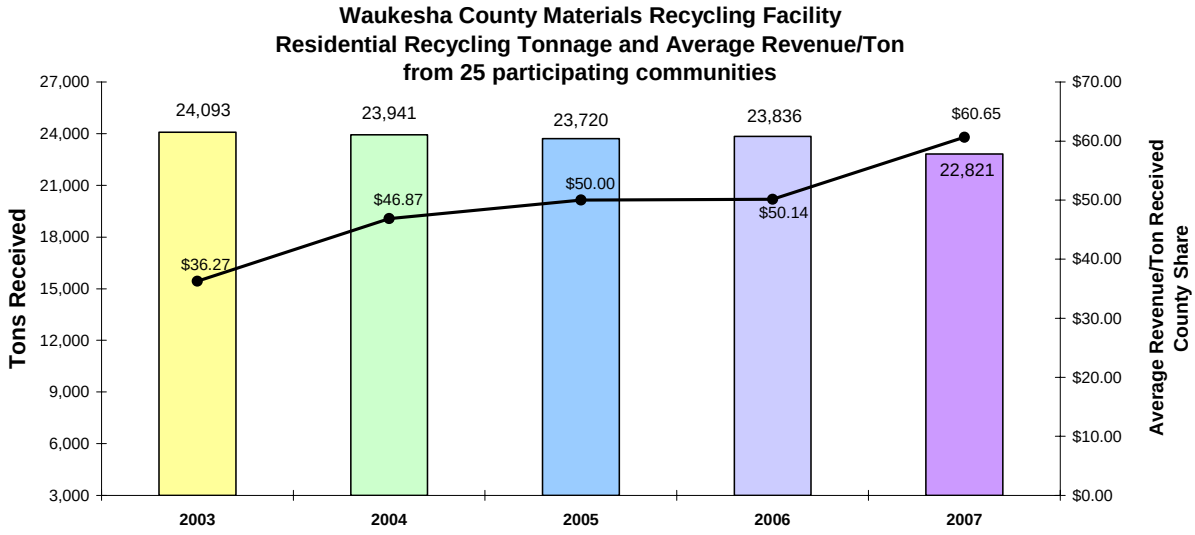
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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

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

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Tons of recyclables received	22,821	25,000	24,000	25,000

There was a slight gradual decline in annual tonnage recycled at the MRF from 2003 to 2007. However, because of the rebate incentive and *Recycle MORE* programs, there is a projected increase for 2008 and 2009. In regards to material market revenues, they have shown an upward trend since 2003, with exceptionally strong market years in 2004 through 2007.



Objective 4: Increase participation in recycling, waste reduction, and composting to 95% of households and 35% waste diversion from landfills.

Key Outcome Indicators: Maintain over 95% of household recycling participation rates and over 35% of residential material diverted from landfills from recycling, composting, and waste reduction, calculated annually.

Performance Measure:	2007 Actual	2008 Target	2008 Estimate	2009 Target
Recycling participation as measured by survey	98%	98%	98%	98%
Percentage of waste stream recycled	37%	40%	40%	40%