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## PARKS, ENVIRONMENT, EDUCATION AND LAND USE

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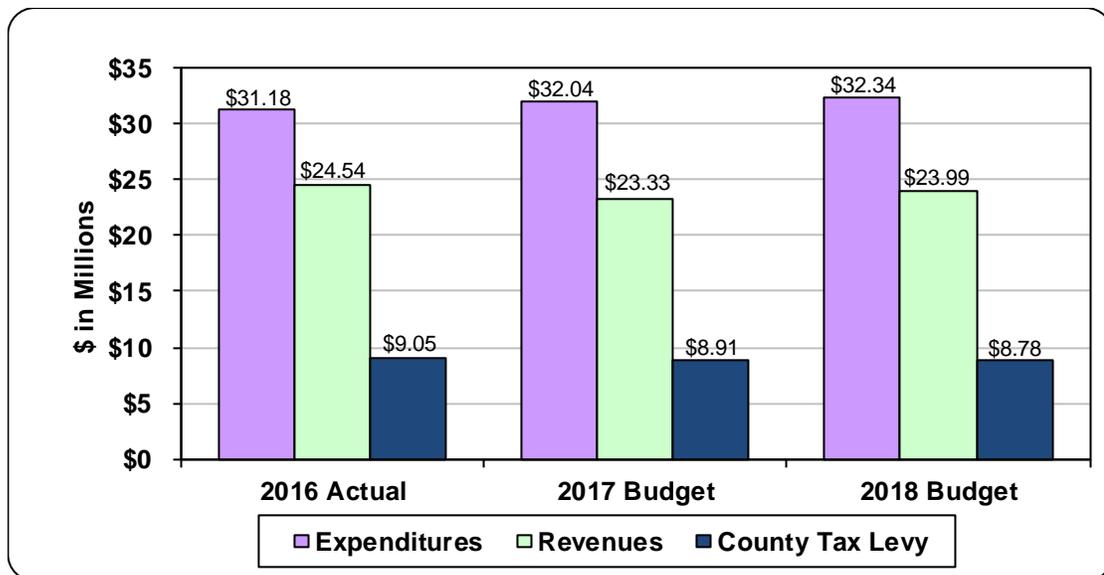
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# PARKS, ENVIRONMENT, EDUCATION AND LAND USE

## Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension Office** offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Bridges Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries, as well as 8 Jefferson County libraries, which began in 2016. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects and enhances the County's natural resources including land and water conservation programs (and manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste and household hazardous materials programs) and environmental health of its citizens through education, public cooperation, regulation and inspections; and administers the County land use planning and zoning functions. The Community Development Fund includes Community Development Block Grant (CDBG) and HOME programs which promotes the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate-income households.

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



The 2018 expenditure budget for this functional area totals approximately \$32,334,800, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly \$295,400 or 0.9% from the 2017 adopted budget. Revenues in the 2018 budget total about \$23,983,600, after including \$1,994,200 of various fund balance appropriations, which is an increase of \$653,500 or 2.8% from the 2017 base budget of \$23,330,200. The tax levy necessary to fund this functional area totals \$8,780,600, a decrease of \$126,600 or 1.4% from the 2017 budget. This functional area uses about 8% of the total county tax levy.

**\*\* PARKS, ENVIRONMENT, EDUCATION AND LAND USE \*\***  
Functional Area Summary by Agency

	2016	2017	2017	2018	Change from 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*</b>						
Revenues (a)	\$24,536,259	\$23,330,158	\$23,728,756	\$23,983,616	\$653,458	2.8%
County Tax Levy	\$9,053,591	\$8,907,224	\$8,907,224	\$8,780,596	(\$126,628)	-1.4%
Expenditure	\$31,178,093	\$32,039,331	\$31,302,895	\$32,334,765	\$295,434	0.9%
Rev. Over (Under) Exp. (d)	\$2,131,708	\$21,100	\$934,865	\$13,000	(\$8,100)	-38.4%
Oper Income/(Loss) (b)	\$280,049	\$176,951	\$398,220	\$416,447	\$239,496	135.3%

**BREAKDOWN BY AGENCY**

**REGISTER OF DEEDS**

Revenues	\$3,538,438	\$3,311,033	\$3,770,063	\$3,426,500	\$115,467	3.5%
County Tax Levy (c)	(\$1,989,301)	(\$1,989,301)	(\$1,989,301)	(\$2,065,301)	(\$76,000)	N/A
Expenditure	\$1,294,307	\$1,321,732	\$1,300,088	\$1,361,199	\$39,467	3.0%
Rev. Over (Under) Exp.(c)	\$254,830	\$0	\$480,674	\$0	\$0	N/A

**UW EXTENSION**

Revenues (a)	\$295,656	\$165,710	\$151,123	\$114,314	(\$51,396)	-31.0%
County Tax Levy	\$349,763	\$344,763	\$344,763	\$346,763	\$2,000	0.6%
Expenditure	\$582,973	\$510,473	\$495,312	\$461,077	(\$49,396)	-9.7%
Rev. Over (Under) Exp.	\$62,446	\$0	\$574	\$0	\$0	N/A

**LIBRARY**

Revenues (a)	\$2,078,909	\$2,121,460	\$2,137,754	\$2,227,052	\$105,592	5.0%
County Tax Levy	\$3,464,119	\$3,517,752	\$3,517,752	\$3,500,124	(\$17,628)	-0.5%
Expenditure	\$5,335,135	\$5,618,112	\$5,541,960	\$5,714,176	\$96,064	1.7%
Rev. Over (Under) Exp. (d)	\$207,893	\$21,100	\$113,546	\$13,000	(\$8,100)	-38.4%

**PARKS AND LAND USE**

Revenues (a)	\$18,623,256	\$17,731,955	\$17,669,816	\$18,215,750	\$483,795	2.7%
County Tax Levy	\$7,229,010	\$7,034,010	\$7,034,010	\$6,999,010	(\$35,000)	-0.5%
Expenditure	\$23,965,678	\$24,589,014	\$23,965,535	\$24,798,313	\$209,299	0.9%
Rev. Over (Under) Exp.	\$1,606,539	\$0	\$340,071	\$0	\$0	N/A
Oper Income/(Loss) (b)	\$280,049	\$176,951	\$398,220	\$416,447	\$239,496	135.3%

- (a) The 2018 budget includes various fund balance appropriations totaling \$1,994,200, which include: \$50,000 in Register of Deeds from the General Fund; \$2,500 in UW Extension; \$143,000 in the State Aids, Federal, & Misc. Fund; \$123,000 from the Parks and Land Use General Fund; \$45,700 from the Land Information Systems Fund; \$400,000 from the Walter J. Tarmann Fund; and \$1,230,000 from the Materials Recycling Fund. The 2017 budget includes various fund balance appropriations totaling \$2,081,700, which include: \$250,000 in Register of Deeds from the General Fund; \$2,500 from UW Extension; \$129,200 in the State Aids, Federal & Misc. Fund; \$70,000 from the Park & Land Use General Fund; \$400,000 from the Walter J. Tarmann Fund; and \$1,230,000 from the Materials Recycling Fund.
- (b) Operating income amounts generated from Enterprise Fund operations are retained earnings within Enterprise Fund Balance and do not result in a reduction of Tax Levy funding for other operations.
- (c) Revenues in excess of expenditures is used to reduce tax levy funding for other general government operations.
- (d) Revenues in excess of expenditures consist mainly of member library payments for CAFÉ system and software/equipment replacement fund.

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# PARKS, ENVIRONMENT, EDUCATION AND LAND USE

## Functional Area Budget Highlights

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- **Register of Deeds (ROD)** budget includes a tax levy credit from revenues which exceed expenditures. This levy credit increases \$76,000 to \$2,065,300 and is used to offset tax levy funding required for other county general fund operations. Revenues increase \$115,500 mainly due to increases in real estate transfer fees of \$345,500 reflecting recent trends in residential and commercial real estate activity. This is largely offset by the removal of \$200,000 of general fund balance budgeted to offset redaction fee revenue that was discontinued in the 2015 budget.
- **Register of Deeds (ROD) Vital Records** program budget includes the transfer of 0.50 FTE administrative specialist from the Cashiering program area, in response to additional volume created due to changes in statewide vital records issuance. Beginning in January 2017, customers may visit any certified Register of Deeds office in the state to obtain copies of their vital records, regardless of record origin. Based on 2017 estimates, this revenue is increased \$40,000 in the 2018 budget.
- **Parks and Land Use General Fund** Non-levy revenues in the Parks department increase \$123,600 or 2.7%. This is related to increases of \$129,000 for a total of \$1.20 million in various Parks fee revenues, including annual stickers and reservation fees. The budget also includes increases of \$33,000 in restaurant and retail food licenses to better reflect prior year experience. The Friends of Retzer Nature Center also contributed \$25,000 for the purchase of an electronic media environmental education station to create an interactive platform for visitors to learn about Retzer, existing ecosystems, and other relevant videos. In addition, the budget includes an increase of \$11,600 in land lease revenues and a \$10,000 increase in septic system permits in areas that have private sewer systems. Non-levy revenue changes also include the shifting out of \$100,000 in landfill siting fee revenues to the parks capital projects budget. To further enhance revenue collections, the budget includes \$25,000 for the purchase of receipt printers and credit card readers to be used at Waukesha County park locations in an effort to modernize revenue collection and ease of payment for park patrons.
- **The Parks and Land Use General Fund 3 Year Maintenance and Projects Plan** is fully funded in the 2018 budget. The plan increased \$23,500 to \$352,000 mostly due to grant funding partially covering a \$25,000 boat ramp improvement project and a \$10,000 accessible archery facility at Mukwonago Park. The 2018 budget also includes funding of \$34,100 for various facilities maintenance projects at the Expo Center, \$30,000 for repairs at the Naga Waukee boat launch pier, \$23,000 to cover demolition costs of the Mukwonago Park beach house, \$20,000 for boardwalk upgrades at Retzer Nature Center, \$15,500 for pavement/parking lot projects at various facilities, and several smaller projects.
- **Parks and Land Use – Community Development Fund** utilizes federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds in a collaborative, coordinated manner to meet identified community needs. Program expenditures and revenues from the Department of Housing and Urban Development (HUD) are budgeted to decrease from 2017 budgeted levels for the Community Development Block Grant (CDBG) program by about \$131,800 to \$1,186,100 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to decrease by \$112,100. Revenue decreases are partially offset by a budgeted increase in HOME program income by \$43,000 to \$200,000 based on a projected increase of development loan repayments.
- **Parks and Land Use Land Information Systems (LIS) Fund** revenues (excluding fund balance) increase \$25,700, largely due to a \$40,000 increase in a State of Wisconsin Strategic Initiative grant program started in 2017, to assist the state in developing targeted data sets and generating an open data portal for land records information. This is partially offset by a decrease in document recording fee revenues of \$12,800 or 1,600 documents, due to less refinancing.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2017 budgeted level of \$400,000. Additional Tarmann fund balance is anticipated to be used in Parks capital projects in 2018.
- **Parks and Land Use - Golf Course Fund** estimates a cash flow of about \$165,100 (revenues – expenditures: excluding depreciation expense). Revenues are maintained at 2017 budgeted levels of \$3,250,100. Budgeted projects of \$35,000, include: \$20,000 for replacement of irrigation controls at Naga-Waukee Golf Course; and \$15,000 for replacement of a pedestrian bridge at Moor Downs Golf Course.

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# PARKS, ENVIRONMENT, EDUCATION AND LAND USE

## Functional Area Budget Highlights

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- **Parks and Land Use - Ice Arena Fund** revenues decrease \$11,400 due to a decrease in contracted ice sales primarily at Eble Ice Arena. Cash flow remains positive including expenditures increases of \$24,100. Fixed asset projects in 2018 include: \$21,000 to fund several door replacements and \$11,000 for a new scoreboard at Eble Ice Arena, and \$22,500 for locker room door replacements at Naga-Waukeke Ice Arena.
- The **Parks and Land Use – Material Recovery Facility (MRF) Fund** revenues are budgeted to increase \$448,100 to \$5.0 million mainly due to a \$411,000 increase in material sales revenues resulting from an increase in the estimated revenue per ton based on improving market conditions and an increase in anticipated processed tonnage by 2,500 to 31,500. Expenditures are budgeted to increase \$157,100 to \$4.4 million, largely due to an increase of \$87,000 in charges paid to the county’s contracted processor of recyclable materials. Dividend payments and other disbursements to participating municipal partners are budgeted to remain at \$1.750 million. Other community recycling grants are budgeted to increase slightly by \$10,000 to \$95,000, due to a new pilot program with the Waukesha School District and Carroll University for the development of a kindergarten through fifth grade environmental education curriculum.
- The **Bridges Federated Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) decreases by about \$17,600 or 0.5% to \$3,500,100 in 2018. The decrease in library tax levy, the first since the 2006 budget, is primarily due to a decrease of nearly \$19,700 related to the calculation established in County Code 11-4, which compensates Waukesha County member libraries based on usage by non-library communities. The special library tax levy is distinct from, and has no impact on the County General Tax Levy.
- **Bridges Federated Library System State Aids Fund** planned use of fund balance increases by \$13,800 to \$143,000 to fund four projects in 2018. These funded projects include \$54,000 for library technology projects to replacement routers and survey equipment to measure library services and programming, \$50,000 in grants for libraries to digitize historical documents or newspapers, \$30,000 in continued funding for the *Overdrive* Advantage “Booster” program for the purchase of library e-content, and \$9,000 to fund a contracted vendor to perform accessibility scans of participating member libraries to gauge compliance with the Americans with Disabilities Act or ADA.
- **Bridges Federated Library System State Aids Fund** general government revenues increase \$60,300 to \$1,257,300 in state aid funding. This is largely due to a \$40,500 increase in the allocated state aid amount included in the 2017-2019 Wisconsin State Budget. This funding will largely be utilized to initiate a pilot program to develop a collaborative partnership between Waukesha and Jefferson County workforce development programs and member libraries in the Bridges Library System.
- **University of Wisconsin – Extension** budgeted revenues (excluding tax levy) decrease by about \$51,400. This is largely as a result of a \$30,000 decrease in donation revenue for the Tower Hill neighborhood leadership development program from the Greater Milwaukee Foundation as that program is scheduled to end in December 2017. In addition, as a result of the state’s planned restructuring of county UW-Extension offices, community resource development program fee revenues of \$10,000 are shifted to the state. These revenue reductions are largely offset by a decrease in position costs associated with the Waukesha County Director of UW-Extension (40% overall), previously funded by the county, that are now funded by the state beginning in 2018 related to the state’s restructuring.

**BUDGETED POSITIONS 2016-2018  
SUMMARY BY AGENCY AND FUND**

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

Agency	Fund	2016 Year End	2017 Adopted Budget	2017 Modified Budget	2018 Budget	17-18 Change
REGISTER OF DEEDS	General	17.60	16.60	16.60	16.60	0.00
UW-EXTENSION*	General	3.00	2.70	2.70	2.70	0.00
BRIDGES FED. LIBRARY	State Aids Fund	5.75	5.75	5.75	5.75	0.00
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	<b>Subtotal Bridges Fed. Library</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>0.00</b>
PARKS & LAND USE	General	78.14	78.14	78.14	78.14	0.00
	Community Development	2.85	2.85	2.85	2.85	0.00
	Golf Courses	7.05	7.05	7.05	7.05	0.00
	Ice Arenas	4.91	4.91	4.91	4.91	0.00
	Materials Recycling Fund	4.15	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	<b>Subtotal Parks &amp; Land Use</b>	<b>101.10</b>	<b>101.10</b>	<b>101.10</b>	<b>101.10</b>	<b>0.00</b>
TOTAL REGULAR POSITIONS		128.20	126.90	126.90	126.90	0.00
TOTAL EXTRA HELP		71.86	72.89	72.89	71.59	(1.29)
TOTAL OVERTIME		2.27	2.31	2.31	2.30	(0.01)
TOTAL BUDGETED POSITIONS		<b>202.33</b>	<b>202.10</b>	<b>202.10</b>	<b>200.79</b>	<b>(1.30)</b>

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

**2018 BUDGET ACTIONS:**

**Register of Deeds**

Reclassify: 0.60 FTE Fiscal Assistant to Administrative Assistant (Administrative Services)  
 Reclassify: 0.50 FTE Administrative Assistant to Administrative Specialist (Real Estate)  
 Reclassify: 0.40 FTE Fiscal Assistant to Administrative Assistant (Cashiering)  
 Reclassify: 1.00 FTE Administrative Specialist to Administrative Assistant (Vital Statistics)  
 Reclassify: 1.00 FTE Administrative Assistant to Administrative Specialist (Vital Statistics)  
 Decrease: 0.06 FTE Overtime

**UW-Extension**

None

**Bridges Fed. Library**

None

**Parks - General**

Decrease: 0.46 FTE Temporary Extra Help  
 Increase: 0.07 FTE Overtime

**Parks - CDBG**

Reclassify: 1.00 FTE Community Development Coordinator to Community Development Manager  
 Increase: 0.01 FTE Overtime

**Parks - Golf**

Increase: 0.53 FTE Extra Help  
 Decrease: 0.02 FTE Overtime

**Parks - Ice**

None

**Parks - Material Recycling Fund**

Decrease: 0.25 FTE Temporary Extra Help

**2017 CURRENT YEAR ACTIONS**

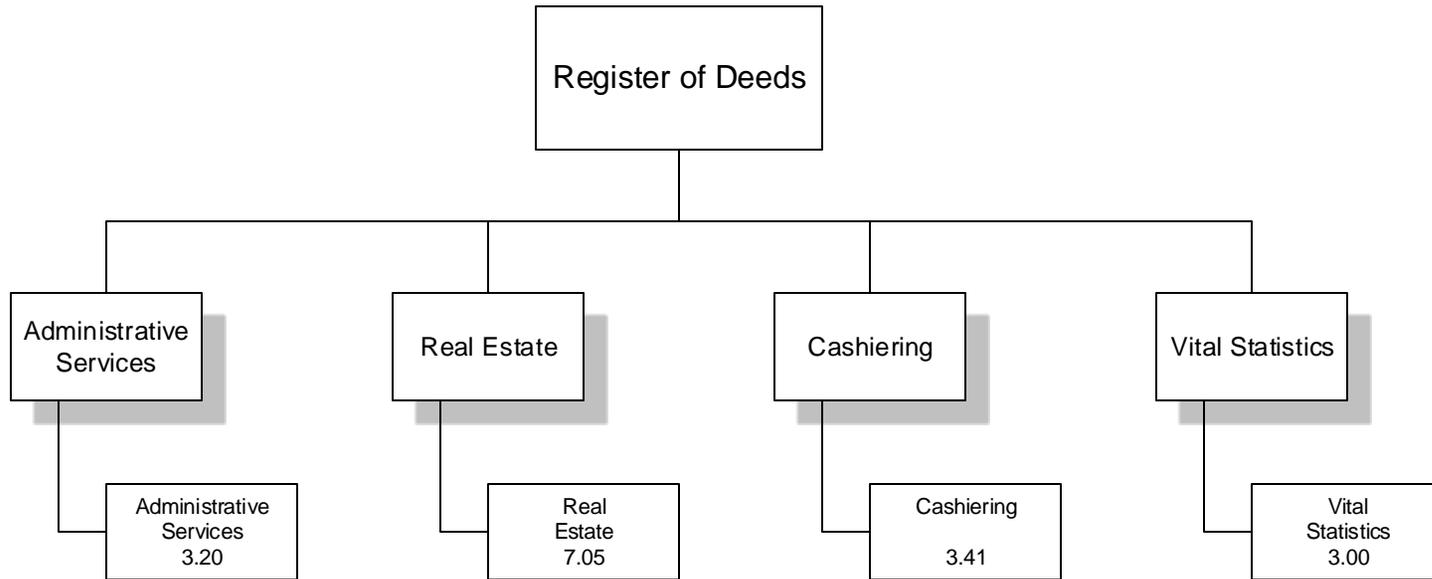
None

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# Register of Deeds

# REGISTER OF DEEDS OFFICE

## FUNCTION / PROGRAM CHART



16.66 TOTAL FTE'S

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

**Statement of Purpose**

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County a depository for safekeeping and public inspection of recorded legal documents pertaining to Real Estate and Vital Records.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,263,275	\$3,061,033	\$3,520,063	\$3,376,500	\$315,467	10.3%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$163	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$275,000	\$250,000	\$250,000	\$50,000	(\$200,000)	-80.0%
<b>County Tax Levy (Credit) (a)</b>	<b>(\$1,989,301)</b>	<b>(\$1,989,301)</b>	<b>(\$1,989,301)</b>	<b>(\$2,065,301)</b>	<b>(\$76,000)</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$1,549,137</b>	<b>\$1,321,732</b>	<b>\$1,780,762</b>	<b>\$1,361,199</b>	<b>\$39,467</b>	<b>3.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,021,921	\$1,029,662	\$1,016,880	\$1,070,636	\$40,974	4.0%
Operating Expenses	\$66,155	\$75,517	\$67,270	\$77,418	\$1,901	2.5%
Interdept. Charges	\$206,231	\$216,553	\$215,938	\$213,145	(\$3,408)	-1.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,294,307</b>	<b>\$1,321,732</b>	<b>\$1,300,088</b>	<b>\$1,361,199</b>	<b>\$39,467</b>	<b>3.0%</b>
Rev. Over (Under) Exp.	\$254,830	\$0	\$480,674	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	17.60	16.60	16.60	16.60	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.10	0.12	0.12	0.06	(0.06)
<b>Total FTEs</b>	<b>17.70</b>	<b>16.72</b>	<b>16.72</b>	<b>16.66</b>	<b>(0.06)</b>

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

(b) Fund Balance is appropriated for:

	2016 Actual	2017 Budget	2017 Est.	2018 Budget
Offset one-time redaction revenue used in 2014.	\$250,000	\$250,000	\$250,000	\$50,000
Electronic Record Redaction Capital Proj. #201117 staff assistance	\$25,000	\$0	\$0	\$0

**Current and Planned Capital Projects**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '17	Estimated Operating Impact	A=Annual T=One-Time
201117	ROD Electronic Record Redaction (a)	2018	\$1,350,000	97%	\$0	A

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

(a) Beginning in 2011 and expected 100% completion in 2018. This project is self-funded by a fee of \$5 per document recorded. No operating budget impact is anticipated in 2018. As of January 2015, revenue from the redaction fee is now passed on to the state. Principal backfile scanning and redaction is expected to be completed in October of 2017. The ROD office will continue to use auto redaction software to examine and redact Social Security Numbers in newly recorded documents.

Major Departmental Strategic Plan Objectives

**Finance Pillar: Protect taxpayer investments**

Objective 1: Property Transaction Processing

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

The Real Estate Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department’s benchmark for making documents available to the public is 6 business days, and the benchmark for distributing documents is 30 calendar days.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
# of days when a document is marked permanent after the benchmark of 6 business days	0	5	0	0

**Customer Service Pillar: High customer satisfaction**

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

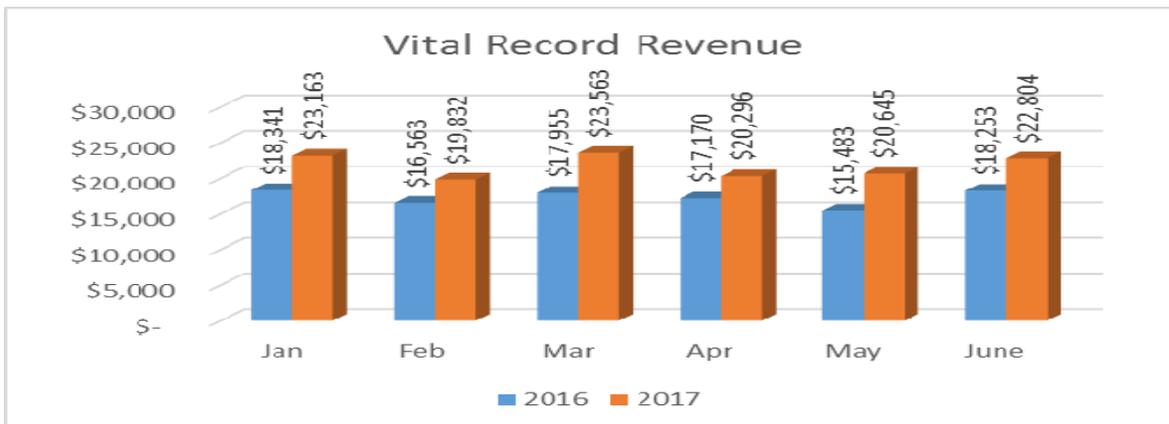
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests. This shift appears to have leveled off over the past year.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Total transactions via Internet	2,649	2,750	2,940	3,000
Walk-in help requests	3,991	3,200	3,372	3,200
Phone-in help requests	4,242	3,500	3,566	3,500

Objective 3: Vital Records Requests

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

As of January 2017, Wisconsin residents can purchase copies of many vital records from any Register of Deeds office in the state. Because individual customers and regular funeral home clients can now go to any county’s ROD office for their vital records, the Waukesha County ROD will monitor annual vital records earnings as a measure of our customer service to customers who now have other options.



Administrative Services

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,850,280	\$1,502,033	\$1,917,063	\$1,797,500	\$295,467
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$163	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (a)</b>	<b>(\$1,146,490)</b>	<b>(\$1,155,251)</b>	<b>(\$1,155,251)</b>	<b>(\$1,436,765)</b>	<b>(\$281,514)</b>
<b>Total Revenues</b>	<b>\$703,953</b>	<b>\$346,782</b>	<b>\$761,812</b>	<b>\$360,735</b>	<b>\$13,953</b>
Personnel Costs	\$295,935	\$309,536	\$310,922	\$319,537	\$10,001
Operating Expenses	\$13,601	\$18,410	\$20,306	\$22,994	\$4,584
Interdept. Charges	\$18,405	\$18,836	\$18,721	\$18,204	(\$632)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$327,941</b>	<b>\$346,782</b>	<b>\$349,949</b>	<b>\$360,735</b>	<b>\$13,953</b>
Rev. Over (Under) Exp.	\$376,012	\$0	\$411,863	\$0	\$0

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

**Program Highlights**

Charges for services increase \$295,500 to \$1,797,500. This is composed of an increase in real estate transfer fees of \$345,500, reflecting a trend in increasing residential and commercial real estate activity. This is partially offset by a decrease of \$50,000 in service fees, reflecting the removal of stipulation revenue as this program was eliminated in the '17-'19 Wisconsin State Budget.

Personnel costs increase by \$10,000 reflecting costs to continue for 3.20 FTE and the reclassification of 0.60 FTE fiscal assistant to an administrative assistant. Operating expenses are budgeted to increase by \$4,600 due to increases in office equipment and bookbinding and repair accounts. This reflects the estimated costs of replacing archival plat/map envelopes, which have recently begun to break down over time. Interdepartmental charges are budgeted to decrease by \$600 mainly due to decreases in computer maintenance and replacement charges. These savings are primarily due to the department replacing some public computers with Chromebook devices, which have less replacement costs.

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>8.09</b>	<b>7.11</b>	<b>7.11</b>	<b>7.05</b>	<b>(0.06)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,201,831	\$1,349,000	\$1,347,000	\$1,329,000	(\$20,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$275,000	\$250,000	\$250,000	\$50,000	(\$200,000)
<b>County Tax Levy (Credit)(a)</b>	<b>(\$1,083,932)</b>	<b>(\$1,066,387)</b>	<b>(\$1,066,387)</b>	<b>(\$834,777)</b>	<b>\$231,610</b>
<b>Total Revenues</b>	<b>\$392,899</b>	<b>\$532,613</b>	<b>\$530,613</b>	<b>\$544,223</b>	<b>\$11,610</b>
Personnel Costs	\$348,579	\$339,951	\$308,030	\$353,954	\$14,003
Operating Expenses	\$45,787	\$48,397	\$39,004	\$46,914	(\$1,483)
Interdept. Charges	\$136,918	\$144,265	\$144,265	\$143,355	(\$910)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$531,284</b>	<b>\$532,613</b>	<b>\$491,299</b>	<b>\$544,223</b>	<b>\$11,610</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$138,385)</b>	<b>\$0</b>	<b>\$39,314</b>	<b>\$0</b>	<b>\$0</b>

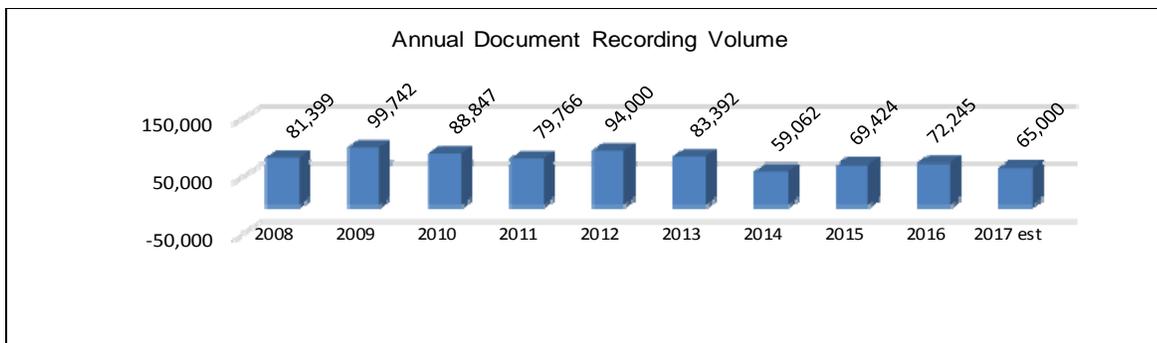
- (a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.
- (b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue. It will continue to be phased out in future budgets.

**Program Highlights**

Charges for services decrease by \$20,000 reflecting an adjustment to recording revenue based on past experience. Revenue is further reduced \$200,000 due to removal of fund balance meant to offset the loss of redaction fee revenue discontinued in 2015. This budgeted decrease is partially offset by an increase in copy and duplicating fees of \$4,000 reflecting an increase in subscription users for the Public Access system.

State and County Recording Fees	2017	2018
State of Wisconsin	\$7	\$7
County Land Info. Syst. Office	\$8	\$8
<b>ROD Retains</b>	<b>\$15</b>	<b>\$15</b>
Redaction Fee	\$0	\$0
<b>Total Fees</b>	<b>\$30</b>	<b>\$30</b>

Personnel costs are budgeted to increase by \$14,000, reflecting costs to continue for 7.05 FTEs, and the reclassification of 0.50 FTE administrative assistant to administrative specialist, partially offset by a reduction in budgeted overtime of \$3,200. Operating expenses are budgeted to decrease by \$1,500, due to an \$8,200 reduction in land records system software support costs, as a result of the removal of the external cashing interface. This decrease is partially offset by one-time server migration costs of \$7,000. Interdepartmental charges are budgeted to decrease by about \$900, due primarily to reductions in computer maintenance and replacement charges, partially offset by an increase in record storage and retrieval charges.



Note: While most documents carry a \$30 recording fee, there is some variation; Condo and subdivision plats, for example are \$50, so recording revenue cannot easily be calculated from the number of documents recorded.

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>3.91</b>	<b>3.91</b>	<b>3.91</b>	<b>3.41</b>	<b>(0.50)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$270,191</b>	<b>\$270,959</b>	<b>\$270,959</b>	<b>\$256,344</b>	<b>(\$14,615)</b>
<b>Total Revenues</b>	<b>\$270,191</b>	<b>\$270,959</b>	<b>\$270,959</b>	<b>\$256,344</b>	<b>(\$14,615)</b>
Personnel Costs	\$259,664	\$230,567	\$242,135	\$217,092	(\$13,475)
Operating Expenses	\$154	\$2,310	\$2,460	\$2,260	(\$50)
Interdept. Charges	\$37,126	\$38,082	\$38,082	\$36,992	(\$1,090)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$296,944</b>	<b>\$270,959</b>	<b>\$282,677</b>	<b>\$256,344</b>	<b>(\$14,615)</b>
Rev. Over (Under) Exp.	(\$26,753)	\$0	(\$11,718)	\$0	\$0

**Program Highlights**

Personnel costs are budgeted to decrease by \$13,500 due to a shift of a 0.50 FTE administrative specialist to the Vital Records program, offset by the cost to continue of the remaining 3.41 FTE and the reclassification of 0.40 FTE fiscal assistant to an administrative assistant. Operating expenses remain almost flat. Interdepartmental charges decrease by \$1,100 primarily due to a decrease in computer maintenance and replacement charges.

Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	153	175	184	180	5

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>3.00</b>	<b>0.50</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$211,164	\$210,000	\$256,000	\$250,000	\$40,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)(a)</b>	<b>(\$29,070)</b>	<b>(\$38,622)</b>	<b>(\$38,622)</b>	<b>(\$50,103)</b>	<b>(\$11,481)</b>
<b>Total Revenues</b>	<b>\$182,094</b>	<b>\$171,378</b>	<b>\$217,378</b>	<b>\$199,897</b>	<b>\$28,519</b>
Personnel Costs	\$117,743	\$149,608	\$155,793	\$180,053	\$30,445
Operating Expenses	\$6,613	\$6,400	\$5,500	\$5,250	(\$1,150)
Interdept. Charges	\$13,782	\$15,370	\$14,870	\$14,594	(\$776)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$138,138</b>	<b>\$171,378</b>	<b>\$176,163</b>	<b>\$199,897</b>	<b>\$28,519</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$43,956</b>	<b>\$0</b>	<b>\$41,215</b>	<b>\$0</b>	<b>\$0</b>

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

**Program Highlights**

Charges for service revenues increase by \$40,000, reflecting a conservative estimate of the increase in revenue associated with statewide vital record issuance, which began statewide in January 2017. As a result of this change, customers may visit any certified Register of Deeds office in the state to obtain copies of their vital records, regardless of record origin.

Personnel increase by \$30,400, primarily due to a transfer of 0.50 FTE administrative specialist from the Cashiering program to Vital Records. Operating expenses decrease by \$1,150, due primarily to a decrease in office supplies, to better reflect prior year experience. Interdepartmental charges decrease by \$800 due primarily to a reduction in postage charges, based on historical experience.

<b>Activity</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Number of Certified Copies Issued					
Birth	8,637	8,500	11,224	12,000	3,500
Death (a)	40,258	39,000	52,524	53,000	14,000
Marriage	8,099	6,000	7,550	8,000	2,000
Divorce (b)	0	0	38	35	35
Domestic Partnership	8	6	6	6	0
Termination of DP	1	0	1	1	1

(a) Increase in death certificates related to statewide vital record issuance, beginning in January 2017, and numerous funeral homes preferring the Waukesha County Register of Deeds as their vendor of vital records.

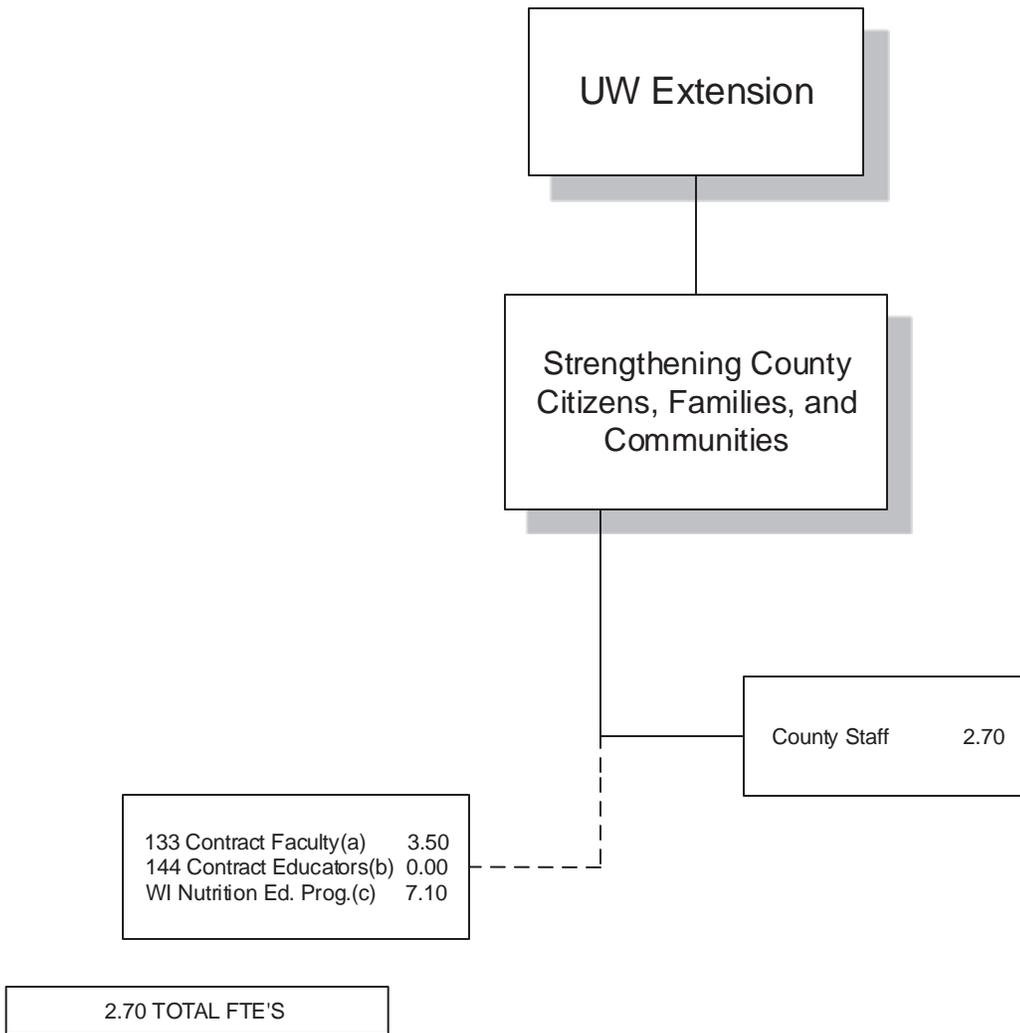
(b) Divorce certificates became available in the local ROD office in January 2017 for divorces occurring after January 1, 2016.

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

# University of Wisconsin Extension

# UW EXTENSION OFFICE

## FUNCTION / PROGRAM CHART



(a.) State 133 Contract UW-Extension Faculty and Academic Staff are funded by State/County/Grant/Fee sources.  
 (b.) State 144 Contract educators are funded 100% through grants and other revenue sources, and are included in the County Budget.  
 (c.) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget.

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

**Statement of Purpose**

We teach, learn, and serve, connecting residents of Waukesha County with the University of Wisconsin, and engaging with them in transforming lives and communities in both urban, suburban, and rural areas.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$95,001	\$10,825	\$7,000	\$4,000	(\$6,825)	-63.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$133,502	\$107,885	\$94,823	\$95,215	(\$12,670)	-11.7%
Interdepartmental (e)	\$0	\$0	\$2,500	\$2,500	\$2,500	N/A
Other Revenue	\$47,796	\$44,500	\$44,300	\$10,099	(\$34,401)	-77.3%
Appr. Fund Balance (a)	\$19,357	\$2,500	\$2,500	\$2,500	\$0	0.0%
<b>County Tax Levy (Credit)</b>	<b>\$349,763</b>	<b>\$344,763</b>	<b>\$344,763</b>	<b>\$346,763</b>	<b>\$2,000</b>	<b>0.6%</b>
<b>Total Revenue Sources</b>	<b>\$645,419</b>	<b>\$510,473</b>	<b>\$495,886</b>	<b>\$461,077</b>	<b>(\$49,396)</b>	<b>-9.7%</b>
<b>Expenditures</b>						
Personnel Costs	\$166,999	\$165,613	\$165,684	\$169,610	\$3,997	2.4%
Operating Expenses	\$331,721	\$256,920	\$241,662	\$211,164	(\$45,756)	-17.8%
Interdept. Charges	\$84,253	\$87,940	\$87,966	\$80,303	(\$7,637)	-8.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures (a)</b>	<b>\$582,973</b>	<b>\$510,473</b>	<b>\$495,312</b>	<b>\$461,077</b>	<b>(\$49,396)</b>	<b>-9.7%</b>
Rev. Over (Under) Exp.	\$62,446	\$0	\$574	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	3.00	2.70	2.70	2.70	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>3.00</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>0.00</b>

**Additional Human Res.**

State 133 Contract (b)	4.50	4.50	4.50	3.50	(1.00)
Grant Funded State 144 Contract (c)	0.93	0.20	0.20	0.00	(0.20)
WI Nutrition Education Program (d)	8.35	7.10	7.10	7.10	0.00
<b>Total (Non-County)</b>	<b>14.03</b>	<b>11.80</b>	<b>11.80</b>	<b>10.60</b>	<b>(1.20)</b>

(a) Fund balance appropriation	2016 Actual	2017 Budget	2017 Est.	2018 Budget
Prior year donations	\$11,200	\$0	\$0	\$0
Drug Free Communities (DFC) Coalition-Prescription Drug Collection program	\$5,657	\$0	\$0	\$0
Juvenile Center Community Garden program	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total fund balance appropriation:</b>	<b>\$19,357</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>

- (b) State UW-Extension 133 Contract educators are funded with 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures. In 2018, the UW-Extension Department Head is funded 100% with state funding, and is no longer on the 133 contract.
- (c) The State 144 Contract for UW-Extension community educator is paid 100% through grants and other revenue sources, and are not included in the County Budget. Additional grants may be identified and requested for appropriation through the State to increase the level of 144 Contract educator community support.
- (d) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW-Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW-Extension Office.
- (e) Interdepartmental Revenue of \$2,500 in the 2017 estimate and 2018 budget consists of Department of Human Services funding for a youth program.

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Strengthening County Citizens, Families & Communities**Program Description**

Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, youth, families, businesses and communities. Programs are planned and implemented by developing partnerships with community organizations, building collaborations and incorporating teamwork. Faculty and staff design and implement educational programs, conduct local research, train leaders and volunteers and build networks for the benefit of the citizens in Waukesha County. Education is provided to protect the environment, assist communities with growth and change, increase agriculture and horticulture productivity, and community and economic development. Waukesha County UW-Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development. The number of educational program participants served (reflecting participation where single individuals may attend multiple educational programs) in 2016 was 35,852 and estimated for 2017 is 35,900 and budgeted for 2018 is 35,500.

**Program Highlights**

General Government revenues are budgeted to decrease by \$6,800. This is largely due to a \$5,000 decrease in the Village of Sussex project. This was originally a multi-year community program supported through the Village of Sussex CDBG grant. In addition, there is a slight reduction in the Community Memorial Hospital project of \$1,800. However, the Department will continue to provide the Be Strong Stay Strong program in three locations with a combination of support from the Community Memorial Hospital and program revenue (charges for services).

Charges for services revenue is budgeted to decrease about \$12,700. This is mainly due to the restructuring of the UW-Extension and the state-employed "144 Contract" educator 100% funded by the State of Wisconsin UW-Extension.

Interdepartmental revenues remain the same in 2018 due to an HHS partnership that is serving at risk youth participating in the Juvenile Community Garden program.

Other revenues decrease due to the Greater Milwaukee Foundation of \$30,000 grant ending December 2017, and the 180 Juvenile Diversion program dissolving by the end of 2017. The Greater Milwaukee Foundation program will continue to yield additional donations to support the Tower Hill and Dunbar Oaks neighborhood educational outreach in the City of Waukesha. In addition, the department is continuing to budget over \$12,400 in recoveries for postage reimbursement from the State of Wisconsin UW-Extension office and reimbursable staff costs.

The department is budgeting personnel costs at about \$169,600, which reflects an overall cost-to-continue of 2.70 FTE.

Expenses are budgeted to decrease about \$49,000 to approximately \$461,000 mainly due to costs related to department programming, partially offset by the discontinuation of grant funding sources mentioned above. In addition, the state-employed "144 Contract" educator costs will decrease due to state support. This "144 Contract" educator position will be 100% funded by the State of Wisconsin UW-Extension.

Also, state-employed 133 Contract educators costs decrease about \$35,525, to \$139,000, mostly due to a restructure within the UW-Extension organization. UW-Extension (state funds) will assume responsibility for 100% of the Department Head 133 Contract educator cost. The state continues to assume approximately 60% of 133 contract costs (3.5 FTE) with the county assuming approximately 40% with a combination of grant funding, charges for services, tax levy and other revenue.

Interdepartmental charges decrease by \$7,600 largely due as a result of decreased administrative overhead due to the conclusion of the Greater Milwaukee Grant and the 180 Juvenile Diversion program ending - which is offset by decreased communications charges based on the number of phone lines and other various EUTF charges.

## Major Departmental Strategic Plan Objectives

**Finance Pillar: Protect taxpayer investments**Objective 1: Gardening and Landscape Advice

Provide unbiased, science-based advice to Waukesha residents with garden and landscape questions.

Identify and diagnose plant and insect problems, provide situationally specific management and control options, identify appropriate plant recommendations for Waukesha County residents, educate individuals about invasive plant and insect species control and eradication and connect residents with local resources.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Individual Contacts through Horticulture Helpline	246	275	350	375
Number of Individuals Receiving in Person Diagnostic Services by Visiting UW-Extension Office*	59	55	55	50
Number of Horticulture Helpline Hours volunteered by Master Gardeners in Waukesha County	174	190	190	200

\* In Person Diagnosis is tracking downward due to our attempt to diagnose problems through electronic means thus making services more efficient for residents

Objective 2: Green Industry Education

Conduct green industry professional training sessions.

Increase workforce knowledge level of green industry employees in emerging pest issues and pesticide selection through educational workshop training sessions.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	83%	85%	85%	85%
Number of Employees in the Green Industry Trained	721	665	675	675
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	75%	75%	73%	75%

Objective 3: Small Business Training Programs

Increase regional small business development by engaging communities in small business retention and expansion training programs in collaboration with partners in Waukesha County Center for Growth, Inc. that identify business needs as well as community strengths and opportunities based on data analysis.

Training community economic development staff and community leaders how to develop effective small business retention and expansion programs (BR&E), number of BR&E programs implemented, number of businesses participating in BR&E visits, number of small businesses engaged in market growth potential data analysis through UW-Extension Division of Business and Entrepreneurship and number of community development workshops with small businesses and community leaders.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Communities trained in BR&E who implement BR&E programs	2	2	1	2
Number of Small Businesses Engaged	28	35	35	45
Number of Small Businesses Engaged in Analysis to determine Growth markets	2	3	3	5
Number of Business and Community Development Workshops	2	3	2	3

**Health and Safety Pillar: Ensure the well-being of residents**

Objective 4: Nutrition Education

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

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

Performance Measures:

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

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Community Partner Agencies	76	83	78	80
Number of Program Contacts	11,250	11,750	17,536	17,800
Number of Eating Smart Being Active Participants (ESBA)	112	115	115	130
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	166	500	725	900

B. Collect evaluation data from participants of Supplemental Nutrition Assistance Program (SNAP-Ed) and ESBA curriculum. This data will measure nutritional behavior change through use of research and evidence based WNEP state program evaluations comparing pre and post-tests.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	86%	71%	86%	88%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	90%	90%	80%	81%
Percent of Participants Who Report Increasing Whole Grain Consumption	96%	73%	96%	97%

Objective 5: Strength Training for Aging Residents

Develop the community-based Be Strong Stay Strong (based on the Strong Women™ program developed by Tufts University) strength training program in Waukesha County as a means to help aging residents remain healthy and independent in the community.

Increased number of Be Strong Stay Strong (Strong Women™) training sites throughout the County. Increased number of volunteer leaders trained, increased number of participants, and increased participant strength as a result of completing the program

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Strong Women™ Locations	3	9	4	7
Number of Strong Women™ Participants	65	180	102	180
Number of Volunteers Trained	2	12	2	6
Percent Reporting Increased Strength	88%	90%	88%	90%

**Quality Pillar: High standards of service excellence**

Objective 6: 4-H Youth Leadership Training

Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to quilting, delivered through the adult volunteers of the 4-H Youth Development Program.

Emphasis on Youth Development programming along with life, leadership, and career skills development to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase in volunteer training, marketing, and SPIN Club emphasis.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Certified Adult Leaders	265	300	300	325
4-H Leader Trainings	6	6	7	7
Youth Involved in 4H and Youth Development*	675	725	750	800

\*This includes youth in community clubs, SPIN clubs, afterschool and in school programs, and camps

Objective 7: Research-Based Education

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

Total hours and dollar estimates invested in Waukesha County by UW-Extension Specialists in educational consultation, professional development trainings, research and analysis.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Survey Analysis	100	60	100	100
Demographics & Strategic Planning	95	150	140	150
4-H Volunteer Training	165	180	175	180
Horticulture Business & Volunteer Training	190	300	197	205
UW Ext. Staff Professional Development	293	375	340	325
State Specialist Consultation	230	340	340	350
Total Hours of UWEX Specialist Support	1,073	1,405	1,292	1,310
Estimated dollar value (salary + benefits)	\$80,475	\$105,375	\$96,900	\$98,250

Objective 8: Comprehensive Plan Knowledge and Understanding

Conduct workshops for municipal plan commissioners, elected officials and staff to increase knowledge and skills for effective implementation of comprehensive plans and in concert with applicable zoning codes and land division ordinances.

Number of participants, percent of participants who report an increase in knowledge, and percent of participants who enhance understanding of plan commissioner role

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Participants	38	65	65	65
Percent of Participants who Report an Increase in Knowledge	80%	80%	80%	85%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	75%	80%	80%	85%

Objective 9: Master Gardener Recruitment and Retention

Recruit and retain Master Gardener volunteers to support educational programs and outreach.

Maintain level of Master Gardener volunteer support measured by number of annual volunteers, hours donated, and number of volunteers trained.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of Volunteers	246	250	250	255
Volunteers Trained	173	170	170	175
Number of Hours	15,805	15,820	15,825	15,850

**General Fund**

**UW-Extension**

**Grant Funding**

**Grant Funding**

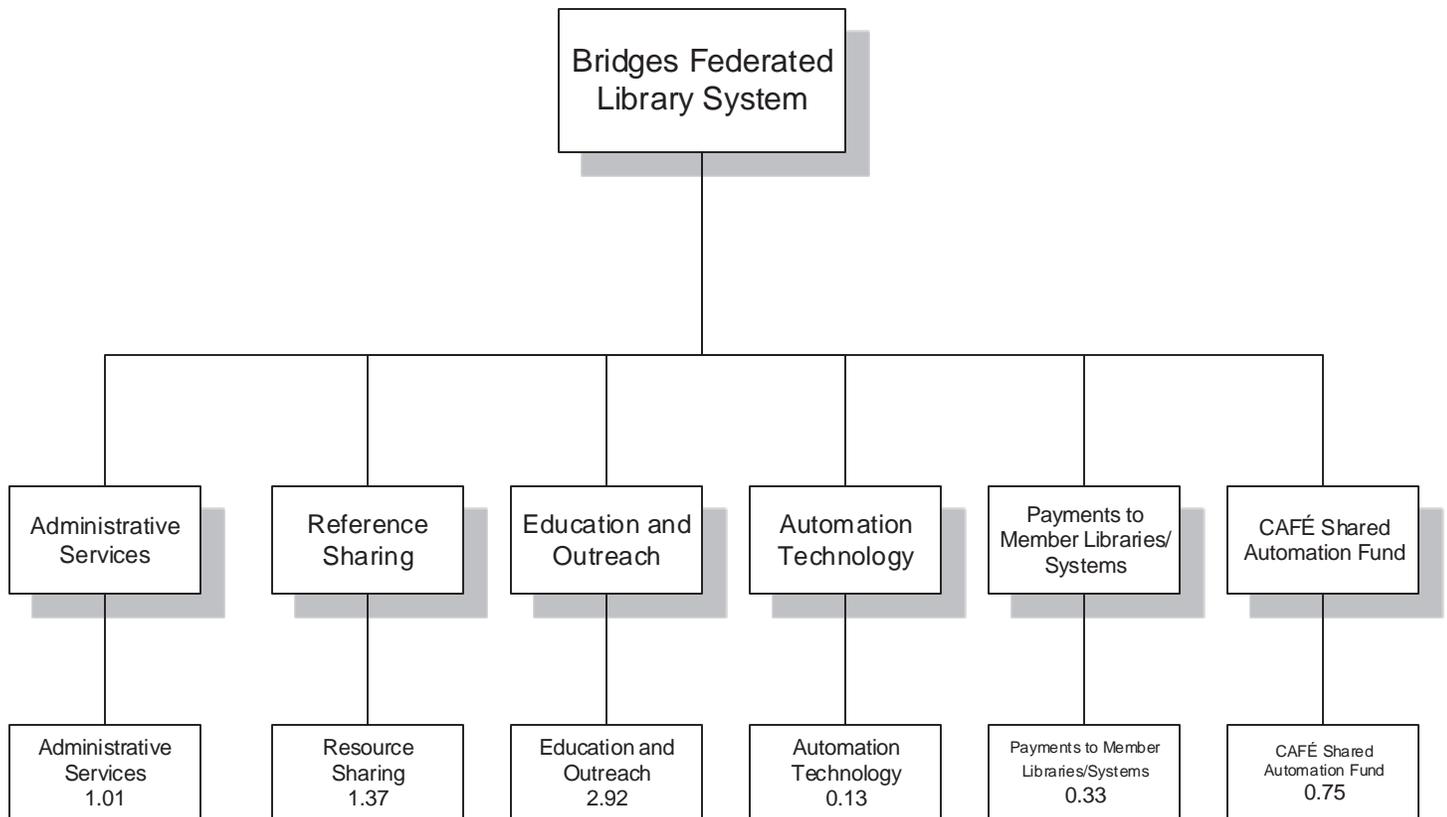
Grant Title	Funding Source	Funding Administration	2016 Actual Award	2017 Budgeted Award	2017 Estimated Award	2018 Budget
CDBG Haertel Field Revitalization (NRSA)	CDBG	County	\$14,969	\$0	\$0	\$0
Sussex Community Development	Sussex	Village of Sussex	\$5,000	\$5,000	\$3,000	\$0
Sober Truth on Preventing Underage Drinking (STOP) Act Grant	U.S. Dept of Health & Human Services (DH&HS)	N/A	\$40,053	\$0	\$0	\$0
Prescription Drug Grant – Clean Sweep	DATCP	State	\$0	\$0	\$0	\$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$30,000	\$30,000	\$30,000	\$0
ProHealth TowerHill Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care	\$20,000	\$0	\$0	\$0
On Farm Food Safety	USDA	USDA	\$16,979	\$0	\$0	\$0
Strong Women	Community Memorial Hospital	County	\$0	\$5,825	\$4,000	\$4,000
Wisconsin Women's Business Innovation Center (WWBIC)	WWBIC	WWBIC	\$18,000	\$0	\$0	\$0
<b>Sub Total County UW Ext. Administered Grants</b>			<b>\$145,000</b>	<b>\$40,825</b>	<b>\$37,000</b>	<b>\$4,000</b>
Subtotal State/Nonprofits/ Other Administered Grants (a)	Various	Various	\$630,000	\$564,431	\$530,104	\$608,305
<b>Total UW Extension Grants</b>			<b>\$775,000</b>	<b>\$605,256</b>	<b>\$567,104</b>	<b>\$612,305</b>

(a): These State administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County residents. For the 2016 Budget, this consists of \$564,431 of WNEP funding (including SNAP education funding of \$392,339 and EFNEP funding of \$172,092). For the 2017 budget, this consists of \$ 530,104 of WNEP funding (including SNAP education funding of \$304,073 and EFNEP funding of \$226,031). For the 2018 budget, this consists of an increase to \$608,305 of WNEP funding (including SNAP education funding of \$265,336 and EFNEP funding of \$342,969).

# **Bridges Federated Library**

# BRIDGES FEDERATED LIBRARY SYSTEM

## FUNCTION / PROGRAM CHART



6.50 TOTAL FTE'S

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

# All Funds    Bridges Federated Library    Statement of Purpose/ Summary

## Statement of Purpose

The mission of the Bridges Federated Library System is to improve member libraries through leadership, collaboration, and support. The library system officially became a two county library system on January 1, 2016 when Jefferson County joined Waukesha County to create the Bridges Federated Library System. Library Systems in Wisconsin play an important role in improving public libraries. An effective library system results in better access to information and resources, higher quality library services, and cost savings through economies of scale and collaborations—all to the benefit of the Waukesha County citizen. This budget incorporates important strategic priorities into the library system's service program and does so without sacrificing core services.

Financial Summary	2016 Actual	2017 Adopted Budget	2017 Estimate	2018 Budget	Change From 2017 Adopted Budget	
					\$	%
<b>County Library Fund</b>						
Revenue	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,464,119	\$3,517,752	\$3,517,752	\$3,500,124	(\$17,628)	-0.5%
Expenditures	\$3,464,119	\$3,517,752	\$3,517,752	\$3,500,124	(\$17,628)	-0.5%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<b>State Aids, Federal &amp; Misc.</b>						
Revenue (a)	\$1,651,103	\$1,669,114	\$1,682,061	\$1,798,606	\$129,492	7.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,512,458	\$1,669,114	\$1,604,476	\$1,798,606	\$129,492	7.8%
Rev. Over (Under) Exp.	\$138,645	\$0	\$77,585	\$0	\$0	N/A
<b>CAFÉ Shared Automation Fund</b>						
Revenue	\$427,806	\$452,346	\$455,693	\$428,446	(\$23,900)	-5.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$358,558	\$431,246	\$419,732	\$415,446	(\$15,800)	-3.7%
Rev. Over (Under) Exp.	\$69,248	\$21,100	\$35,961	\$13,000	(\$8,100)	-38.4%
<b>Total All Funds</b>						
Revenue (a)	\$2,078,909	\$2,121,460	\$2,137,754	\$2,227,052	\$105,592	5.0%
County Tax Levy (TNR)	\$3,464,119	\$3,517,752	\$3,517,752	\$3,500,124	(\$17,628)	-0.5%
Expenditures	\$5,335,135	\$5,618,112	\$5,541,960	\$5,714,176	\$96,064	1.7%
Rev. Over (Under) Exp.	\$207,893	\$21,100	\$113,546	\$13,000	(\$8,100)	-38.4%
<b>Position Summary (FTE)</b>						
Regular Positions	6.50	6.50	6.50	6.50	0.00	
Extra Help	0.10	0.00	0.00	0.00	0.00	
Overtime	0.01	0.00	0.00	0.00	0.00	
Total	6.61	6.50	6.50	6.50	0.00	

(a) State Aids fund balance includes:

	2016 Actual	2017 Budget	2017 Est.	2018 Budget
Wisconsin Digital Library - Advantage Program	\$60,000	\$70,200	\$70,200	\$30,000
Gale Courses Pilot Project	\$40,000	\$0	\$0	\$0
Local IT Tech Support Pilot Project	\$0	\$40,000	\$0	\$0
Library Technology Projects	\$0	\$19,000	\$0	\$54,000
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$0	\$0	\$0	\$9,000
Grants to member libraries to digitize historical documents or newspapers	\$0	\$0	\$0	\$50,000
Total	\$100,000	\$129,200	\$70,200	\$143,000

## Major Departmental Strategic Plan Objectives

**Finance Pillar: Protect taxpayer investments**Objective 1: Subscription Programs

Ensure that library system system-wide subscription programs are both robust in quality and sustainable by increasing the libraries' shares and decreasing the library system's share incrementally until appropriate balance is reached.

Performance Measure: All collaborative programs have a local library investment ranging from 25% to 100% in the 2018 budget.

**Health and Safety Pillar: Ensure the well-being of citizens**Objective 2: Accessible Libraries

Ensure that libraries understand their facility accessibility issues by performing accessibility audits for libraries in 2018.

Performance Measure: 100% of participating libraries receive the information about their facilities in time for their 2019 budget planning process.

**Customer Service Pillar: High customer satisfaction**Objective 3: Library System Services

To understand the libraries' needs related to library system services, complete a survey of all libraries before the end of 2018.

Performance Measure: 95% of libraries will respond to system-wide survey.

Objective 4: Understand Citizens' Needs

To facilitate the goal of better understanding the citizens' needs related to library services, invest in surveying equipment for member libraries.

Performance Measure: 80% of libraries survey citizens at least once in 2018.

**Quality Pillar: High standards of service excellence**Objective 5: Reliable Networks

Proactively manage the wide area network to ensure maximum reliability and capacity by investing in new routers for Waukesha County libraries in 2018.

Performance Measure: Purchase and install new routers in 16 Waukesha County libraries before the end of 2018.

**Fund Purpose**

This fund is for the special levy that charges residents that live in non-library (True Non-Resident – TNR) communities for borrowing privileges at any of the sixteen public libraries in the County as well as libraries in adjacent counties. The County levies the library tax only on the Waukesha County communities that do not have public libraries. The communities with libraries tax their own citizens for library service and exempt themselves from the county library tax. As a result, there is no double taxation and all residents pay their fair share to support libraries.

In 2008, Wisconsin State Statute 43.12 was modified to require all counties to pay for library use in adjacent counties. This legislation has been very beneficial to Waukesha County libraries, specifically those in close proximity to a county border. Those libraries serve large numbers of residents from adjacent counties and now receive reimbursement from neighboring counties for providing services to their citizens. All libraries are reimbursed for TNR usage by citizens in neighboring counties. Some Waukesha County residents use libraries in adjacent counties as well. The reimbursement payments to adjacent county libraries is funded from the special library tax.

Financial Summary	2016 Actual	2017 Adopted Budget	2017 Estimate	2018 Budget	Change From 2017 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit) (a)</b>	<b>\$3,464,119</b>	<b>\$3,517,752</b>	<b>\$3,517,752</b>	<b>\$3,500,124</b>	<b>(\$17,628)</b>	<b>-0.5%</b>
<b>Total Revenue Sources</b>	<b>\$3,464,119</b>	<b>\$3,517,752</b>	<b>\$3,517,752</b>	<b>\$3,500,124</b>	<b>(\$17,628)</b>	<b>-0.5%</b>
<b>Expenditures</b>						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,464,119	\$3,517,752	\$3,517,752	\$3,500,124	(\$17,628)	-0.5%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,464,119</b>	<b>\$3,517,752</b>	<b>\$3,517,752</b>	<b>\$3,500,124</b>	<b>(\$17,628)</b>	<b>-0.5%</b>
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

a) See table on the following page that explains how the county library tax is calculated.

No positions are budgeted in this fund. The Bridges Federated Library Director carries out administration of this County Fund budget and all staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 County libraries by residents of the 19 communities without libraries represents the largest portion of the County library fund budget. For purposes of the 2018 budget, the TNR residents borrowed 18.885% of the materials at libraries, and the ordinance calls for them to be taxed for 18.885% of the library operating costs as calculated by the ordinance. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). That portion of the Library Tax increased \$2,042 or 19% to \$12,764 and is based on actual circulation-based reimbursement requests made by adjacent county libraries (or library systems on behalf of the libraries). All reimbursement requests have been verified by the Bridges Federated Library System Director.

<b>How the 2018 County Special Library Tax Formula is Calculated:</b>
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The county ordinance (11-4) specifies that the library system should annually calculate an allowable expenditure factor based on member library operating expenditures. The allowable expenditure factor is multiplied by the percent of use (at 18.885% for the 2018 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

<b>ESTIMATED 2017 LIBRARY TAX LEVY FOR 2018 BUDGET PURPOSES</b>					
Category		2016 for 2017 Budget Purposes	2017 for 2018 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$18,093,630	\$18,389,951	\$296,321	1.6%
Revenues (2 years prior)	-	\$18,499,052	\$18,911,739	\$412,687	2.2%
Overage or (lapse) - 2 years prior		-\$405,422	-\$521,788	-\$116,366	28.7%
Projected budget - year prior	+	\$18,804,400	\$18,988,035	\$183,635	1.0%
Calculated allowable expenditures		\$18,398,978	\$18,466,247	\$67,269	0.4%
Countywide TNR percent 2 years prior	x	19.061%	18.885%	N/A	-0.9%
County levy (TNR % times allowable expenditures)		<b>\$3,507,030</b>	<b>\$3,487,360</b>	-\$19,670	-0.6%
Intercounty Funding	+	\$10,722	\$12,764	\$2,042	19.0%
<b>Total</b>		<b>\$3,517,752</b>	<b>\$3,500,124</b>	-\$17,628	-0.5%

In August 2008, the County Board adopted the current Library Tax Levy Distribution formula, that took effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee. The Committee evaluated funding formula options with the major policy goals of fairness, stability and clarity. This formula was modified by the County Board during the summer of 2011 based on recommendations of the Act 150 Planning Committee to incorporate interlibrary loans into the definition of crossover circulations (see description of formula below). In 2014, a one-time modification was made to the formula to account for the change in the status of the Pauline Haass Library as a result of the town of Lisbon's decision to end its joint library agreement with the village of Sussex, and become a True Non-Resident (TNR) community. The 2016-2017 Act 150 Library Planning Committee recommended a minor modification in the manner in which interlibrary loans are counted to better track how items are shared among libraries. There were no changes recommended in the portion of the formula that calculates the county library tax levy amount. The table below shows that usage increased from 2016 to 2017 in both municipal and TNR areas but the usage by residents in TNR areas didn't increase as much as that in library communities, resulting in a decrease in the TNR proportion from 19.061% to 18.885%. A modest increase in library expenditures did not fully offset the reduction in the TNR proportion.

Activity	2016 Budget	2017 Budget	2018 Budget	2017 - 2018 Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	874,462	828,806	845,212	2.0%
Total In-County Circulation	4,547,794	4,348,176	4,475,561	2.9%
Percent Non Library Community Borrowing of Total County Borrowing	19.228%	19.061%	18.885%	-0.9%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	45,538	64,403	71,876	11.6%
Total In-County Digital Circulation	233,116	281,644	321,937	14.3%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	19.534%	22.867%	22.326%	-2.4%
Adjacent County Funding	2016	2017	2018	2017-2018 Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$12,283	\$10,722	\$12,764	\$2,042
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$435,246	\$406,469	\$434,153	\$27,684
Net Waukesha County Position	\$422,963	\$395,747	\$421,389	\$25,642

(a) Payments made to Waukesha County libraries by adjacent counties (e.g. Dodge, Jefferson, Ozaukee, Racine, Walworth, and Washington) do not run through county financial statements. Payments are made directly to the Waukesha County libraries.

**Library Distribution Formula:**

- A) Libraries first receive the minimum dollar amount required by Wisconsin State Statute 43.12 (which is 70% of the library's operating expenditures), known as the Act 150 minimum.
- B) After distributing the Act 150 minimums, remaining levy is distributed to libraries based on their effort in circulating materials to outside communities. Circulation effort is defined as the sum of a member library's circulation to residents of non-library (True Non-Resident - TNR) communities, plus its net crossover circulation. Net crossover circulation for each library community is determined by subtracting the amount of materials that residents of other county library communities borrow from them. Crossover circulation includes both materials borrowed in-person or by interlibrary loan (when library patrons request materials be delivered to the library in their community, typically through the online CAFÉ Shared Automation system). Circulation effort from overall net lenders (i.e., libraries with positive circulation effort) is added together, and net lenders receive the remaining tax levy based on their proportion of total positive circulation effort.
- C) To provide stability in funding, this formula limits decreases for each library to 5% or \$5,000, whichever is less. However, this cap may not prevent libraries from receiving their state-required Act 150 minimum distribution, as mentioned above.
- D) After applying these limits (in C), any remaining Library Tax Levy will be distributed on the same basis as in (B). When this occurs, some libraries will receive an allocation increase greater than 5% or \$5,000 from the prior year, as is the case for some Libraries every year. However, if applying these caps uses more Library Tax Levy than available, proportionate reductions in libraries' increases will be made to remain within the available Library Tax Levy amount. In 2018, the increment for reductions had to be incrementally increased due to the budget request decrease.

**2017-2018 Library Tax Levy Distribution**

Library	2017 Distribution	2018 Distribution	17 vs. 18 \$ Change	17 vs. 18 % Change
Big Bend	\$16,740	\$17,490	\$750	4.48%
Brookfield	\$292,831	\$282,831	-\$10,000	-3.41%
Butler	\$5,528	\$5,631	\$103	1.86%
Delafield	\$323,870	\$325,735	\$1,865	0.58%
Eagle	\$22,504	\$20,310	-\$2,194	-9.75%
Elm Grove	\$30,561	\$31,131	\$570	1.87%
Hartland	\$230,969	\$229,836	-\$1,133	-0.49%
Menomonee Falls	\$25,304	\$27,323	\$2,019	7.98%
Mukwonago	\$400,574	\$402,439	\$1,865	0.47%
Muskego	\$49,398	\$50,320	\$922	1.87%
New Berlin	\$25,214	\$26,276	\$1,062	4.21%
North Lake	\$66,649	\$67,420	\$771	1.16%
Oconomowoc	\$289,621	\$279,621	-\$10,000	-3.45%
Pewaukee	\$116,980	\$118,845	\$1,865	1.59%
Sussex	\$453,726	\$455,591	\$1,865	0.41%
Waukesha	\$1,156,561	\$1,146,561	-\$10,000	-0.86%
Subtotal Pmt to Waukesha Co. Libraries	\$3,507,030	\$3,487,360	-\$19,670	-0.56%
Intercounty Payments	\$ 10,722	\$ 12,764	\$ 2,042	19.04%
Total Library Tax Levy Distribution	\$ 3,517,752	\$ 3,500,124	-\$17,628	-0.5%

**Fund Purpose**

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library system services and support to its member libraries, which increased from 16 libraries to 24 libraries with the addition of Jefferson County in 2016. State aids provide the vast majority of revenues and are distributed to the library system through a State statutory formula which increased in 2016 due to the addition of Jefferson County. The Wisconsin Division for Libraries and Technology (DLT) must approve the budget and program of service based on whether the DLT determines that the library system has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Bridges Federated Library System Board approves the budget based on the amount of revenue that the DLT estimates for the following year. The library system receives additional revenue for providing services to other library systems as well as for providing services and programs to member libraries. An increase in state aid is projected for 2018, the first increase since receiving a 10% cut in 2012.

<b>Financial Summary</b>	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$1,206,095	\$1,196,944	\$1,216,633	\$1,257,267	\$60,323	5.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$327,349	\$319,410	\$317,928	\$381,385	\$61,975	19.4%
Interdepartmental	\$3,000	\$6,500	\$6,500	\$5,954	(\$546)	-8.4%
Other Revenue	\$14,659	\$17,060	\$11,800	\$11,000	(\$6,060)	-35.5%
Appr. Fund Balance (a)	\$100,000	\$129,200	\$129,200	\$143,000	\$13,800	10.7%
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$1,651,103</b>	<b>\$1,669,114</b>	<b>\$1,682,061</b>	<b>\$1,798,606</b>	<b>\$129,492</b>	<b>7.8%</b>
<b>Expenditures</b>						
Personnel Costs	\$493,044	\$525,834	\$524,515	\$542,785	\$16,951	3.2%
Operating Expenses	\$900,331	\$1,015,276	\$952,031	\$1,125,384	\$110,108	10.8%
Interdept. Charges	\$119,083	\$128,004	\$127,930	\$130,437	\$2,433	1.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,512,458</b>	<b>\$1,669,114</b>	<b>\$1,604,476</b>	<b>\$1,798,606</b>	<b>\$129,492</b>	<b>7.8%</b>
Rev. Over (Under) Exp.	\$138,645	\$0	\$77,585	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	5.75	5.75	5.75	5.75	0.00
Extra Help	0.10	0.00	0.00	0.00	0.00
Overtime	0.01	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>5.86</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>0.00</b>

(a) Library State Aid Fund Balance Uses:

	2016 Actual	2017 Budget	2017 Est.	2018 Budget
Wisconsin Digital Library - Advantage Program	\$60,000	\$70,200	\$70,200	\$30,000
Gale Courses Pilot Project	\$40,000	\$0	\$0	\$0
Local IT Tech Support Pilot Project	\$0	\$40,000	\$0	\$0
Library Technology Projects	\$0	\$19,000	\$0	\$54,000
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$0	\$0	\$0	\$9,000
Grants to member libraries to digitize historical documents or newspapers	\$0	\$0	\$0	\$50,000
<b>Total</b>	<b>\$100,000</b>	<b>\$129,200</b>	<b>\$70,200</b>	<b>\$143,000</b>

### **Program Highlights**

General government revenues increase \$60,300 or 5% from 2017 budgeted levels. Bridges Federated Library System estimates receiving nearly \$1,257,300 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties. There is a projected increase in state aid in 2018-2019 in the amount of \$40,500. This is the first increase in state aid for library systems since receiving a 10% reduction in 2012. The remaining increase results from funds transferred back to the state aids fund from the CAFÉ fund. In 2016 and 2017, a portion of the state aid payment was budgeted in the CAFÉ fund to repay it for costs incurred with migrating the Jefferson County libraries. The federal LSTA program technology block grant of \$22,400 received from the state in prior years is not funded in 2018. The state anticipates using those dollars to support statewide projects.

Charges for services revenues increase by about \$62,000 or 19.4%, mostly based on the libraries paying for increased shares of collaborative purchases of resources such as Flipster (digital magazines) and Gale Courses (online classes). There is also an increase of \$2,300 to \$175,800 in funding from Lakeshores Library System as a result of increased cost per circulation. These funds are pass-through amounts that are received from Lakeshores Library System and paid out to member libraries who provide the circulation to residents from Walworth and Racine Counties who live in areas without libraries.

Interdepartmental revenue is reduced by about \$500 to reflect efficiencies in administrative tasks associated with services provided to CAFÉ from the Bridges Federated Library System staff. Other revenues decrease by nearly \$6,100 largely due to the end of the Bader Philanthropies grant in 2017 as well as a reduction in investment income based on 2017 estimates.

State Library Aids fund balance appropriations increase by \$13,800 to \$143,000 to cover project expenditures identified as priorities in the strategic planning process. The first project is to purchase and install new routers for Waukesha County libraries at a budgeted cost of \$30,000. The second project is to invest \$30,000 to increase the purchasing of extra digital content in the Wisconsin Digital Library's Advantage Program. The third project is \$9,000 to complete accessibility scans for participating libraries to help them assess their compliance with Americans with Disabilities Act (ADA) requirements. The fourth project is \$50,000 to offer digitization grants to member libraries interested in digitizing historical documents or local newspapers. Finally, there is \$24,000 included to purchase user experience survey equipment for libraries to assist them with evaluation of their services and programs.

Personnel costs increase by approximately \$17,000 or 3.2% to reflect the cost to continue of 5.75 FTE staff. There are no staffing changes anticipated in the 2018 budget.

Operating expenses increase by \$110,100 or 10.8%. The increase is largely due to library initiatives paid for by State Library Aid fund balance discussed previously. This includes \$50,000 related to a digitization grant project offered to member libraries interested in digitizing historical documents, and \$27,000 in additional contracted services costs related to the upgrading of routers and ADA accessibility scans at member libraries. In addition, funding for the Wisconsin Digital Library's Advantage Program is increased by \$19,800, reflecting a pass-through that will be charged back to the participating member libraries beginning in 2018. The budget also includes an increase of \$8,000 for the "LibraryAware" program, to assist libraries in marketing and advertising books, materials, and other services they offer to the public. There are no changes in the resource library contract in the 2018 budget.

Per state requirements, a portion of the increase in state aids noted previously is to be used in three areas: workforce development, internet access/bandwidth, and lifelong learning. Therefore, \$40,000 in funds have been budgeted for a pilot program to develop a workforce development program to work collaboratively with Waukesha and Jefferson County libraries. This is offset by the removal of \$40,000 budgeted in 2017 related to a pilot project to provide local information technology support to member libraries, as the department explores alternatives to this support.

Interdepartmental charges increase by \$2,400 or 1.9%, mostly due to increases in indirect administrative charges.

**Program Descriptions**

**Payments to Member Libraries/Systems**

The Bridges Federated Library System has a contract with the Lakeshores Library System for reimbursement for TNR usage in Waukesha County as well as in Racine and Walworth Counties. The Lakeshores Library System funds from Racine and Walworth Counties pass through the Bridges Federated Library System budget and are distributed to libraries that provide the service to residents from the TNR areas of Lakeshores Library System. The Bridges Federated Library System's resource library contracted professional reference services are also funded in this program.

**Administrative Services**

The Administrative Services program is responsible for coordinating and providing efficient administrative and clerical support of all Bridges Federated Library System operations.

**Resource Sharing**

The Resource Sharing program of the Bridges Federated Library System aids member library collection development and provides system-wide services that improve collection access and assists in member library operations. Specific program activities include the coordination of interlibrary loan services, delivery of materials within the library system and to the statewide delivery network, as well as e-content licensing in the Wisconsin Digital Library.

**Automation Technology**

The Bridges Federated Library System works with the member libraries to maintain and develop technology systems that enable effective delivery of library services.

**Education and Outreach**

The Education and Outreach program includes developing and providing continuing education opportunities for library staff and board members. The Bridges Federated Library System manages a continuing education partnership program for the Southeast Wisconsin (SEWI) library system area. Library Systems in the region provide revenue to the Bridges Federated Library System to enhance the quality of the programs. The Bridges Federated Library System also develops education/outreach programs for libraries to better serve youth and special needs library users as well as providing learning opportunities for all ages and the communications program necessary to inform others about the services and programs.

**BRIDGES FEDERATED LIBRARY - STATE AIDS, FEDERAL & MISC: Program Units**

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
<b>Payments to Member Library Systems</b>						
<b>Staffing (FTE)</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.00</b>	
Revenues	\$266,249	\$258,051	\$258,351	\$260,737	\$2,686	1.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$271,101	\$258,051	\$258,515	\$260,737	\$2,686	1.0%
Rev. Over (Under) Exp.	(\$4,852)	\$0	(\$164)	\$0	-	N/A
<b>Administrative Services</b>						
<b>Staffing (FTE)</b>	<b>1.12</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>0.00</b>	
Revenues	\$270,996	\$278,411	\$269,228	\$287,712	\$9,301	3.3%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$284,754	\$278,411	\$280,609	\$287,712	\$9,301	3.3%
Rev. Over (Under) Exp.	(\$13,758)	\$0	(\$11,381)	\$0	-	N/A
<b>Resource Sharing</b>						
<b>Staffing (FTE)</b>	<b>1.37</b>	<b>1.37</b>	<b>1.37</b>	<b>1.37</b>	<b>0.00</b>	
Revenues	\$536,611	\$494,800	\$497,053	\$552,342	\$57,542	11.6%
Appr. Fund Balance	\$60,000	\$70,200	\$70,200	\$80,000	\$9,800	14.0%
Expenditures	\$504,810	\$565,000	\$553,183	\$632,342	\$67,342	11.9%
Rev. Over (Under) Exp.	\$91,801	\$0	\$14,070	\$0	-	N/A
<b>Automation Technology</b>						
<b>Staffing (FTE)</b>	<b>0.13</b>	<b>0.13</b>	<b>0.13</b>	<b>0.13</b>	<b>0.00</b>	
Revenues	\$69,986	\$99,556	\$112,245	\$53,065	(\$46,491)	-46.7%
Appr. Fund Balance	\$0	\$59,000	\$59,000	\$30,000	(\$29,000)	-49.2%
Expenditures	\$53,234	\$158,556	\$104,417	\$83,065	(\$75,491)	-47.6%
Rev. Over (Under) Exp.	\$16,752	\$0	\$66,828	\$0	-	N/A
<b>Education and Outreach</b>						
<b>Staffing (FTE)</b>	<b>2.92</b>	<b>2.92</b>	<b>2.92</b>	<b>2.92</b>	<b>0.00</b>	
Revenues	\$407,261	\$409,096	\$415,984	\$501,750	\$92,654	22.6%
Appr. Fund Balance	\$40,000	\$0	\$0	\$33,000	\$33,000	N/A
Expenditures	\$398,559	\$409,096	\$407,752	\$534,750	\$125,654	30.7%
Rev. Over (Under) Exp.	\$48,702	\$0	\$8,232	\$0	-	N/A
<b>Total Bridges Federated Library-State Aids, Federal &amp; Misc. Fund</b>						
Revenues	\$1,551,103	\$1,539,914	\$1,552,861	\$1,655,606	\$115,692	7.5%
Appr. Fund Balance	\$100,000	\$129,200	\$129,200	\$143,000	\$13,800	10.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,512,458	\$1,669,114	\$1,604,476	\$1,798,606	\$129,492	7.8%
Rev. Over (Under) Exp.	\$138,645	\$0	\$77,585	\$0	\$0	N/A
<b>Position Summary (FTE)</b>						
Regular Positions	5.75	5.75	5.75	5.75	0.00	
Extra Help	0.10	0.00	0.00	0.00	0.00	
Overtime	0.01	0.00	0.00	0.00	0.00	
Total	5.86	5.75	5.75	5.75	0.00	

**Fund Purpose**

CAFÉ (Catalog Access for Everyone) is a shared integrated library system (ILS) that provides ready access to 2.3 million items, enables resource sharing, provides automated library services, promotes communication and cooperation among member libraries, implements new information technologies and saves for future hardware and software replacements. The sharing of costs and collections results in significant savings for member libraries as well as greatly expanded access to resources, resulting in efficient and effective use of taxpayer dollars. CAFÉ is funded by its member libraries through membership fees. Fees are assessed annually based on each library's share of the budget using a formula that charges libraries based on the number of licenses it requires. In 2016, the 8 Jefferson County libraries joined the 16 Waukesha County libraries in CAFÉ.

Financial Summary	2016 Actual	2017 Adopted Budget	2017 Estimate(a)	2018 Budget	Change From 2017 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$21,100	\$42,200	\$42,200	\$0	(\$42,200)	-100.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$394,817	\$402,960	\$406,523	\$421,303	\$18,343	4.6%
Interdepartmental	\$0	\$4,686	\$4,686	\$4,843	\$157	3.4%
Other Revenue	\$2,689	\$2,500	\$2,284	\$2,300	(\$200)	-8.0%
Appr. Fund Balance	\$9,200	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$427,806</b>	<b>\$452,346</b>	<b>\$455,693</b>	<b>\$428,446</b>	<b>(\$23,900)</b>	<b>-5.3%</b>
<b>Expenditures</b>						
Personnel Costs	\$82,606	\$84,758	\$84,058	\$88,123	\$3,365	4.0%
Operating Expenses (a)	\$272,952	\$299,168	\$319,274	\$321,369	\$22,201	7.4%
Interdept. Charges	\$3,000	\$6,500	\$6,500	\$5,954	(\$546)	-8.4%
Fixed Assets	\$0	\$40,820	\$9,900	\$0	(\$40,820)	-100.0%
<b>Total Expenditures</b>	<b>\$358,558</b>	<b>\$431,246</b>	<b>\$419,732</b>	<b>\$415,446</b>	<b>(\$15,800)</b>	<b>-3.7%</b>
Rev. Over (Under) Exp.	\$69,248	\$21,100	\$35,961	\$13,000	(\$8,100)	-38.4%

**Position Summary (FTE)**

Regular Positions	0.75	0.75	0.75	0.75	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>

(a) 2017 estimates for operating expenses exceed the adopted budget due to 2016 purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

**Program Highlights**

General government revenues decrease by \$42,200 from the 2017 budgeted amount because the CAFÉ reserve fund was made whole in 2017 and state aid is no longer needed to repay CAFÉ for costs associated with migrating the Jefferson County libraries.

Charges for service revenues from member libraries are increased by about \$18,300 or 4.6%, to fund CAFÉ operations and future system repairs and replacements. Interdepartmental revenues are increased slightly by about \$150 to reflect increased license costs. The library system needs CAFÉ licenses to support the work done by library system staff. Other revenue is investment income and it is reduced \$200 based on 2017 estimates.

Personnel costs increase \$3,400 to \$88,100 reflecting the cost to continue for the 0.75 FTE Library Automation Coordinator. The remaining 0.25 FTE of this position is located in the State Aids Fund.

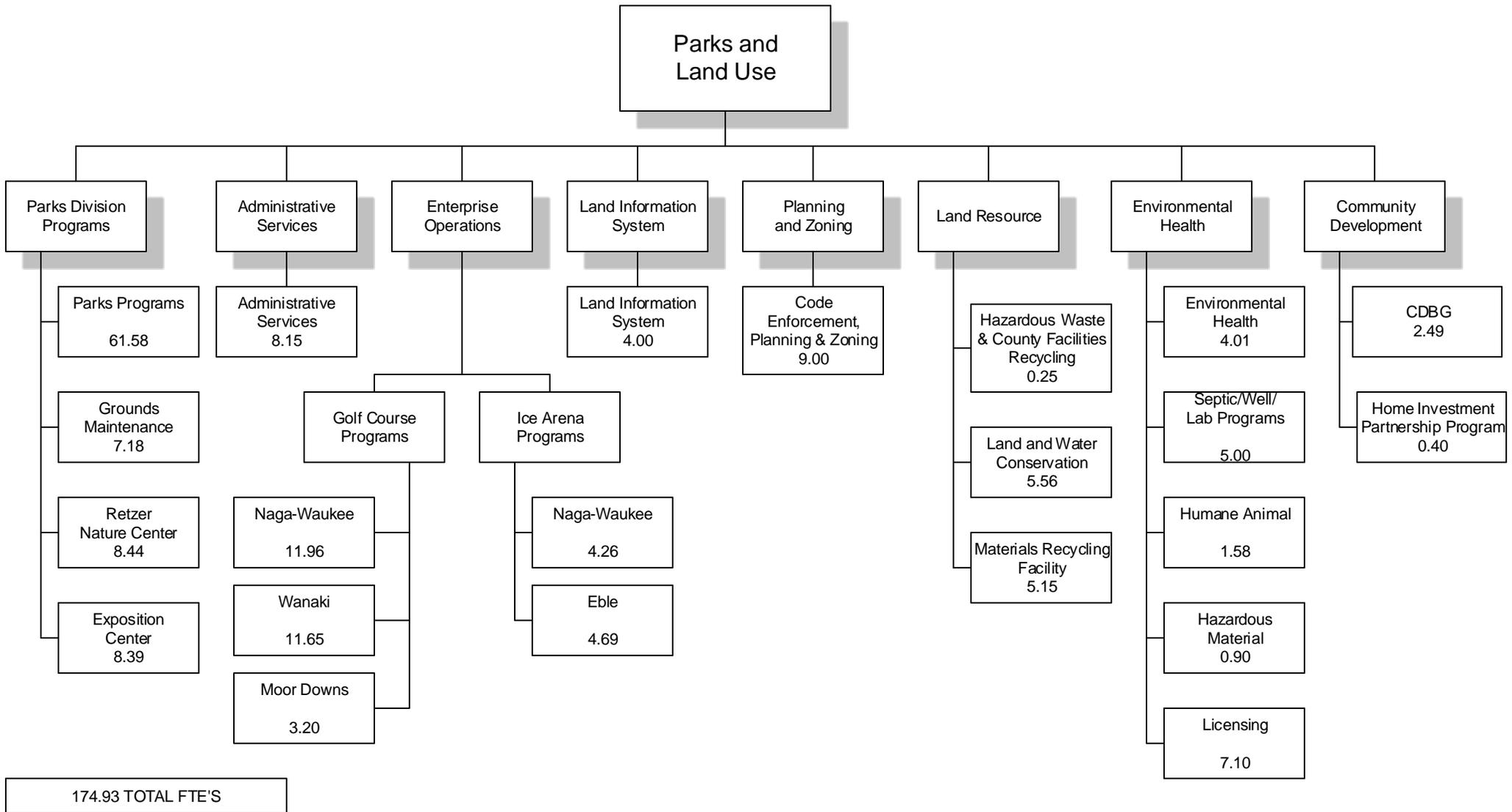
Operating expenses are budgeted to increase by approximately \$22,200 mainly due to an increase in CAFÉ vendor costs due to the department's decision to migrate several on-site CAFÉ servers to a cloud-based hosted solution.

Fixed assets decrease \$40,800 related to one-time projects in 2017 to replace servers. The replacement of CAFÉ servers in 2017 is not anticipated to materials due to the budgeted transition to a cloud-based hosted solution.

# **Parks & Land Use**

# PARKS AND LAND USE

## FUNCTION / PROGRAM CHART



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

**Statement of Purpose**

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

Financial Summary	2016 Actual	2017 Adopted Budget	2017 Estimate (a)	2018 Budget	Change From 2017 Adopted Budget	
					\$	%
<b>General Fund</b>						
Revenues (b)	\$5,070,286	\$4,696,540	\$5,021,278	\$4,873,167	\$176,627	3.8%
County Tax Levy	\$7,229,010	\$7,034,010	\$7,034,010	\$6,999,010	(\$35,000)	-0.5%
Expenditures	\$11,429,011	\$11,730,550	\$11,715,217	\$11,872,177	\$141,627	1.2%
Rev. Over (Under) Exp.	\$870,285	\$0	\$340,071	\$0	\$0	N/A
<b>Community Development</b>						
Revenues (b)	\$3,157,117	\$2,901,898	\$2,826,570	\$2,700,991	(\$200,907)	-6.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,007,663	\$2,901,898	\$2,826,570	\$2,700,991	(\$200,907)	-6.9%
Rev. Over (Under) Exp.	\$149,454	\$0	\$0	\$0	\$0	N/A
<b>Land Information System Fund</b>						
Revenues	\$681,422	\$825,567	\$807,640	\$896,987	\$71,420	8.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$761,862	\$825,567	\$807,640	\$896,987	\$71,420	8.7%
Rev. Over (Under) Exp.	(\$80,440)	\$0	\$0	\$0	-	N/A
<b>Tarmann Fund</b>						
Revenues (b)	\$1,016,456	\$400,000	\$3,000	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$349,216	\$400,000	\$3,000	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$667,240	\$0	\$0	\$0	-	N/A
<b>Golf Courses</b>						
Revenues	\$2,983,782	\$3,250,100	\$3,018,425	\$3,250,100	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$2,901,259	\$3,237,729	\$3,052,581	\$3,253,662	\$15,933	0.5%
Operating Inc./(Loss)	\$82,523	\$12,371	(\$34,156)	(\$3,562)	(\$15,933)	-128.8%
<b>Ice Arenas</b>						
Revenues (b)	\$1,029,763	\$1,084,400	\$1,055,450	\$1,073,000	(\$11,400)	-1.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,177,132	\$1,211,038	\$1,207,415	\$1,235,157	\$24,119	2.0%
Operating Inc./(Loss)	(\$147,369)	(\$126,638)	(\$151,965)	(\$162,157)	(\$35,519)	N/A
<b>Materials Recycling Fund</b>						
Revenues (b)	\$4,684,430	\$4,573,450	\$4,937,453	\$5,021,505	\$448,055	9.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$4,339,535	\$4,282,232	\$4,353,112	\$4,439,339	\$157,107	3.7%
Operating Inc./(Loss)	\$344,895	\$291,218	\$584,341	\$582,166	\$290,948	99.9%
<b>Total All Funds</b>						
Revenues (b)	\$18,623,256	\$17,731,955	\$17,669,816	\$18,215,750	\$483,795	2.7%
County Tax Levy	\$7,229,010	\$7,034,010	\$7,034,010	\$6,999,010	(\$35,000)	-0.5%
Expenditures (a)(c)	\$23,965,678	\$24,589,014	\$23,965,535	\$24,798,313	\$209,299	0.9%
Rev. Over (Under) Exp.	\$1,606,539	\$0	\$340,071	\$0	-	N/A
Operating Inc./(Loss)	\$280,049	\$176,951	\$398,220	\$416,447	\$239,496	135.3%
<b>Position Summary All Funds (FTE)</b>						
Regular Positions	101.10	101.10	101.10	101.10	0.00	
Extra Help	71.76	72.89	72.89	71.59	(1.29)	
Overtime	2.16	2.20	2.20	2.24	0.05	
<b>Total</b>	<b>175.02</b>	<b>176.18</b>	<b>176.18</b>	<b>174.93</b>	<b>(1.25)</b>	

(a) 2017 estimates for expenditures exceed the adopted budget due to 2016 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2018 revenue budget includes Fund Balance appropriations totals of \$1,753,000: including \$123,000 for general fund operations; \$1,230,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. The 2017 revenue budget includes Fund Balance appropriations totals of \$1,700,000: including \$70,000 for general fund operations; \$1,230,000 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance.

(c) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform to generally accepted financial accounting standards.

**Fund Purpose**

The Department of Parks & Land Use General Fund operations are responsible for: fostering economic development, sound land use, enhancement and enjoyment of natural resources; fostering health of citizens through acquisition, development, operation, and maintenance of park facilities; administration of the Shore land and Flood land Protections Ordinance, the Storm Water Management Program and Zoning Code; administration of Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2016 Actual	2017 Adopted Budget	2017 Estimate(b)	2018 Budget	Change From 2017 Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$508,141	\$400,000	\$442,965	\$410,200	\$10,200	2.6%
Fine/Licenses	\$1,216,344	\$1,134,700	\$1,176,400	\$1,184,700	\$50,000	4.4%
Charges for Services	\$2,405,451	\$2,154,650	\$2,250,900	\$2,317,750	\$163,100	7.6%
Interdepartmental	\$188,843	\$239,390	\$210,100	\$218,212	(\$21,178)	-8.8%
Other Revenue	\$537,692	\$697,800	\$689,600	\$619,305	(\$78,495)	-11.2%
Appr. Fund Balance (a)	\$213,815	\$70,000	\$251,313	\$123,000	\$53,000	75.7%
<b>County Tax Levy (Credit)</b>	<b>\$7,229,010</b>	<b>\$7,034,010</b>	<b>\$7,034,010</b>	<b>\$6,999,010</b>	<b>(\$35,000)</b>	<b>-0.5%</b>
<b>Total Revenue Sources</b>	<b>\$12,299,296</b>	<b>\$11,730,550</b>	<b>\$12,055,288</b>	<b>\$11,872,177</b>	<b>\$141,627</b>	<b>1.2%</b>
<b>Expenditures</b>						
Personnel Costs	\$7,913,090	\$8,041,943	\$7,968,841	\$8,151,385	\$109,442	1.4%
Operating Expenses	\$1,806,917	\$2,069,850	\$2,047,705	\$1,986,339	(\$83,511)	-4.0%
Interdept. Charges	\$1,387,945	\$1,448,757	\$1,423,671	\$1,467,203	\$18,446	1.3%
Fixed Assets (b)	\$321,059	\$170,000	\$275,000	\$267,250	\$97,250	57.2%
<b>Total Expenditures</b>	<b>\$11,429,011</b>	<b>\$11,730,550</b>	<b>\$11,715,217</b>	<b>\$11,872,177</b>	<b>\$141,627</b>	<b>1.2%</b>
Rev. Over (Under) Exp.	\$870,285	\$0	\$340,071	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	78.14	78.14	78.14	78.14	0.00
Extra Help	48.46	48.00	48.00	47.49	(0.51)
Overtime	1.38	1.45	1.45	1.50	0.05
<b>Total FTEs</b>	<b>127.98</b>	<b>127.59</b>	<b>127.59</b>	<b>127.13</b>	<b>(0.46)</b>

(a) General fund balance is appropriated for:

	2016 Actual	2017 Budget	2017 Est.	2018 Budget
3-Year Maintenance and Projects Plan	\$30,000	\$30,000	\$30,000	\$80,000
Brownfield Recycling Initiative	\$25,000	\$25,000	\$25,000	\$25,000
Expo Center Chair and Table Replacements	\$10,000	\$10,000	\$10,000	\$10,000
Planetarium Maintenance	\$5,000	\$5,000	\$5,000	\$8,000
Purchase Order/Carryover from 2016 to 2017	\$0	\$0	\$181,313	\$0
Purchase Order/Carryover from 2015 to 2016	\$143,815	\$0	\$0	\$0
<b>Total Fund Balance Appropriation</b>	<b>\$213,815</b>	<b>\$70,000</b>	<b>\$251,313</b>	<b>\$123,000</b>

(b) 2017 estimates for expenditures exceed the adopted budget due to 2016 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Total Parks and Land Use General: Positions					
Total Positions by Program	2017				Change From 2017 Adopted Budget
	2016 Actual	Adopted Budget	2017 Estimate	2018 Budget	
<b>Parks Programs</b>	<b>61.35</b>	<b>60.65</b>	<b>60.65</b>	<b>61.58</b>	<b>0.93</b>
Regular Positions	27.09	27.09	27.09	27.09	0.00
Extra Help/Overtime	34.26	33.56	33.56	34.49	0.93
<b>General County Grounds Maintenance</b>	<b>7.34</b>	<b>7.65</b>	<b>7.65</b>	<b>7.18</b>	<b>-0.47</b>
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.84	5.15	5.15	4.68	-0.47
<b>Retzer Nature Center</b>	<b>8.80</b>	<b>8.41</b>	<b>8.41</b>	<b>8.44</b>	<b>0.02</b>
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	4.30	3.91	3.91	3.94	0.02
<b>Exposition Center</b>	<b>8.63</b>	<b>8.39</b>	<b>8.39</b>	<b>8.39</b>	<b>0.00</b>
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.43	4.19	4.19	4.19	0.00
<b>Planning &amp; Zoning</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>
Regular Positions	9.00	9.00	9.00	9.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
<b>Environmental Health</b>	<b>4.01</b>	<b>4.01</b>	<b>4.01</b>	<b>4.01</b>	<b>0.00</b>
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	0.01	0.01	0.01	0.01	0.00
<b>Licensing</b>	<b>7.63</b>	<b>7.63</b>	<b>7.63</b>	<b>7.10</b>	<b>-0.53</b>
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.53	0.53	0.53	-	-0.53
<b>Septic/Well/Lab Programs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
<b>Humane Animal</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>0.00</b>
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.58	0.58	0.58	0.00
<b>Hazardous Material</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.00</b>
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
<b>Land &amp; Water Conservation</b>	<b>5.42</b>	<b>5.97</b>	<b>5.97</b>	<b>5.56</b>	<b>-0.41</b>
Regular Positions	4.60	4.60	4.60	4.60	0.00
Extra Help/Overtime	0.82	1.37	1.37	0.96	-0.41
<b>Hazardous Waste &amp; County Facilities Recycling</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.00</b>
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
<b>Administrative Services</b>	<b>8.07</b>	<b>8.15</b>	<b>8.15</b>	<b>8.15</b>	<b>0.00</b>
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help/Overtime	0.07	0.15	0.15	0.15	0.00
<b>Total Parks and Land Use General: Positions</b>	<b>127.98</b>	<b>127.59</b>	<b>127.59</b>	<b>127.13</b>	<b>-0.46</b>
Regular Positions	78.14	78.14	78.14	78.14	0.00
Extra Help	48.46	48.00	48.00	47.49	-0.51
Overtime	1.38	1.45	1.45	1.50	0.05

**PARKS-GENERAL FUND: PROGRAM UNITS**

Financial Summary	2016 Actual	2017		2018 Budget	Change From 2017 Adopted Budget	
		Adopted Budget	2017 Estimate		\$	%
<b>Total Parks General Fund</b>						
Revenues	\$4,856,471	\$4,626,540	\$4,769,965	\$4,750,167	\$123,627	2.7%
Appr. Fund Balance	\$213,815	\$70,000	\$251,313	\$123,000	\$53,000	75.7%
<b>County Tax Levy</b>	<b>\$7,229,010</b>	<b>\$7,034,010</b>	<b>\$7,034,010</b>	<b>\$6,999,010</b>	<b>(\$35,000)</b>	<b>-0.5%</b>
Expenditures	\$11,429,011	\$11,730,550	\$11,715,217	\$11,872,177	\$141,627	1.2%
Rev. Over (Under) Exp.	\$870,285	\$0	\$340,071	\$0	-	N/A
<b>Position Summary (FTE)</b>						
Regular Positions	78.14	78.14	78.14	78.14	0.00	
Extra Help	48.46	48.00	48.00	47.49	(0.51)	
Overtime	1.38	1.45	1.45	1.50	0.05	
Total	127.98	127.59	127.59	127.13	(0.46)	
<b>Parks Programs</b>						
Staffing (FTE)	61.35	60.65	60.65	61.58	0.93	1.5%
Revenues	\$1,748,495	\$1,524,520	\$1,628,000	\$1,562,026	\$37,506	2.5%
<b>County Tax Levy</b>	<b>\$3,513,357</b>	<b>\$3,313,539</b>	<b>\$3,313,539</b>	<b>\$3,343,634</b>	<b>\$30,095</b>	<b>0.9%</b>
Expenditures	\$4,804,803	\$4,873,059	\$4,967,881	\$4,993,660	\$120,601	2.5%
Rev. Over (Under) Exp.	\$604,236	\$0	\$185,192	\$0	-	N/A
<b>General County Grounds Maintenance</b>						
Staffing (FTE)	7.34	7.65	7.65	7.18	-0.47	-6.1%
Revenues	\$73	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$638,314</b>	<b>\$640,523</b>	<b>\$640,523</b>	<b>\$590,017</b>	<b>(\$50,506)</b>	<b>-7.9%</b>
Expenditures	\$644,723	\$640,523	\$607,619	\$590,017	(\$50,506)	-7.9%
Rev. Over (Under) Exp.	(\$5,585)	\$0	\$33,964	\$0	-	N/A
<b>Retzer Nature Center</b>						
Staffing (FTE)	8.80	8.41	8.41	8.44	0.02	0.2%
Revenues	\$173,647	\$144,200	\$138,500	\$169,500	\$25,300	17.5%
<b>County Tax Levy</b>	<b>\$586,037</b>	<b>\$600,979</b>	<b>\$600,979</b>	<b>\$573,111</b>	<b>(\$27,868)</b>	<b>-4.6%</b>
Expenditures	\$720,058	\$745,179	\$708,477	\$742,611	(\$2,568)	-0.3%
Rev. Over (Under) Exp.	\$39,848	\$0	\$31,224	\$0	-	N/A
<b>Exposition Center</b>						
Staffing (FTE)	8.63	8.39	8.39	8.39	0.00	0.0%
Revenues	\$579,077	\$559,000	\$551,000	\$569,500	\$10,500	1.9%
<b>County Tax Levy</b>	<b>\$147,675</b>	<b>\$133,051</b>	<b>\$133,051</b>	<b>\$131,750</b>	<b>(\$1,301)</b>	<b>-1.0%</b>
Expenditures	\$665,414	\$702,051	\$692,017	\$711,250	\$9,199	1.3%
Rev. Over (Under) Exp.	\$71,560	\$0	\$2,256	\$0	-	N/A
<b>Planning &amp; Zoning</b>						
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00	0.0%
Revenues	\$129,767	\$134,100	\$142,800	\$139,100	\$5,000	3.7%
<b>County Tax Levy</b>	<b>\$740,103</b>	<b>\$729,375</b>	<b>\$729,375</b>	<b>\$738,610</b>	<b>\$9,235</b>	<b>1.3%</b>
Expenditures	\$849,359	\$863,475	\$855,282	\$877,710	\$14,235	1.6%
Rev. Over (Under) Exp.	\$20,511	\$0	\$16,893	\$0	-	N/A

**PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)**

Financial Summary	2017				Change From 2017	
	2016 Actual	Adopted Budget	2017 Estimate	2018 Budget	Adopted Budget \$	%
<b>Environmental Health</b>						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$102,226	\$110,000	\$115,500	\$121,700	\$11,700	10.6%
<b>County Tax Levy</b>	<b>\$360,312</b>	<b>\$356,915</b>	<b>\$356,915</b>	<b>\$365,877</b>	<b>\$8,962</b>	<b>2.5%</b>
Expenditures	\$481,423	\$466,915	\$467,853	\$487,577	\$20,662	4.4%
Rev. Over (Under) Exp.	(\$18,885)	\$0	\$4,562	\$0	-	N/A
<b>Licensing</b>						
Staffing (FTE)	7.63	7.63	7.63	7.10	-0.53	-6.9%
Revenues	\$818,929	\$748,200	\$781,200	\$783,200	\$35,000	4.7%
<b>County Tax Levy</b>	<b>(\$111,043)</b>	<b>(\$107,508)</b>	<b>(\$107,508)</b>	<b>(\$139,158)</b>	<b>(\$31,650)</b>	<b>N/A</b>
Expenditures	\$566,794	\$640,692	\$641,567	\$644,042	\$3,350	0.5%
Rev. Over (Under) Exp.	\$141,092	\$0	\$32,125	\$0	-	N/A
<b>Septic/Well/Lab Programs</b>						
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00	0.0%
Revenues	\$376,778	\$334,000	\$334,000	\$344,000	\$10,000	3.0%
<b>County Tax Levy</b>	<b>\$183,502</b>	<b>\$144,287</b>	<b>\$144,287</b>	<b>\$104,126</b>	<b>(\$40,161)</b>	<b>-27.8%</b>
Expenditures	\$453,653	\$478,287	\$480,678	\$448,126	(\$30,161)	-6.3%
Rev. Over (Under) Exp.	\$106,627	\$0	(\$2,391)	\$0	-	N/A
<b>Humane Animal</b>						
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00	0.0%
Revenues	\$8,865	\$50,000	\$50,000	\$50,000	\$0	0.0%
<b>County Tax Levy</b>	<b>\$96,563</b>	<b>\$98,315</b>	<b>\$98,315</b>	<b>\$98,077</b>	<b>(\$238)</b>	<b>-0.2%</b>
Expenditures	\$128,338	\$148,315	\$148,121	\$148,077	(\$238)	-0.2%
Rev. Over (Under) Exp.	(\$22,910)	\$0	\$194	\$0	-	N/A
<b>Hazardous Material</b>						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$38	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$139,838</b>	<b>\$140,953</b>	<b>\$140,953</b>	<b>\$144,834</b>	<b>\$3,881</b>	<b>2.8%</b>
Expenditures	\$153,042	\$165,953	\$167,863	\$169,834	\$3,881	2.3%
Rev. Over (Under) Exp.	\$16,784	\$0	(\$1,910)	\$0	-	N/A
<b>Land &amp; Water Conservation</b>						
Staffing (FTE)	5.42	5.97	5.97	5.56	-0.41	-6.8%
Revenues	\$404,028	\$507,860	\$516,965	\$491,650	(\$16,210)	-3.2%
<b>County Tax Levy</b>	<b>\$272,680</b>	<b>\$281,340</b>	<b>\$281,340</b>	<b>\$293,106</b>	<b>\$11,766</b>	<b>4.2%</b>
Expenditures	\$686,378	\$789,200	\$758,246	\$784,756	(\$4,444)	-0.6%
Rev. Over (Under) Exp.	\$2,330	\$0	\$40,059	\$0	-	N/A
<b>Hazardous Waste and County Facilities Recycling</b>						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	\$399,072	\$397,000	\$402,000	\$397,000	\$0	0.0%
<b>County Tax Levy/(Credit)</b>	<b>(\$27,014)</b>	<b>(\$30,763)</b>	<b>(\$30,763)</b>	<b>(\$32,224)</b>	<b>(\$1,461)</b>	<b>N/A</b>
Expenditures	\$381,355	\$366,237	\$366,846	\$364,776	(\$1,461)	-0.4%
Rev. Over (Under) Exp.	(\$6,879)	\$0	\$4,391	\$0	-	N/A
<b>Administrative Services</b>						
Staffing (FTE)	8.07	8.15	8.15	8.15	0.00	0.0%
Revenues	\$115,476	\$117,660	\$110,000	\$122,491	\$4,831	4.1%
<b>County Tax Levy</b>	<b>\$688,686</b>	<b>\$733,004</b>	<b>\$733,004</b>	<b>\$787,250</b>	<b>\$54,246</b>	<b>7.4%</b>
Expenditures	\$893,671	\$850,664	\$852,767	\$909,741	\$59,077	6.9%
Rev. Over (Under) Exp.	(\$78,444)	\$0	(\$6,488)	\$0	-	N/A

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**Parks Programs****Program Description**

The Parks program is responsible for the 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 planning for new parks and existing park enhancements, daily operation of facilities and working in cooperation with businesses, agencies and organizations to advance and develop nature-based opportunities within the parks. The Department will evaluate the feasibility of private operation of concessions and work with contractors to initiate. Private recreation rental concession operations will be encouraged to provide park users opportunities to use canoes, kayaks, paddleboards and bikes while using parks. To encourage healthy lifestyles the Department will work with Healthcare agencies for programming opportunities.

**Major Departmental Strategic Plan Objectives****Customer Service Pillar: High customer satisfaction**Objective #1: Customer Convenience

To increase customer convenience in registering for tee times, facility rentals and program registrations, and increase the availability of web-based reservation options by December 2019.

Performance measure: 80% of survey customers report a good to very good rating in the convenience and efficiency of online reservation systems.

**Financial Pillar: Protect taxpayer investments**Objective #1: Volunteer Management

Identify and promote volunteer projects and opportunities for events and land management purposes to increase volunteer hours by 5% annually.

Performance measure: Increase volunteer hours annually by 5%.

Objective #2: Credit Card Usage

Improve the county's remote connectivity to provide customers the ability to make purchases using credit cards to a 70% credit card use to 30% cash by December 2019.

Performance measure: Increase the ratio of credit card to cash collection to 70%/30% by December of 2019.

**Quality Pillar: High standards of service excellence**Objective #1: Park Rental Facilities Satisfaction

Achieve a good or very good satisfaction rating for clean and safe park rental facilities and grounds by 80% of customers.

Performance measure: 80% of surveyed customers report a good or very good rating for the appearance and cleanliness of park system rental facilities and grounds.

Parks Programs (continued)

	2016 Actual	2017 Budget	2017 Estimate(b)	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>61.35</b>	<b>60.65</b>	<b>60.65</b>	<b>61.58</b>	<b>0.93</b>
General Government	\$175,180	\$35,000	\$60,000	\$55,500	\$20,500
Fine/Licenses	\$7,110	\$10,000	\$10,000	\$10,000	\$0
Charges for Services	\$1,373,676	\$1,177,450	\$1,273,400	\$1,312,250	\$134,800
Interdepartmental	\$77,363	\$102,770	\$85,000	\$84,676	(\$18,094)
Other Revenue (a)	\$115,166	\$199,300	\$199,600	\$99,600	(\$99,700)
Appr. Fund Balance (b)	\$147,187	\$35,000	\$211,534	\$88,000	\$53,000
<b>County Tax Levy (Credit)</b>	<b>\$3,513,357</b>	<b>\$3,313,539</b>	<b>\$3,313,539</b>	<b>\$3,343,634</b>	<b>\$30,095</b>
<b>Total Revenues</b>	<b>\$5,409,039</b>	<b>\$4,873,059</b>	<b>\$5,153,073</b>	<b>\$4,993,660</b>	<b>\$120,601</b>
Personnel Costs	\$3,116,002	\$3,189,321	\$3,147,654	\$3,256,523	\$67,202
Operating Expenses (b)	\$638,063	\$741,075	\$773,205	\$675,055	(\$66,020)
Interdept. Charges	\$751,489	\$787,663	\$787,022	\$819,832	\$32,169
Fixed Assets (b)	\$299,249	\$155,000	\$260,000	\$242,250	\$87,250
<b>Total Expenditures</b>	<b>\$4,804,803</b>	<b>\$4,873,059</b>	<b>\$4,967,881</b>	<b>\$4,993,660</b>	<b>\$120,601</b>

Rev. Over (Under) Exp.	\$604,236	\$0	\$185,192	\$0	\$0
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(a) Landfill siting fee revenues of \$80,000 in other revenue previously budgeted in the Hazardous Waste and County Facilities Recycling program was reallocated to the Parks Programs area in the 2018 Budget to more closely match program operations and usage in the Three Year Maintenance and Projects Plan. The prior year 2016 actuals and 2017 budget were restated for comparability purposes.

(b) 2017 estimates for expenditures exceed the adopted budget due to 2016 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

**Program Highlights**

The 2018 general government revenues increase \$20,500, and includes State grants related to funding for projects in the 3-year maintenance plan, a \$32,000 snowmobile grant, and a \$3,000 conservation grant.

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

Charges for services revenues increase by \$134,800 to \$1,312,250 and are related to the following: an increase of \$80,000 to \$400,000 in daily entrance fees; an increase of \$30,000 to \$355,100 in annual sticker sales; an increase of \$15,000 to \$115,000 in reservation fees; an increase of \$10,000 to \$145,500 in boat launch fees; and an increase of \$5,800 in land lease revenue to \$111,100. This is partially offset by a reduction of \$6,000 in concession sales to reflect prior year actual levels of activity. Daily entrance fees increase from \$4 to \$5.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at nearly \$84,700, a decrease of approximately \$18,100 from the 2017 budget to better reflect department staff assistance on golf related projects.

Other revenues decrease \$99,700, mainly due to the transfer of \$100,000 of landfill siting fee revenues from the 3-year maintenance plan to the capital projects budget.

Appropriated fund balance is budgeted to increase \$53,000 to \$88,000. General Fund balance allocated to 3-year maintenance plan projects is budgeted to increase \$50,000 to \$80,000. The remaining fund balance of \$8,000 will be appropriated for 2018 Planetarium maintenance projects.

Personnel costs increase slightly over \$67,200 or approximately 2.1% to \$3,256,500 and include the cost to continue existing staffing levels, as well as an increase in extra help hourly rates to help maintain competitive wages. Extra help funding increases just over \$40,400 or 0.88 FTE, mainly due to a 0.53 FTE increase for a new seasonal recreational instructor in collaboration with local municipal recreation programs.

Operating expenses decrease \$66,000 to \$675,100, mainly due to a decrease of \$96,000 in 3-year maintenance plan projects (largely offset by an increase in 3-year maintenance plan fixed asset projects in 2018), a \$5,000 reduction in utility costs and a \$4,000 reduction in equipment. These decreases are offset with a \$16,750 increase in waste disposal charges to reflect actual costs. The department is evaluating the expansion of private concessionaires in the parks in 2018. This includes rentals of items like bikes, kayaks, paddle boats, pop-up beer gardens and food offerings.

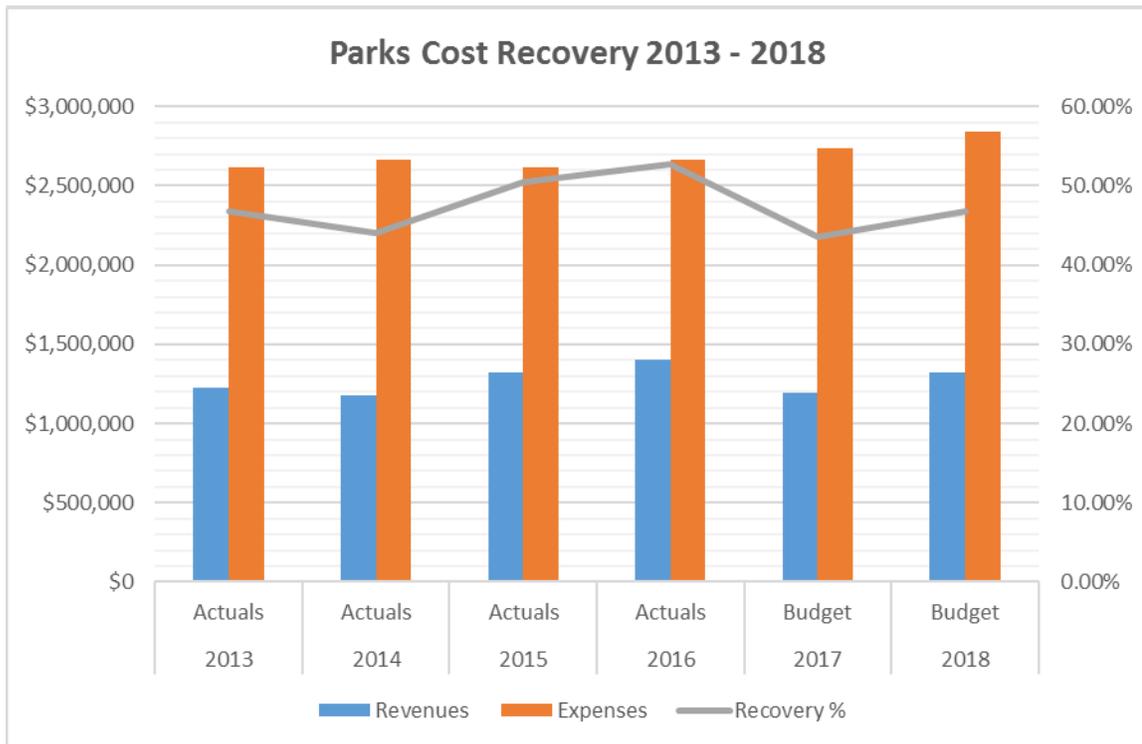
Interdepartmental charges are budgeted to increase by \$32,200, mainly due to an increase of approximately \$35,900 for vehicle replacement costs.

Fixed asset expenditures are budgeted to increase by \$87,250 to \$242,250 mainly due to planned changes in the 3-year maintenance plan.

Parks Programs (Continued)

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Daily Entrance Stickers	94,704	85,470	85,500	85,500	30
Annual Stickers	14,656	14,500	14,500	14,500	0
Family Camping	3,221	3,800	3,800	3,800	0
Group Camping	1,772	1,475	1,500	1,500	25
Reserved Picnics/Pavilion/Lodge Rental	1,624	1,250	1,250	1,250	0
Annual Boat Launch Stickers	522	500	500	500	0
Daily Boat Launch	14,897	13,175	14,000	14,000	825

The preceding analysis excludes all capital and 3-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The chart indicates that expenditures have remained relatively stable and the park system has been able to maintain revenue recovery over a 4-year average, at approximately 48.5% of expenditures. The 2018 budget includes a cost recovery rate of 46.7%.



3-Year Maintenance and Major Projects Plan

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use Department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance and improvement 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 3-year plan is developed to identify future projects and provide for a consistent annual budget.

Location	Project	2018 Plan	2019 Plan	2020 Plan
Expo Center	Facility repair and replacement	\$15,500	\$7,900	\$0
Expo Center	Bleacher Replacement	\$15,600	\$0	\$0
Expo Center	Plumbing/HVAC repair and replacement	\$3,000	\$0	\$16,000
Expo Center	Door Replacements	\$27,750	\$0	\$13,850
Expo Center	Stripping/parking lot/pavement maintenance	\$0	\$11,600	\$0
Grounds Maintenance	Grounds improvements	\$12,500	\$9,500	\$10,720
Retzer	Planetarium Maintenance (a)	\$5,000	\$5,000	\$5,000
Retzer	Boardwalk upgrades	\$20,600	\$10,000	\$10,000
Retzer	Stripping/parking lot/pavement maintenance	\$900	\$900	\$1,730
Retzer	Paint Learning Center (b)	\$20,000	\$0	\$0
Various Parks	Signage	\$0	\$0	\$9,100
Various Parks	Stripping/parking lot/pavement maintenance	\$17,600	\$11,100	\$9,700
Fox Brook	Diving Dock replacement	\$0	\$0	\$18,000
Fox Brook	Roof replacement	\$0	\$0	\$50,000
Fox Brook	Facility repair and replacement	\$8,700	\$5,000	\$6,500
Fox Brook	Plumbing/HVAC repairs and replacements	\$3,200	\$17,700	\$20,000
Fox Brook	Shoreland Erosion Protection	\$5,000	\$5,000	\$5,000
Fox River	Plumbing/HVAC repairs and replacements	\$0	\$0	\$11,500
Fox River	Canoe launch overlook	\$0	\$0	\$30,000
Fox River	Facility repair and replacement	\$3,200	\$0	\$0
Fox River	Material storage bin	\$0	\$0	\$2,500
Menomonee	Signage	\$6,400	\$2,500	\$0
Menomonee	Plumbing/HVAC repairs and replacements	\$0	\$0	\$1,400
Menomonee	Lighting improvements	\$0	\$5,000	\$0
Minooka	Facility repair and replacement	\$10,400	\$3,000	\$0
Minooka	Plumbing/HVAC repair and replacement	\$0	\$6,000	\$0
Mukwonago	Dam Structure Repair	\$6,000	\$0	\$0
Mukwonago	Facility repair and replacement	\$4,350	\$0	\$15,000
Mukwonago	ADA Archery Facility (c)	\$10,000	\$0	\$0
Mukwonago	Plumbing/HVAC repairs and replacements	\$5,000	\$0	
Mukwonago	Accessible Fishing Pier	\$0	\$65,000	\$0
Mukwonago	Beach house/concession stand demolition	\$30,000	\$0	\$0
Mukwonago	School Section Boat Ramp Improvements(d)	\$25,000	\$0	\$0
Muskego	Facility repair and replacement	\$5,500	\$6,000	\$7,000
Muskego	Plumbing/HVAC repairs and replacements	\$10,000	\$0	\$0

3-Year Maintenance and Major Projects Plan (cont'd)

Location	Project	2018 Plan	2019 Plan	2020 Plan
Naga-Waukee	Facility repair and replacement	\$6,550	\$12,300	\$18,500
Naga-Waukee	Playground resurfacing	\$0	\$28,500	\$0
Naga-Waukee	Plumbing/HVAC repairs and replacements	\$0	\$8,500	\$15,000
Naga-Waukee	Barn reside and improvements	\$19,500	\$0	\$50,000
Naga-Waukee	Nagawaukee Boat Launch piers	\$30,000	\$0	\$0
Naga-Waukee	Hill restoration	\$5,000	\$5,000	\$0
Nashotah	Ryan Park maintenance	\$15,000	\$0	\$0
Nashotah	Forest Lake carryin access	\$0	\$40,000	\$0
Nashotah	Remove Millpointer house	\$0	\$25,000	\$0
Nashotah	Plumbing/HVAC repairs and replacements	\$4,400	\$24,500	\$0
Nashotah	Facility repair and replacement	\$350	\$13,500	\$2,000
<b>PLAN TOTAL</b>		<b>\$352,000</b>	<b>\$328,500</b>	<b>\$328,500</b>

- (a) Planetarium maintenance of \$5,000 is fund balance designated for this purpose.
- (b) Planetarium maintenance of \$3,000 is fund balance designated for this purpose.
- (c) Project costs are partially offset with a \$12,500 State DNR grant.
- (d) Project costs are partially offset with a \$8,000 State DNR grant

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '17	Estimated Operating Impact	A=Annual T=One-Time
201208	Energy Efficiency Improvements	2017	\$1,435,200	100%	TBD	A
201807	Pewaukee-Brookfield trail	2021	\$2,540,000	0%	TBD	A
201504	Camp Pow Wow Expansion	2021	\$750,000	0%	\$0	A
201602	Minooka Restroom Shelter	2017	\$724,000	100%	\$0	A
201605	Menomonee Beach House Renovations	2018	\$699,000	10%	\$0	A
201606	Retzer Nature Center Remodeling	2017	\$356,000	100%	\$0	A
201607	Lake Country Trail Underpass	2019	\$1,107,000	5%	\$0	A
201703	UWW Site Infrastructure improvements	2020	\$1,231,400	25%	\$0	A
200824	Pavement Management Plan (2013-2017)	2017	\$2,400,000	N/A	\$0	NA
201406	Pavement Management Plan (2018-2022)	2022	\$4,300,000	N/A	\$0	NA

General County Grounds Maintenance

**Program Description**

The General County Grounds Maintenance program is responsible for the maintenance of a safe, clean and aesthetically pleasing manner for the Government Center, Northview Grounds, Radio Tower Site, Mental Health Center, and Eble Park.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Government Center Facility Safety and Cleanliness

Strive to provide to customers and employees of the Government Center, year-round clean and safe grounds that are free of personal injury hazards, including turf, sidewalks, pavement and landscaping.

Performance measure: 100% free of slips and falls as reported by the Department of Administration Risk Management Division.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>7.34</b>	<b>7.65</b>	<b>7.65</b>	<b>7.18</b>	<b>(0.47)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$73	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$751	\$0	\$1,060	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$638,314</b>	<b>\$640,523</b>	<b>\$640,523</b>	<b>\$590,017</b>	<b>(\$50,506)</b>
<b>Total Revenues</b>	<b>\$639,138</b>	<b>\$640,523</b>	<b>\$641,583</b>	<b>\$590,017</b>	<b>(\$50,506)</b>
Personnel Costs	\$336,176	\$323,103	\$311,854	\$305,207	(\$17,896)
Operating Expenses	\$118,746	\$123,550	\$122,450	\$111,350	(\$12,200)
Interdept. Charges	\$189,801	\$193,870	\$173,315	\$173,460	(\$20,410)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$644,723</b>	<b>\$640,523</b>	<b>\$607,619</b>	<b>\$590,017</b>	<b>(\$50,506)</b>
Rev. Over (Under) Exp.	(\$5,585)	\$0	\$33,964	\$0	\$0

**Program Highlights**

Personnel costs decrease approximately \$17,900, mainly due to staff turnover, changes in insurance options, and the cost to continue existing staff levels. Overall, extra help funding is reduced by \$2,400. An increase of \$5,500 due to shifting 2,000 hours from the park seasonal to the lead park seasonal position is more than offset by an overall reduction of 1,000 hours or 0.47 FTE in extra help funding. Extra help hourly rates increase 1.5% to help maintain competitive wages. Operating expenses decrease \$12,200, mainly due to a \$10,800 reduction in supplies and a \$1,500 reduction in utility costs. Interdepartmental charges decrease over \$20,400 mainly due to an \$18,000 reduction in anticipated salt usage based on prior year's actual experience.

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	115,530	115,530	115,530	115,530	-

**Program Description**

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

Major Departmental Strategic Plan Objectives

**Quality Pillar: High standards of service excellence**

Objective #1: Public Events and Programs

80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants report a good or very good rating for the Retzer programs.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>8.80</b>	<b>8.41</b>	<b>8.41</b>	<b>8.44</b>	<b>0.02</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$116,705	\$77,200	\$80,000	\$83,000	\$5,800
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$56,942	\$67,000	\$58,500	\$86,500	\$19,500
Appr. Fund Balance	\$222	\$0	\$222	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$586,037</b>	<b>\$600,979</b>	<b>\$600,979</b>	<b>\$573,111</b>	<b>(\$27,868)</b>
<b>Total Revenues</b>	<b>\$759,906</b>	<b>\$745,179</b>	<b>\$739,701</b>	<b>\$742,611</b>	<b>(\$2,568)</b>
Personnel Costs	\$481,625	\$484,650	\$467,363	\$482,758	(\$1,892)
Operating Expenses	\$130,112	\$144,475	\$126,100	\$131,450	(\$13,025)
Interdept. Charges	\$86,511	\$101,054	\$100,014	\$103,403	\$2,349
Fixed Assets	\$21,810	\$15,000	\$15,000	\$25,000	\$10,000
<b>Total Expenditures</b>	<b>\$720,058</b>	<b>\$745,179</b>	<b>\$708,477</b>	<b>\$742,611</b>	<b>(\$2,568)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$39,848</b>	<b>\$0</b>	<b>\$31,224</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Charges for services revenues are budgeted to increase \$5,800 and include: workshop and special event fees of \$51,200; land and office rental fees totaling \$15,800, an increase of \$5,800 from the 2017 budget, and \$16,000 from the Waukesha School District for parks staff maintenance of the planetarium facility. Other revenues are budgeted to increase \$19,500 from 2017 budgeted levels, mainly due to a donation of \$25,000 from the Friends of Retzer Nature Center to fund an electronic media environmental education station for the Learning Center. The station will allow Nature Center visitors to interactively select environmental education programs to watch. These educational programs will be short videos about Retzer, its seasons, certain species, ecosystems and other videos relevant to Retzer's environment. Other revenues also includes a reduction of \$5,500 in miscellaneous revenues from \$8,000 to \$2,500, \$30,000 in birdseed sales, \$18,000 of bookstore merchandise sale, and \$11,000 in donation revenue related to sponsorship of special events.

Personnel costs are budgeted to decrease by nearly \$1,900 mainly due to staff turnover, which is partially offset by a slight increase in extra help hours of 0.02 FTE as well as extra help hourly rates being increased to help maintain competitive wages. Operating costs decrease just over \$13,000 mainly due to a decrease of \$10,000 for food for resale as Apple Harvest Fest concessions have been contracted out to a private sector provider and a \$1,200 reduction in utility costs. Interdepartmental charges increase about \$2,300 mainly due to a \$6,000 increase in vehicle replacement costs, which is partially offset with a \$4,000 reduction in vehicle maintenance costs. Fixed asset expenses increase \$10,000 and include \$25,000 for the interactive educational station mentioned above.

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Program Attendance	7,400	7,600	7,600	7,600	0
Apple harvest festival attendance	4,163	4,800	4,600	4,750	(50)

Exposition Center

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>8.63</b>	<b>8.39</b>	<b>8.39</b>	<b>8.39</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$579,077	\$559,000	\$551,000	\$569,500	\$10,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,222	\$10,000	\$10,222	\$10,000	\$0
<b>County Tax Levy (Credit)</b>	<b>\$147,675</b>	<b>\$133,051</b>	<b>\$133,051</b>	<b>\$131,750</b>	<b>(\$1,301)</b>
<b>Total Revenues</b>	<b>\$736,974</b>	<b>\$702,051</b>	<b>\$694,273</b>	<b>\$711,250</b>	<b>\$9,199</b>
Personnel Costs	\$406,181	\$441,908	\$431,924	\$449,091	\$7,183
Operating Expenses	\$201,608	\$203,300	\$201,350	\$200,000	(\$3,300)
Interdept. Charges	\$57,625	\$56,843	\$58,743	\$62,159	\$5,316
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$665,414</b>	<b>\$702,051</b>	<b>\$692,017</b>	<b>\$711,250</b>	<b>\$9,199</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$71,560</b>	<b>\$0</b>	<b>\$2,256</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Charges for services revenue is increased \$10,500 to \$569,500 to reflect current activity levels. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of \$10,000 is included in 2018 to fund expenditures for a table and chair replacement program.

Personnel costs increase approximately \$7,200, mainly due to the cost to continue existing staff levels, as well as a 1.5% increase in extra help hourly rates to help maintain competitive wages. Operating expenses decrease \$3,300 mainly due to a \$2,000 decrease in utility costs. Interdepartmental charges increase just over \$5,300, mainly due to a \$5,500 increase in vehicle replacement and maintenance charges.

The department will continue its long-term facility analysis for infrastructure repair and replacement to proactively plan for facility needs.

Exposition Center (Continued)

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Banquet/Wedding	4	4	6	6	2
Consumer Sales	36	36	32	31	(5)
Entertainment/Sport	11	7	6	5	(2)
Fundraiser	1	3	3	4	1
Grounds Events	8	9	10	10	1
Hobby Shows	5	5	3	3	(2)
Meetings	40	33	37	40	7
Religious	4	3	3	3	0
Seminar	4	7	3	4	(3)
Trade Show	4	4	7	6	2
4 H	40	58	45	45	(13)
County Sponsored	40	30	50	50	20

Planning & Zoning

Program Description

Provide for the administration and preparation of a variety of land use related planning efforts. These efforts include land use planning and zoning assistance to the public and communities, and implementation and update of the County Development Plan.

Administration and enforcement of the Waukesha County Zoning Code, the Waukesha County Shoreland and Floodland Protection Ordinance, the Waukesha County Shoreland and Floodland Subdivision Control Ordinance and the Waukesha County Airport Height Ordinance. Review of subdivision and certified survey maps for compliance with applicable statutes, codes, the County Development Plan, and ordinances. Prepare recommendations for rezoning, conditional use, and conduct site plan and plan of operation reviews.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective #1: Well-Planned Land-Use

Foster a well-planned County through optimal distribution of business, industry, and housing land uses, while preserving natural resources, prime agricultural lands, and open space.

100% of approved rezones are consistent with the County Comprehensive Plan, Farmland Preservation Plan and Shoreland Code requirements.

Performance Measures:

Benchmark Goal	2016 Actual	2017 Target	2017 Estimate	2018 Target
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning (continued)

**Customer Service Pillar: High customer satisfaction**

Objective #1: Internal and External Online Access to Land Use and Zoning Records

Improve online public service and internal staff access to land use and zoning records.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$87,310	\$81,100	\$89,800	\$86,100	\$5,000
Charges for Services	\$39,946	\$52,000	\$52,000	\$52,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,511	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$740,103</b>	<b>\$729,375</b>	<b>\$729,375</b>	<b>\$738,610</b>	<b>\$9,235</b>
<b>Total Revenues</b>	<b>\$869,870</b>	<b>\$863,475</b>	<b>\$872,175</b>	<b>\$877,710</b>	<b>\$14,235</b>
Personnel Costs	\$783,203	\$797,726	\$790,873	\$814,801	\$17,075
Operating Expenses	\$17,542	\$16,100	\$15,150	\$14,450	(\$1,650)
Interdept. Charges	\$48,614	\$49,649	\$49,259	\$48,459	(\$1,190)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$849,359</b>	<b>\$863,475</b>	<b>\$855,282</b>	<b>\$877,710</b>	<b>\$14,235</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$20,511</b>	<b>\$0</b>	<b>\$16,893</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Fines and license revenues, which includes zoning permit fee revenues, increase \$5,000 to \$86,100 based on current activity levels. Charges for services revenue are budgeted at \$52,000 and include \$38,000 in subdivision review revenues and \$14,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at \$1,000 and is related to the sale of maps.

Personnel costs increase approximately \$17,100 and reflect the cost to continue current staffing levels and changes in health care options. Operating expenses decrease nearly \$1,700 to \$14,500, mainly due to a slight reduction in advertising and legal notices. Interdepartmental charges decrease almost \$1,200 mainly due to a decrease in communication charges.

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
No. of Conditional Use reviews	19	15	15	15	-
No. of Zoning Violations pursued	70	100	80	80	(20)
Site Plan reviews	29	30	30	30	-

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
No. of Zoning Permits	449	375	375	375	-
No. of Board of Adjustment cases	35	30	35	23	(7)
No. of Certified Survey Maps (CSMs) reviewed	20	25	25	25	-
No. of Subdiv. Plat Reviews	30	30	30	30	-

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 and laboratory, and the Private Sewage System maintenance program.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Public Water Supply Safety

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

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. 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.

	2016 Actual	2017 Target	2017 Estimate	2018 Target
System samples	446	450	450	450
% sampled	100%	100%	100%	100%
% with coliform bacteria	2%	2%	3%	2%
% with nitrates	<1%	1%	<1%	<1%

Objective #2: Private Sewage System Maintenance Program

Operate a mandatory maintenance program for the estimated 38,000 private sewage systems, notifying system owners of the need for maintenance every three years.

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

Performance Measure: Receive verification that maintenance is conducted on 90% of the private sewage systems notified through maintenance notification.

	2016 Actual	2017 Target	2017 Estimate	2018 Target
Maintenance cards sent	8,127	11,000	8,000	10,000
Number returned	7,854	10,450	7,600	9,600
% Returned (a)	97%	95%	95%	96%

(a) The number of maintenance reports filed may not accurately represent a percent of maintenance notices sent. Maintenance reports may be submitted for properties recently added to the tracking program, but no notice has been sent.

**Customer Service Pillar: High customer satisfaction**

Objective #1: Internal and External Online Access to Well and Septic Records

Improve online public service and internal access to residential well and septic records.

Environmental Health (Continued)

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.01</b>	<b>4.01</b>	<b>4.01</b>	<b>4.01</b>	<b>0.00</b>
General Government	\$20,216	\$34,000	\$34,000	\$42,700	\$8,700
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$81,693	\$76,000	\$81,500	\$79,000	\$3,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$317	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$360,312</b>	<b>\$356,915</b>	<b>\$356,915</b>	<b>\$365,877</b>	<b>\$8,962</b>
<b>Total Revenues</b>	<b>\$462,538</b>	<b>\$466,915</b>	<b>\$472,415</b>	<b>\$487,577</b>	<b>\$20,662</b>
Personnel Costs	\$408,293	\$376,613	\$378,911	\$390,786	\$14,173
Operating Expenses	\$29,950	\$46,750	\$46,600	\$53,200	\$6,450
Interdept. Charges	\$43,180	\$43,552	\$42,342	\$43,591	\$39
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$481,423</b>	<b>\$466,915</b>	<b>\$467,853</b>	<b>\$487,577</b>	<b>\$20,662</b>
Rev. Over (Under) Exp.	(\$18,885)	\$0	\$4,562	\$0	\$0

Program Highlights

General government revenues increase \$8,700, as a result of the Environmental Health division being awarded a \$8,700 grant through the Wisconsin Environmental Public Health Tracking Program funding opportunity "Taking Action with Data: Use of the Environmental County Health Profiles to Improve Environmental Health in a Community (Round 3)." The project proposed aims to determine the existence and location of sources of lead in drinking water in schools, as well as collaborate with the schools to promote outreach and education for lead and water testing. General government revenues also includes: \$20,000 for the Wisconsin Fund, a septic system replacement program run by the State of Wisconsin intended to help lower income county residents replace failing septic systems; and \$14,000 for the State's Radon Grant to cover staff time and other costs related to providing radon education services to area residents.

Charges for services increase \$3,000 due an increase in revenues from water samples examined in accordance with the Safe Drinking Water Act, budgeted at \$63,000. Charges for services also includes \$1,000 related to the lead program and radon kit sales revenue of \$15,000.

Personnel costs increase nearly \$14,200 to \$390,800 and funds the cost to continue existing staff levels.

Operating expenses increase by \$6,500 mainly due to an \$8,700 increase in contracted services related to the new grant award discussed above, partially offset by a \$2,000 reduction in radon kits for resale.

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
WI Fund Grant (Septic Replacements)	2	3	0	2	(1)
# of on-site septic systems under Mandatory Maintenance (a)	36,200	37,000	36,600	37,000	0

(a) Per WI Statute 145.20(5)(am), the increase in these numbers is due to the inclusion of private sewage systems that were installed prior to July 1, 1979.

**Program Description**

Provide licensing, inspection, education, and plan reviews of restaurant, retail food establishments, and other recreational facilities.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Public Health Licensing, Inspection, and Education

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.

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

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

	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of licensed food establishments	1,703	1,550	1,700	1,700
Number of inspections & consultations	2,114	2,600	2,500	2,500
# of pre-inspections/inspections/consultations per Inspector (a)(b)	302	357	357	357

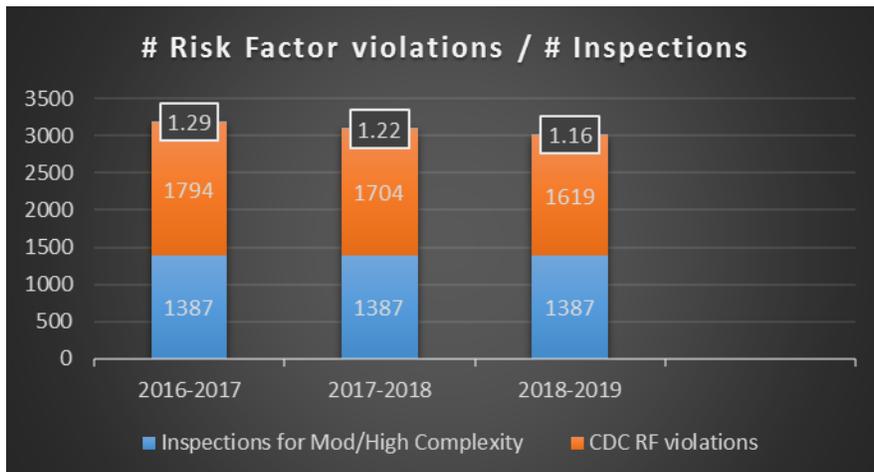
- a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in a “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections / consultations by FTE is the department goal.
- b) Due to two staff vacancies there was some lapse in employment and training for the new Sanitarians took several months. As such, the total number of inspections was lower for the year. In addition, the number of inspections per inspector has gone down for various reasons. These program efficiencies include: maximizing the time spent during an initial inspection to get operators to correct violations immediately to reduce the number of re-inspections required, developing a better understanding on the part of the inspectors as to what is considered a consultation, and better documentation due to the use of Intellitime and HealthSpace software programs.

Objective #2: Risk-Based Inspection Criteria and Targeted Intervention Strategies

Reduce the number of Center for Disease Control and Prevention (CDC) risk factor violations by 5% each year, using risk-based inspection criteria and targeted intervention strategies at moderate and high complexity restaurants.

The top five risk factors identified by the CDC that most often are responsible for foodborne illness are: improper hot/cold holding temperatures of potentially hazardous food, improper cooking temperatures of food, dirty and/or contaminated utensils and equipment, poor employee health and hygiene, and food from unsafe sources.

Performance Measure: Reduce the ratio of risk factor violations per inspection at moderate and high complexity restaurants by 5% each license year.



	Licensing (continued)				
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>7.63</b>	<b>7.63</b>	<b>7.63</b>	<b>7.10</b>	<b>(0.53)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$814,172	\$743,600	\$776,600	\$778,600	\$35,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,645	\$4,100	\$4,100	\$4,100	\$0
Other Revenue	\$112	\$500	\$500	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (a)</b>	<b>(\$111,043)</b>	<b>(\$107,508)</b>	<b>(\$107,508)</b>	<b>(\$139,158)</b>	<b>(\$31,650)</b>
<b>Total Revenues</b>	<b>\$707,886</b>	<b>\$640,692</b>	<b>\$673,692</b>	<b>\$644,042</b>	<b>\$3,350</b>
Personnel Costs	\$502,035	\$571,438	\$575,113	\$576,473	\$5,035
Operating Expenses	\$27,321	\$31,600	\$29,000	\$30,900	(\$700)
Interdept. Charges	\$37,438	\$37,654	\$37,454	\$36,669	(\$985)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$566,794</b>	<b>\$640,692</b>	<b>\$641,567</b>	<b>\$644,042</b>	<b>\$3,350</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$141,092</b>	<b>\$0</b>	<b>\$32,125</b>	<b>\$0</b>	<b>\$0</b>

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

**Program Highlights**

License revenues increase \$35,000, primarily due to an increase in restaurant license/inspection revenues of \$30,000 to \$530,000. Retail food license revenues increase \$3,000 to \$163,000. Lodging and campground license fee revenues increase \$2,000 to \$85,600.

Personnel costs increase approximately \$5,000 mainly due to the cost to continue existing staff levels, which is partially offset with the elimination of a 0.53 FTE extra help intern position. Operating expenses decrease \$700 due to a slight reduction in staff development costs. Interdepartmental charges decrease nearly \$1,000, mainly due to an \$800 reduction in communication charges.

**Activity Data**

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b># of Inspections/Consultations Performed</b>					
# of Restaurants	1,512	1,900	1,850	1,850	(50)
# of Retail Foods	602	650	650	650	0
# of School Food Services	209	150	200	200	50
# of Lodging	50	50	50	50	0
# of Public Pool, Camp & Rec/ED camp	321	275	300	300	25
<b># of Establishment Licenses issued</b>					
<b>Restaurants</b>					
Temporary	115	120	100	100	(20)
Prepackaged	59	60	60	60	-
Full Service	1,004	950	1,000	1,000	50
<b>Retail Food</b>					
No Processing	175	120	150	150	30
Processing	350	320	325	325	5
<b>Lodging</b>					
Hotel/Motel	42	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	6	4	4	4	-
<b>Recreation</b>					
Public Pools	229	220	225	225	5
Campground / Rec Ed. Camps	19	18	18	18	-

Septic/Well/Lab Programs

**Program Description**

Inspect the visible portions of the private well and/or private sewage system on existing properties to document compliance with (Wisconsin Department of Natural Resources Administrative Code) NR 812 and/or (Wisconsin Department of Safety and Professional Services) SPS 383 requirements. Collect water samples for bacteriological and/or chemical analysis. Issue sanitary permits and inspect private sewage system installations.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Same Day Reporting of Unsafe Sample Results

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

Owner collected water samples brought in for bacteriological analysis will result in notification during the same day if results indicate a bacteriologically unsafe result.

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

	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of unsafe samples	65	50	50	50
Number of owner-collected samples	471	400	400	400
% Reported same day	100%	100%	100%	100%

Objective #2: Private Sewage Inspections upon Installation

Inspect private sewage systems at the time of installation.

After a sanitary permit is issued by the division, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day prior to the needed inspection.

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

	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of systems inspected	367	360	375	350
% systems inspected on same-day	100%	100%	100%	100%

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$298,887	\$250,000	\$250,000	\$260,000	\$10,000
Charges for Services	\$77,411	\$81,000	\$81,000	\$81,000	\$0
Interdepartmental	\$0	\$2,000	\$2,000	\$2,000	\$0
Other Revenue	\$480	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$183,502</b>	<b>\$144,287</b>	<b>\$144,287</b>	<b>\$104,126</b>	<b>(\$40,161)</b>
<b>Total Revenues</b>	<b>\$560,280</b>	<b>\$478,287</b>	<b>\$478,287</b>	<b>\$448,126</b>	<b>(\$30,161)</b>
Personnel Costs	\$374,145	\$384,824	\$390,725	\$360,735	(\$24,089)
Operating Expenses	\$36,604	\$48,100	\$45,950	\$43,350	(\$4,750)
Interdept. Charges	\$42,904	\$45,363	\$44,003	\$44,041	(\$1,322)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$453,653</b>	<b>\$478,287</b>	<b>\$480,678</b>	<b>\$448,126</b>	<b>(\$30,161)</b>
Rev. Over (Under) Exp.	\$106,627	\$0	(\$2,391)	\$0	\$0

Septic/Well/Lab Programs (Continued)

**Program Highlights**

License revenue consists of septic permit revenues and increase \$10,000, due to an increase in program activity.

Charges for services revenues are budgeted at \$81,000 and include \$53,000 in water sample fees and \$28,000 for preliminary site assessment fees.

Personnel costs decrease over \$24,000 due to staff turnover and changes in health care plan selections. Operating expenses decrease approximately \$4,800 to \$43,400, mainly due to a \$4,100 reduction in staff development costs. Interdepartmental charges are reduced more than \$1,300, mainly due to a \$900 reduction in communication charges and a \$500 decrease in insurance costs.

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b><u>Number of Septic Permits Issued</u></b>					
Conventional	234	215	230	220	5
Mound	178	170	180	170	0
Holding Tank	19	20	20	20	0
At Grade	8	10	10	10	0
Pressure Distribution	0	1	1	1	0

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.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Animal Bite Victim Protocol

When necessary, ensure animal bite victims receive critical and time sensitive post-exposure rabies treatment

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 within 48 hours.

Performance Measure: Within 48 hours, 100% of reported bite victims are advised to seek medical advice.

	2016 Actual	2017 Target	2017 Estimate	2018 Target
Number of reported animal bites	578	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	50	40	40	40	0
Humane complaints	187	200	200	200	0

Humane Animal (continued)

Objective #2: Educate, Advise, and Enforce Animal Neglect/Welfare Issues

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

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.

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Target
# Reports animal abuse/neglect	187	200	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$8,865	\$50,000	\$50,000	\$50,000	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$96,563</b>	<b>\$98,315</b>	<b>\$98,315</b>	<b>\$98,077</b>	<b>(\$238)</b>
<b>Total Revenues</b>	<b>\$105,428</b>	<b>\$148,315</b>	<b>\$148,315</b>	<b>\$148,077</b>	<b>(\$238)</b>
Personnel Costs	\$105,025	\$113,805	\$115,041	\$116,607	\$2,802
Operating Expenses	\$7,752	\$17,550	\$16,250	\$15,050	(\$2,500)
Interdept. Charges	\$15,561	\$16,960	\$16,830	\$16,420	(\$540)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$128,338</b>	<b>\$148,315</b>	<b>\$148,121</b>	<b>\$148,077</b>	<b>(\$238)</b>
Rev. Over (Under) Exp.	(\$22,910)	\$0	\$194	\$0	\$0

**Program Highlights**

License revenue consists of dog license surcharge revenues of \$50,000, unchanged from the 2017 budget.

Personnel costs increase nearly \$2,800 due to the costs to continue existing staff levels. Operating expenses decrease \$2,500 and includes reductions of \$1,000 for staff development and \$1,500 in contracted services/purchased services.

**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.

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Groundwater and Surface Water Quality Protection

To ensure groundwater and surface water quality protection, and maintain code compliant County petroleum storage tank and chemical storage facilities.

Percent of sites with no violations noted on annual Department of Agriculture, Trade and Consumer Protection Tank Inspection Reports for County facilities.

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	100%	100%

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.90</b>	<b>0.00</b>
General Government	\$1	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$37	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$29,950	\$25,000	\$25,000	\$25,000	\$0
<b>County Tax Levy (Credit)</b>	<b>\$139,838</b>	<b>\$140,953</b>	<b>\$140,953</b>	<b>\$144,834</b>	<b>\$3,881</b>
<b>Total Revenues</b>	<b>\$169,826</b>	<b>\$165,953</b>	<b>\$165,953</b>	<b>\$169,834</b>	<b>\$3,881</b>
Personnel Costs	\$96,995	\$98,928	\$100,978	\$102,998	\$4,070
Operating Expenses	\$45,336	\$56,350	\$56,350	\$56,350	\$0
Interdept. Charges	\$10,711	\$10,675	\$10,535	\$10,486	(\$189)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$153,042</b>	<b>\$165,953</b>	<b>\$167,863</b>	<b>\$169,834</b>	<b>\$3,881</b>
Rev. Over (Under) Exp.	\$16,784	\$0	(\$1,910)	\$0	\$0

**Program Highlights**

General Fund balance of \$25,000 is budgeted to fund the Land Recycling Program. This program is designed to identify, clean up, and market those tax delinquent properties having redevelopment potential.

Personnel costs increase nearly \$4,100 related to the cost to continue existing staff levels.

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Env. Assessment Performed</b>					
In REM (foreclosure) Property Reviewed	45	50	55	55	5
<b>Number of Petroleum Storage Tanks</b>					
Monitor for Compliance—Above Ground	54	54	54	54	0
Monitor for Compliance—Under Ground	6	6	6	6	0

Land & Water Conservation

**Program Description**

Control soil erosion, storm water runoff, flooding and water pollution from construction sites, land developments, farmland and non-metallic mining operations. Accomplish this by enforcing county ordinances and providing technical assistance, education programs and cost-sharing grants to landowners, municipalities, schools and lake districts. Implement state nonpoint pollution performance standards on new construction sites and farmland mandated under Chapter NR 151, and mine reclamation regulations under Chapter NR 135. Facilitate watershed protection planning efforts to protect targeted water resources. Promote citizen action to protect water quality through a variety of conservation educational programs targeting youth and adult audiences, including citizen stream monitoring and a storm water education program mandated under Chapter NR 216. Preserve prime farmland and environmental corridors in cooperation with local land use, park and open space planning efforts. Assist farmers with crop damage caused by managed wildlife through a USDA contract.

Multi-year program objectives and planned activities are contained in the Waukesha County Land and Water Resource Management Plan. By state law (Chapter ATCP 50), this long-range plan is periodically updated and adopted by the County Board. Cooperative agreements with municipalities and partner organizations, and a variety of federal, state, and local programs and grants help implement the plan.

Major Departmental Strategic Plan Objectives

**Customer Service Pillar: High customer satisfaction**

Objective #1: Non-Point Pollution Control Performance Standards and Prohibitions

Implement state urban non-point pollution control performance standards and prohibitions under Chapters NR 151 and NR 216 Wisconsin Administrative Code within target timelines.

Complete storm water permit application reviews within benchmark response times specified in county ordinance (measured in working days).

Performance Measure:	2016 Actual	2017 Target	2017 Estimate	2018 Target
For storm water permit sites >= 1 acre. Benchmark = 20 working days.	7	10	8	10
For storm water permit sites < 1 acre. Benchmark = 10 working days.	3	7	5	7

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>5.42</b>	<b>5.97</b>	<b>5.97</b>	<b>5.56</b>	<b>(0.41)</b>
General Government	\$234,171	\$261,000	\$273,965	\$242,000	(\$19,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$136,758	\$129,000	\$129,000	\$138,000	\$9,000
Interdepartmental	\$0	\$12,860	\$9,000	\$6,650	(\$6,210)
Other Revenue	\$33,099	\$105,000	\$105,000	\$105,000	\$0
Appr. Fund Balance	\$12,000	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$272,680</b>	<b>\$281,340</b>	<b>\$281,340</b>	<b>\$293,106</b>	<b>\$11,766</b>
<b>Total Revenues</b>	<b>\$688,708</b>	<b>\$789,200</b>	<b>\$798,305</b>	<b>\$784,756</b>	<b>(\$4,444)</b>
Personnel Costs	\$532,902	\$524,707	\$520,013	\$533,642	\$8,935
Operating Expenses	\$105,572	\$214,600	\$188,900	\$198,250	(\$16,350)
Interdept. Charges	\$47,904	\$49,893	\$49,333	\$52,864	\$2,971
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$686,378</b>	<b>\$789,200</b>	<b>\$758,246</b>	<b>\$784,756</b>	<b>(\$4,444)</b>
Rev. Over (Under) Exp.	\$2,330	\$0	\$40,059	\$0	\$0

Land & Water Conservation (continued)

**Program Highlights**

General government revenues are budgeted to decrease \$19,000 to \$242,000. This is related to a decrease of \$19,000 to \$42,000 in the Aquatic Invasive Species (AIS) program, a pass-thru grant from the state in collaboration with lake organizations and Washington County, to help control the spread of invasive species in county lakes and streams. The decrease is mainly due to contracted planning work completed in 2017, not needing to be repeated in 2018. General government revenues also includes the State Department of Agriculture, Trade, and Consumer Protection (DATCP) staffing grant, that is used to help offset a portion of land and water conservation staffing costs, which remains at the 2017 budgeted level of \$160,000. In addition, \$25,000 in pass-thru grant funding from the state to cost share the installation of conservation practices to meet state water runoff pollution control standards (Non-point), and \$15,000 in pass-thru grant funding related to the Wildlife Damage program is also budgeted. Charges for services revenues increase \$9,000 to \$138,000. Storm water permit revenue is budgeted to increase \$9,000 to \$49,000 based on current activity levels. Storm water education program fees increase \$1,000 to \$61,000, as part of an intergovernmental agreement with the County to implement a mandatory storm water education program to 25 municipalities in the county. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) storm water discharge permit requirements under Department of Natural Resources administrative code NR 216. In addition, charges for services revenues includes \$14,000 from non-metallic mining reclamation permit fees and \$14,000, a \$1,000 reduction from the 2017 budget, for lake and conservation groups contributions to the Aquatic Invasive Species Program (AIS) mentioned above related to a decrease in programmatic costs. Interdepartmental revenues decrease about \$6,200 to \$6,650 and is reimbursement for management services provided to the Material Recycling Facility (MRF) program. Other revenue is budgeted at the 2017 budget level of \$105,000, and includes: \$50,000 in real estate developer funds held by the County, which may be used to bring new developments into compliance with storm water codes in case developers are unwilling to do so; \$30,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine; \$20,000 for the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution; and \$5,000 in miscellaneous revenues.

Personnel costs increase nearly \$8,900 and is related to the cost to continue existing staff levels, which is partially offset by a reduction of \$8,300 in extra help. Operating expenses decrease \$16,400 to approximately \$198,300, mainly due to a \$23,000 reduction in consulting services that is mostly related to the Aquatic Invasive Species Program and is partially offset by an increase of \$5,000 for supplies related to the Aquatic Invasive Species Program. Interdepartmental charges increase almost \$3,000 mainly due to a \$3,000 increase for vehicle replacement costs.

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Number of Educational Presentations/Events	113	90	102	100	10
Number of Storm water Permits issued	93	55	80	70	15
Number of Construction Site Inspections	848	550	700	600	50
Number of Farm Compliance Inspections *	12	10	10	10	0

\* Reflects 25% annual compliance checks for the Farmland Preservation Program as required by DATCP.

**Hazardous Waste and County Facilities Recycling**

**Program Description**

Provide safe, convenient and cost-effective disposal sites for household hazardous wastes (HHW) to county residents. Also manage internal recycling and waste reduction efforts for county buildings and parks, and assist with county sustainability, energy efficiency and pollution prevention efforts. To help control county HHW program costs and encourage community support, all 37 local communities generally pay 1/3 of county HHW program costs. Through a landfill expansion agreement executed in 2000, the current owner of the Muskego Emerald Park Landfill (Advanced Disposal Services) also provides annual funding to support the HHW program. When state grants are available, Agricultural Hazardous Wastes are also collected using the same facilities and staffing as the HHW program.

**Major Departmental Strategic Plan Objectives**

**Financial Pillar: Protect taxpayer investments**

Objective #1: Safe Disposal of Household Hazardous Waste

Maintain cost effective services for all Waukesha County residents and municipalities to safely dispose of Household Hazardous Waste (HHW) at four permanent sites and four satellite collection events.

County cost per participant for HHW collected is equal to or less than \$30.

<b>Performance Measure:</b>	2016 Actual	2017 Target	2017 Estimate	2018 Target
County HHW disposal costs per participating household	\$33.28	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.00</b>
General Government	\$78,573	\$70,000	\$75,000	\$70,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$138	\$3,000	\$3,000	\$3,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$320,361	\$324,000	\$324,000	\$324,000	\$0
Appr. Fund Balance	\$2,418	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit) (b)</b>	<b>(\$27,014)</b>	<b>(\$30,763)</b>	<b>(\$30,763)</b>	<b>(\$32,224)</b>	<b>(\$1,461)</b>
<b>Total Revenues</b>	<b>\$374,476</b>	<b>\$366,237</b>	<b>\$371,237</b>	<b>\$364,776</b>	<b>(\$1,461)</b>
Personnel Costs	\$19,575	\$19,979	\$20,098	\$18,793	(\$1,186)
Operating Expenses	\$360,052	\$344,250	\$345,000	\$344,250	\$0
Interdept. Charges	\$1,728	\$2,008	\$1,748	\$1,733	(\$275)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$381,355</b>	<b>\$366,237</b>	<b>\$366,846</b>	<b>\$364,776</b>	<b>(\$1,461)</b>

Rev. Over (Under) Exp.	(\$6,879)	\$0	\$4,391	\$0	\$0
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- (a) Landfill siting fee revenues of \$80,000 in other revenue previously budgeted in the Hazardous Waste and County Facilities Recycling program was reallocated to the parks programs area in the 2018 Budget to more closely match program operations and usage in the 3-Year Maintenance and Projects Plan. The prior year 2016 Actuals and 2017 Budget has been restated for comparability purposes.
- (b) Levy credit reflects revenues over expenses, which are used to offset expenses within other PLU department programs.

**Program Highlights**

General government revenues are budgeted at \$70,000 and includes grant funding for hazardous waste disposal of \$15,000. Participating communities pay \$55,000 or approximately one-third of the County's HHW program collection costs and are budgeted at the same level as 2017.

Charges for services revenue includes a \$3,000 payment from Walworth County for use of the Waukesha collection site. Through a Memorandum of Understanding, Walworth County residents, by referral, are able to utilize Waukesha County collection sites and events.

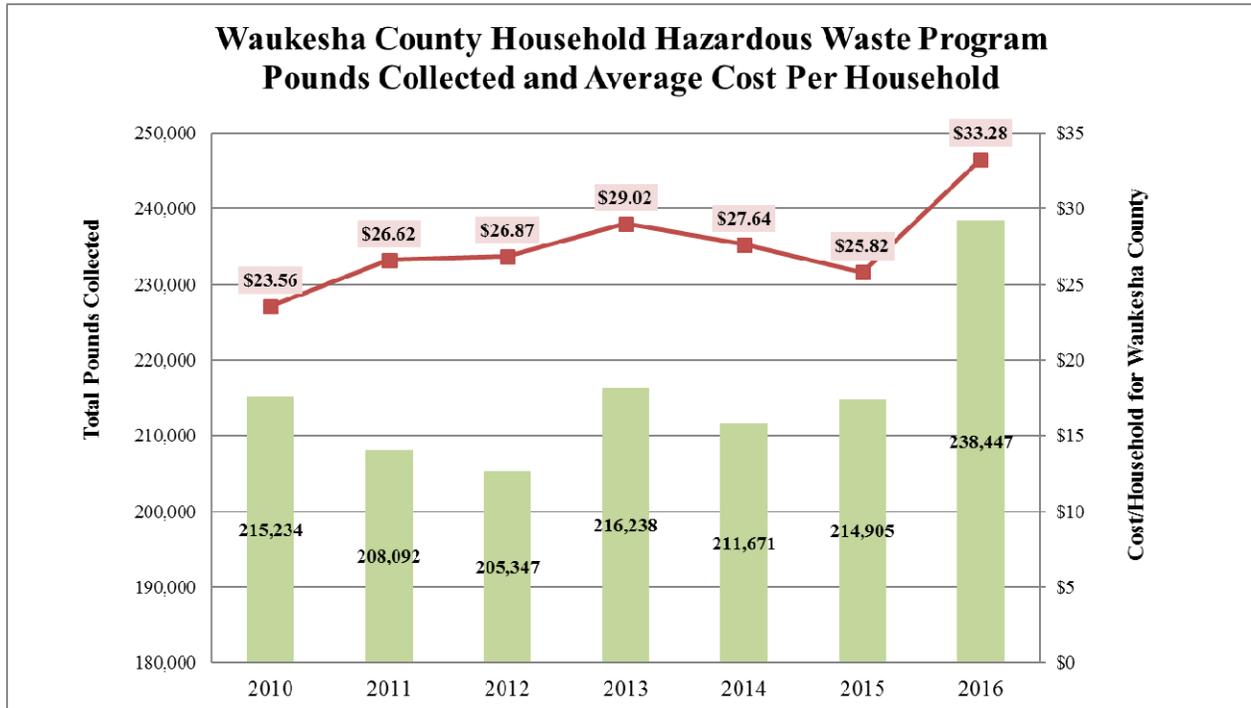
Other revenue includes \$164,000 from landfill siting agreements. In addition, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities and \$4,000 from merchandise sales.

Personnel costs decrease almost \$1,200 to approximately \$18,800 for cost to continue existing staffing levels.

Operating expenses include continuation of a multi-year agreement with Emerald Park Landfill Standing Committee (EPL) and the landfill operator (Advanced Disposal Services) for the hazardous waste program under which EPL funds of \$156,000 are exhausted first, Clean Sweep grant funds are used next, and then the county pays up to its maximum budgeted amount of \$169,000. Advanced Disposal Services pays the County \$156,000 to administer all invoicing for the HHW program. Promotion of household product exchanges continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, Walworth County will be billed for a small number of its residents who are allowed to use the site in Waukesha on a fee for service basis. Through a co-sponsorship of a one-day collection event in Mukwonago, Walworth and Waukesha Counties will co-promote the event, track participant addresses, and split the cost based on participation. The department will evaluate similar collaboration with Washington County.

Activity Data	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Households served at Hazardous Waste Collection	5,265	5,500	5,300	5,500	0
Pounds of Hazardous waste collected	238,447	200,000	230,000	215,000	15,000
Pounds of HHW Per household	45.3	36.5	43.4	39.0	2.5
Number of Households using product exchange	197	200	200	200	0
Tons of office paper/containers recycled at County facilities/parks		233	300	260	(40)

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2016 increased to 238,447 lbs.

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 LEAN initiatives, automated file developments, strategic planning, and performance measurement.

Major Departmental Strategic Plan Objectives

**Customer Service Pillar: High Customer Satisfaction**

Objective #1: Consistent Customer Service Across All Departments

To establish consistent customer service across Waukesha County departments, and achieve a 4.50 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Through on-going surveying of external and internal customers, service satisfaction will be measured through six metrics of accessibility, accuracy, attitude, operations, timeliness and communication. The survey gather feedback on a scale of 1-5.

## Administrative Services (continued)

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>8.07</b>	<b>8.15</b>	<b>8.15</b>	<b>8.15</b>	<b>0.00</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$47	\$0	\$0	\$0	\$0
Interdepartmental	\$106,835	\$117,660	\$110,000	\$120,786	\$3,126
Other Revenue	\$8,594	\$0	\$0	\$1,705	\$1,705
Appr. Fund Balance	\$11,065	\$0	\$3,275	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$688,686</b>	<b>\$733,004</b>	<b>\$733,004</b>	<b>\$787,250</b>	<b>\$54,246</b>
<b>Total Revenues</b>	<b>\$815,227</b>	<b>\$850,664</b>	<b>\$846,279</b>	<b>\$909,741</b>	<b>\$59,077</b>
Personnel Costs	\$750,933	\$714,941	\$718,294	\$742,971	\$28,030
Operating Expenses	\$88,259	\$82,150	\$81,400	\$112,684	\$30,534
Interdept. Charges	\$54,479	\$53,573	\$53,073	\$54,086	\$513
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$893,671</b>	<b>\$850,664</b>	<b>\$852,767</b>	<b>\$909,741</b>	<b>\$59,077</b>
Rev. Over (Under) Exp.	(\$78,444)	\$0	(\$6,488)	\$0	\$0

**Program Highlights**

Interdepartmental revenues increase just over \$3,100 to \$120,800 due to an adjustment in management service charges to the enterprise funds.

Personnel costs increase just over \$28,000 to nearly \$743,000, mainly due to the cost to continue existing positions and an increase of \$3,000 in overtime funding. Operating expenses increase approximately \$30,500, mainly due to \$25,000 in one-time equipment costs for a program to implement credit card processing in the parks and \$8,600 for printing services, which has not been budgeted for in the past.

**Statement of Purpose**

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

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

<b>Financial Summary</b>	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government (a) (b)	\$2,354,092	\$2,378,739	\$2,285,411	\$2,134,832	(\$243,907)	-10.3%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$803,025	\$523,159	\$541,159	\$566,159	\$43,000	8.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$3,157,117</b>	<b>\$2,901,898</b>	<b>\$2,826,570</b>	<b>\$2,700,991</b>	<b>(\$200,907)</b>	<b>-6.9%</b>
<b>Expenditures</b>						
Personnel Costs	\$219,585	\$230,806	\$231,829	\$239,072	\$8,266	3.6%
Operating Expenses (a)	\$2,706,542	\$2,581,520	\$2,510,283	\$2,378,153	(\$203,367)	-7.9%
Interdept. Charges	\$81,536	\$89,572	\$84,458	\$83,766	(\$5,806)	-6.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$3,007,663</b>	<b>\$2,901,898</b>	<b>\$2,826,570</b>	<b>\$2,700,991</b>	<b>(\$200,907)</b>	<b>-6.9%</b>
Rev. Over (Under) Exp.	\$149,454	\$0	\$0	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	2.85	2.85	2.85	2.85	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.05	0.03	0.03	0.04	0.01
<b>Total FTEs</b>	<b>2.90</b>	<b>2.88</b>	<b>2.88</b>	<b>2.89</b>	<b>0.01</b>

(a) 2017 estimate includes consideration of the 2016 carryover of encumbered grant contracts that totaled \$1,405,690 and an approved request to carryover 2016 expenditure appropriations that totaled \$1,819,504.

(b) The 2018 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.

**Community Development Block Grant**

**Program Description**

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

	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>	<b>Budget Change</b>
<b>Staffing (FTE)</b>	<b>2.50</b>	<b>2.48</b>	<b>2.48</b>	<b>2.49</b>	<b>0.01</b>
General Government (a)	\$1,383,125	\$1,317,868	\$1,250,000	\$1,186,082	(\$131,786)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$484,269	\$355,000	\$355,000	\$355,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,867,394</b>	<b>\$1,672,868</b>	<b>\$1,605,000</b>	<b>\$1,541,082</b>	<b>(\$131,786)</b>
Personnel Costs	\$189,694	\$196,019	\$196,982	\$203,178	\$7,159
Operating Expenses (a)	\$1,450,644	\$1,420,031	\$1,352,083	\$1,282,275	(\$137,756)
Interdept. Charges	\$54,395	\$56,818	\$55,935	\$55,629	(\$1,189)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,694,733</b>	<b>\$1,672,868</b>	<b>\$1,605,000</b>	<b>\$1,541,082</b>	<b>(\$131,786)</b>
<b>Rev. Over (Under) Exp.</b>	<b>\$172,661</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) 2017 estimate includes the 2016 carryover of encumbrances totaling \$1,130,045 and a 2016 carryover of \$971,480 through a separate ordinance. Unexpended appropriations at year-end 2017 will be requested to be carried over to the 2018 Modified budget.

**Program Highlights**

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at nearly \$1,186,100, a reduction of nearly \$131,800 from the 2017 budget.

Other revenue of \$355,000 includes revolving loan income estimated at \$275,000, repaid through the revolving loan fund, and program income, repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs, is estimated at \$80,000.

Personnel costs increase \$7,200 due to the cost to continue existing staffing level. The CDBG program budget includes \$5,500 for CDBG board expenses, of which \$4,800 is related to estimated per diems and \$650 is included for operating expense mileage reimbursements. Overtime is increased 0.01 FTE. Also, the community development coordinator position is reclassified to community development manager in the 2018 budget.

Overall, operating expenses decrease \$137,800, mainly due to a decrease of \$138,300 for grants to communities.

Interdepartmental charges decrease approximately \$1,200, mainly due to a slight reduction in telephone, computer replacement, and postage charges.

Community Development Block Grant (Cont.)

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

Objective #1: Address Consolidated Plan Objectives

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

The allocation will target funding to the community objectives based on percentages identified in the Consolidated Plan.

Performance Measure:

The community objectives are further defined as:

Community Objective	Funding Target % of annual Allocation(a)	2016 Actual(b)	2017 Estimate	2018 Target
<b>Housing</b>	18%	10%	17%	19%
<b>Economic Development</b>	30%	27%	26%	24%
<b>Public Service (outside neighborhood stabilization areas)</b>	15%	15%	15%	15%
<b>Public Service (within neighborhood stabilization areas)</b>	10%	10%	11%	10%
<b>Facilities</b>	7%	14%	10%	8%
<b>Administration</b>	20%	20%	20%	20%
<b>Unallocated</b>	0%	4%	1%	4%

(a) Funding Target % of Annual Allocation is taken from the 2015-2019 Waukesha County Consolidated Plan.

(b) 2016 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2017. HUD calculates the percentage over the five-year period of the consolidated plan.

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

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

**“Public Service (outside neighborhood stabilization areas)”**: These are services provided directly to qualifying individuals, such as family/personal assistance; shelters; food/nutrition; workforce/job training; medical/health; and transportation. Federal regulations cap the funding of these services at 15% of the annual allocation to the County.

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

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

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

HOME Investment Partnership Program

**Program Description**

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

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>
General Government (a)	\$970,967	\$1,060,871	\$1,035,411	\$948,750	(\$112,121)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$318,756	\$168,159	\$186,159	\$211,159	\$43,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,289,723</b>	<b>\$1,229,030</b>	<b>\$1,221,570</b>	<b>\$1,159,909</b>	<b>(\$69,121)</b>
Personnel Costs	\$29,891	\$34,787	\$34,847	\$35,894	\$1,107
Operating Expenses (a)	\$1,255,898	\$1,161,489	\$1,158,200	\$1,095,878	(\$65,611)
Interdept. Charges	\$27,141	\$32,754	\$28,523	\$28,137	(\$4,617)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,312,930</b>	<b>\$1,229,030</b>	<b>\$1,221,570</b>	<b>\$1,159,909</b>	<b>(\$69,121)</b>
<b>Rev. Over (Under) Exp.</b>	<b>(\$23,207)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(a) The 2017 estimate includes consideration of the 2016 carryover of encumbrances totaling \$275,645 and a 2016 carryover of \$848,024 through a separate ordinance. Unexpended appropriations at year-end 2017 will be requested to be carried over to the 2017 modified budget.

**Program Highlights**

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$948,800, a decrease of \$112,100 from the 2017 Budget.

Other revenues include program income, which has increased \$43,000 to \$200,000 from the 2017 budget level of \$157,000 and lease payments from Wisconsin Partnership for Housing Development of \$11,200. The program income revenue results from down payment assistance, housing development, and housing rehabilitation programs, and include a sub-recipient contract agreement with WI Partnership to administer down payment assistance and housing rehabilitation programs, and provides county reimbursed revenues.

Personnel costs increase \$1,100 due to the cost to continue existing staffing level.

Operating expenses decrease \$65,600 to \$1,095,900. A decrease in grants to communities of \$109,310 is partially offset with a \$43,000 increase in program income grant expenditures. Each year unused administrative reimbursement funding is carried over to the current year budget. In 2018, \$30,000 of this funding will be used to begin an update of the 5-year consolidated plan.

Interdepartmental charges decrease \$4,600 mainly due to a \$4,800 decrease in administration overhead charges.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

**Health and Safety Pillar: Ensure the well-being of residents**

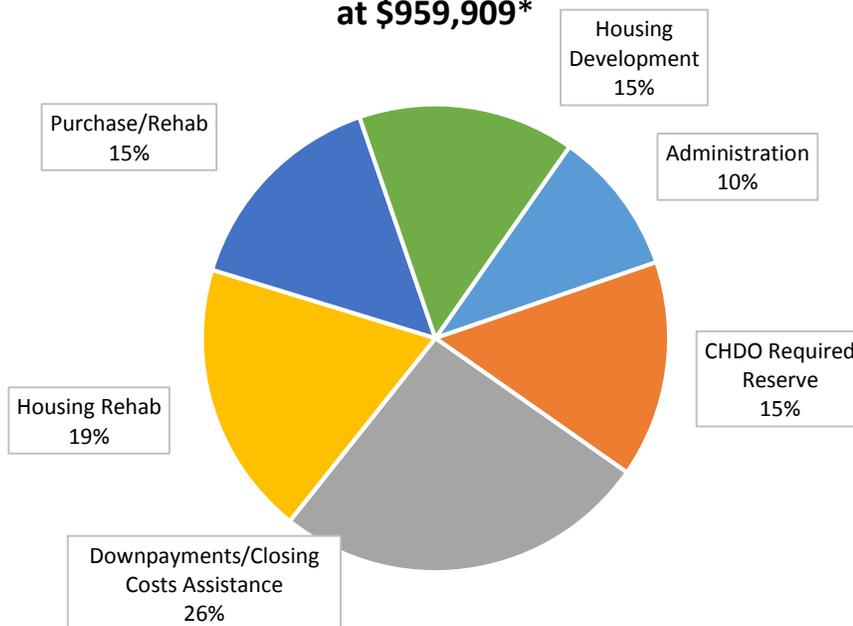
Objective #1: Increase Available Workforce Housing

To increase availability of workforce housing, commit 50% of HOME and Community Development Block Grant (CDBG) funded affordable housing projects to areas in Waukesha County with employment wage and housing costs imbalance by December 2019.

Performance Measure:

	Year 2017 Bench Mark	Year 2018 Goal	Year 2019 Goal
50% of HOME and CDBG funded affordable housing projects will be located in areas in areas of the County with employment and housing cost imbalance by December 2019	20%	35%	50%

**2017 Actual Allocation of HOME Program Funding Award at \$959,909\***



\* 2017 allocation based on the Home Board Recommendation.

**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 work to leverage the system for emergency management, economic development, real estate land development and County program purposes.

The division activities are mainly funded by document recording fees. For each document recorded in the Register of Deeds Office, a special \$15 fee is collected and retained for Land Records Modernization efforts. Of this \$15, \$7 is sent to the Wisconsin Department of Administration and \$8 is retained locally to support county land information modernization activities per State Statute 59.725.

<b>Financial Summary</b>	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$1,000	\$51,000	\$51,000	\$91,000	\$40,000	78.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$561,033	\$637,600	\$580,000	\$624,800	(\$12,800)	-2.0%
Interdepartmental	\$15,500	\$15,500	\$15,500	\$15,500	\$0	0.0%
Other Revenue	\$103,889	\$121,467	\$123,567	\$120,000	(\$1,467)	-1.2%
Appr. Fund Balance	\$0	\$0	\$37,573	\$45,687	\$45,687	N/A
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$681,422</b>	<b>\$825,567</b>	<b>\$807,640</b>	<b>\$896,987</b>	<b>\$71,420</b>	<b>8.7%</b>
<b>Expenditures</b>						
Personnel Costs	\$428,401	\$455,097	\$438,458	\$466,519	\$11,422	2.5%
Operating Expenses	\$261,744	\$296,804	\$295,866	\$354,820	\$58,016	19.5%
Interdept. Charges	\$71,717	\$73,666	\$73,316	\$75,648	\$1,982	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$761,862</b>	<b>\$825,567</b>	<b>\$807,640</b>	<b>\$896,987</b>	<b>\$71,420</b>	<b>8.7%</b>
Rev. Over (Under) Exp.	(\$80,440)	\$0	\$0	\$0	\$0	N/A

**Position Summary (FTE)**

Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

**CURRENT AND PLANNED CAPITAL PROJECTS**

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '17	Estimated Operating Impact	A=Annual T=One-Time
201609	Orthophotography	2020	\$195,500	0%	\$0	NA

Major Departmental Strategic Plan Objectives

**Quality Pillar: High Standard for Service excellence**

Objective #1: Municipalities Providing Addresses to the County Electronically

Increase the number of local municipalities that provide addresses to the County either as an online service or via the Address Notification System (ANS) to 100 % by 2019.

Initiatives:

- 1) Monitor number of municipalities submitting addresses either as an online service or via the ANS.

Performance Measure	Year 2017 Benchmark	Year 2018 Goal	Year 2019 Strategic Plan Goal
Number of municipalities that added new addresses to the County Master Address file	36	36	36
Number of municipalities that provided addresses to the County via ANS	28	31	32
Number of municipalities that provided addresses to the County as an online service	2	2	4

**Program Highlights**

General governmental revenues have increased \$40,000 to \$91,000 due to State Strategic Initiative grant program started in 2017 that provides funds to assist counties in completing state defined priority datasets, including the public land survey control system, parcels, aerial imagery and LiDAR as well as establishing a local open data portal. This program is currently envisioned to continue annually through at least 2020. Charges for services revenue decrease \$12,800 to \$624,800, consist of document recording fee revenues, to reflect the estimated number of recorded documents. Interdepartmental revenues remain at \$15,500, related to an interagency agreement between LIS staff and the Department of Emergency Preparedness to provide street address maintenance services to assist in locating 911 calls. The agreement is anticipated to continue at current service levels. Other revenue includes \$120,000 of landfill fee revenues. Use of landfill siting revenues is planned to be phased out when document recording fees achieve higher revenue levels. A fund balance appropriation of \$45,700 has been included to balance the 2018 budget.

Personnel costs increase \$11,400 or 2.5% and reflect the cost to continue existing 4.00 FTE staffing levels. Operating expenses increased over \$58,000 mainly due to a project to convert the public land survey control system to a reference base, established by the National Geodetic Survey agency called Datum, that is more widely used throughout the United States. This will allow an easier and more precise exchange of data such as floodplain and State protected areas between Waukesha County and other agencies at all levels of government. This effort, which is being coordinated by SEWRPC and will be completed throughout Southeastern Wisconsin, is anticipated to cost Waukesha County approximately \$153,000 over three years and will be mainly funded by the Strategic Initiative Grants of \$140,000 identified above. Amazon cloud costs for data storage and services have increased by approximately \$4,800 mainly due to changes in contracted service levels and added functionality. Interdepartmental charges increase \$2,000 mainly due to a \$2,500 increase in administrative overhead charges.

**Fund Purpose**

The Waukesha County Legacy Parkland Acquisition Program provides for the acquisition of parkland and unique natural areas either directly by the County or in partnership with local municipalities, government units or non-profit conservation organizations as identified in the Waukesha County Park and Open Space Plan and Greenway Plans. Specific acquisitions under this program shall be presented as ordinances for consideration by the County Board.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government (a)	\$89,173	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$127,283	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$800,000	\$400,000	\$3,000	\$400,000	\$0	0.0%
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$1,016,456</b>	<b>\$400,000</b>	<b>\$3,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$48,328	\$62,500	\$3,000	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$300,888	\$337,500	\$0	\$337,500	\$0	0.0%
<b>Total Expenditures</b>	<b>\$349,216</b>	<b>\$400,000</b>	<b>\$3,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>0.0%</b>
Rev. Over (Under) Exp.	\$667,240	\$0	\$0	\$0	\$0	N/A

(a) General Government revenues consist of state Stewardship reimbursement grants for a portion of land acquisition costs.

**Summary of Tarmann Fund Funding Sources 2015 – 2018**

Revenue Source	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0
Interest Income	\$100,000	\$100,000	\$0	\$0	\$0
Landfill Siting	\$100,000	\$100,000	\$0	\$0	\$0
Tarmann Fund Balance	\$800,000	\$800,000	\$400,000	\$400,000	\$0
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Revenues Over/(Under) Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Program Highlights**

Fund balance is budgeted at \$400,000 and consist of state Stewardship grant reimbursements from prior year purchases. State Stewardship reimbursement often does not occur in the same year as acquisition. For budget purposes, Stewardship grant revenues are recorded as revenue in the year received. Reimbursements are anticipated to remain at an average of 40% of acquisition costs. Fund balance will be used for initial purchase.

Expenditures are budgeted at \$400,000, which include \$337,500 for land purchases, \$50,000 for grants to conservancy organizations to assist with land purchases, and \$12,500 for consulting services such as surveying, appraising and other costs related to land acquisition.

Major Departmental Strategic Plan Objectives

**County-Wide Strategic Pillar: Quality**

Objective #1: Waukesha County Park and Open Space Plan Implementation

Through implementation of the Waukesha County Park and Open Space Plan, provide a natural resource based park system for family oriented self-actualized recreation.

Through cooperation with local municipalities and non for profit conservation organizations, the Park and Open Space Plan will be updated in 2018.

Implementation of the adopted Park and Open Space Plan through donations, dedications, right of first refusal, easements, fee simple acquisition, or bequeaths.

<b>Performance Measure:</b>	2016 Actual	2017 Target	2017 Estimate	2018 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,112	4,200	4,112	4,200
% of Park Plan Acquired	88.2%	90.1%	88.2%	90.1%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,613	3,750	3,613	3,750
% of Greenway Plan Acquired	43.5%	45.2%	43.5%	45.2%

## Fund Purpose

This Fund 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 to meet public expectations at affordable rates, while not requiring a tax subsidy.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,951,671	\$3,243,100	\$3,009,800	\$3,243,100	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$7,880	\$7,000	\$8,625	\$7,000	\$0	0.0%
Appr. Fund Balance	\$24,231	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$2,983,782</b>	<b>\$3,250,100</b>	<b>\$3,018,425</b>	<b>\$3,250,100</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditures</b>						
Personnel Costs	\$1,118,999	\$1,306,257	\$1,185,056	\$1,279,143	(\$27,114)	-2.1%
Operating Expenses	\$984,878	\$1,042,478	\$996,751	\$1,058,185	\$15,707	1.5%
Interdept. Charges	\$797,382	\$888,994	\$870,774	\$916,334	\$27,340	3.1%
Fixed Assets (Memo) (c)	\$7,101	\$34,000	\$46,779	\$35,000	\$1,000	2.9%
<b>Total Expenditures</b>	<b>\$2,901,259</b>	<b>\$3,237,729</b>	<b>\$3,052,581</b>	<b>\$3,253,662</b>	<b>\$15,933</b>	<b>0.5%</b>
<b>Operating Income/(Loss)</b>	<b>\$82,523</b>	<b>\$12,371</b>	<b>(\$34,156)</b>	<b>(\$3,562)</b>	<b>(\$15,933)</b>	<b>-128.8%</b>
<b>Cash Flow From Operations (b)</b>	<b>\$234,030</b>	<b>\$184,197</b>	<b>\$139,442</b>	<b>\$165,119</b>	<b>(\$19,078)</b>	<b>-10.4%</b>

### Position Summary (FTE)

Regular Positions	7.05	7.05	7.05	7.05	0.00
Extra Help	18.00	19.59	19.59	19.06	(0.54)
Overtime	0.73	0.72	0.72	0.70	(0.01)
<b>Total FTEs</b>	<b>25.78</b>	<b>27.36</b>	<b>27.36</b>	<b>26.81</b>	<b>(0.55)</b>

(a) In 2016, 2017, and 2018 interest income is budgeted in and accounted for by management only in the Naga-Waukee Golf Course program area.

(b) Cash flow from operation figures are based on total operating revenues less expenditures, excluding depreciation expense.

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '17	Estimated Operating Impact	A=Annual T=One-Time
201309	Wanaki Golf Course Bridge Replacement	2017	\$877,000	100%	TBD	A

## Major Departmental Strategic Plan Objectives

**Quality Pillar: High standards of service excellence**Objective #1: Golf Course Business Plan

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.

Earnings before interest, taxes, depreciation, and amortization (EBITDA).

Performance Measure:	Waukesha County Benchmark (a)	2016 Actual	2017 Target	2017 Estimate	2018 Target
Net operating income – EBITDA	\$200,000	\$234,030	\$184,197	\$141,592	\$165,119

(a) The National Golf Foundation, which previously provided a benchmark comparison for golf courses in the upper Midwest, no longer offers this information. As a result, Waukesha County now sets its own benchmark based on performance data from recent successful seasons.

Objective #2: Reservation/Point-of-Sale System Implementation

In cooperation with software developer Maximum Solutions, complete the transition from the current Fairways reservation/point-of-sale (POS) system to the planned MaxGalaxy golf module for use in the 2018 golf season at all Waukesha County golf courses. The new system will be used for all tee time reservations and other on-line golf transactions.

A go-live date of January 1, 2018 is set for a timely transition of software functionality for golf operations, to not interfere with in season golf business processes and events.

## Naga-Waukee Golf Course

**Program Description**

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>11.02</b>	<b>11.77</b>	<b>11.77</b>	<b>11.96</b>	<b>0.19</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,595,793	\$1,740,000	\$1,616,800	\$1,740,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$7,740	\$7,000	\$8,625	\$7,000	\$0
Appr. Fund Balance	\$19,880	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,623,413</b>	<b>\$1,747,000</b>	<b>\$1,625,425</b>	<b>\$1,747,000</b>	<b>\$0</b>
Personnel Costs	\$559,839	\$579,170	\$540,123	\$589,032	\$9,862
Operating Expenses (excl. Depr. Exp)	\$378,656	\$419,589	\$392,684	\$423,719	\$4,130
Depreciation Expense	\$66,680	\$65,037	\$66,811	\$65,110	\$73
Interdept. Charges	\$401,808	\$433,649	\$432,509	\$446,798	\$13,149
Fixed Assets (Memo) (a)	\$7,101	\$18,000	\$30,779	\$20,000	\$2,000
<b>Total Expenditures</b>	<b>\$1,406,983</b>	<b>\$1,497,445</b>	<b>\$1,432,127</b>	<b>\$1,524,659</b>	<b>\$27,214</b>
Operating Income/(Loss)	\$216,430	\$249,555	\$193,298	\$222,341	(\$27,214)

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

## Naga-Waukee Golf Course (Continued)

**Program Highlights**

Charges for services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted at \$1,740,000, no change from the 2017 budgeted levels.

Other revenues of \$7,000 consist of investment income.

Personnel costs increase approximately \$9,900 to \$589,000, which includes the cost to continue 3.25 FTE regular existing positions, and an increase of \$8,000 or 0.19 FTE in temporary extra help.

Operating expenses (excluding depreciation) increase about \$4,100 to \$423,700. Operating expenses increase mainly due to \$3,500 in building and roadway material, including: a \$3,000 increase in sand for bunker enhancements; \$6,000 in memberships, which include league handicap fees that are recouped through league fees; \$3,000 in planned building repair to replace exterior clubhouse doors; and \$1,250 in supplies. These costs are partially offset by a \$10,000 decrease in pro shop merchandise based on prior year historical actuals.

Scheduled depreciation increases by \$73.

Interdepartmental charges increase approximately \$13,150 to \$446,800, mainly due to a \$15,500 increase in worker compensation insurance costs and an \$8,700 increase in vehicle replacement and maintenance costs, which are partially offset by an \$11,500 cost reduction in management services.

Fixed asset are budgeted at \$20,000 to replace failing irrigation controls.

**Activity**

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
9 Hole Rounds	64,888	68,200	65,200	68,200	0
Golf Car Rentals	29,450	27,390	29,700	27,390	0
ID Cards	735	1,000	740	1,000	0
9 Hole Play	18,098	19,800	18,200	19,800	0
18 Hole Play	23,395	24,200	23,500	24,200	0

<b>Naga-Waukee Golf Course Revenue</b>				
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Green Fees	\$896,888	\$1,020,000	\$908,800	\$1,020,000
Golf Cars	\$349,083	\$355,000	\$354,000	\$355,000
ID Cards	\$14,846	\$22,000	\$15,000	\$22,000
Food	\$192,044	\$185,000	\$194,000	\$185,000
Merchandise	\$93,916	\$100,000	\$95,000	\$100,000
Misc. Revenue	\$56,756	\$65,000	\$58,625	\$65,000
<b>Total Revenue</b>	<b>\$1,603,533</b>	<b>\$1,747,000</b>	<b>\$1,625,425</b>	<b>\$1,747,000</b>

## Wanaki Golf Course

**Program Description**

Provides a well-maintained 18-hole golf course to meet public expectations and support facilities without tax levy funds.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>10.65</b>	<b>11.37</b>	<b>11.37</b>	<b>11.65</b>	<b>0.28</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,061,093	\$1,188,600	\$1,093,500	\$1,188,600	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$140	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$4,351	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,065,584</b>	<b>\$1,188,600</b>	<b>\$1,093,500</b>	<b>\$1,188,600</b>	<b>\$0</b>
Personnel Costs	\$450,730	\$571,584	\$523,545	\$554,105	(\$17,479)
Operating Expenses (excl. Depr. Exp)	\$335,569	\$374,950	\$354,516	\$377,575	\$2,625
Depreciation Expense	\$91,955	\$89,927	\$89,926	\$87,037	(\$2,890)
Interdept. Charges	\$318,380	\$372,657	\$359,267	\$387,024	\$14,367
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,196,634</b>	<b>\$1,409,118</b>	<b>\$1,327,254</b>	<b>\$1,405,741</b>	<b>(\$3,377)</b>
<b>Operating Income/(Loss)</b>	<b>(\$131,050)</b>	<b>(\$220,518)</b>	<b>(\$233,754)</b>	<b>(\$217,141)</b>	<b>\$3,377</b>

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

**Program Highlights**

Charges for services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted at \$1,188,600, no change from 2017 budgeted levels.

Personnel costs decrease approximately \$17,500 to \$554,100, which includes a decrease of approximately \$17,300 in salaries and employee benefits due to staff turnover and a decrease of \$10,000 in unemployment compensation to reflect actual expenditures, which is offset by an increase of approximately \$10,000 or 0.28 FTE in temporary extra help.

Operating expenses (excluding depreciation) increase \$2,600 to \$377,600. The increase is mainly due to a \$3,000 increase in memberships, which include league handicap fees that are recouped through league fees, and a \$2,400 increase in building materials including \$2,200 in sand for bunker enhancements. The increases are partially offset by a \$2,000 decrease in electricity and an \$800 decrease in miscellaneous repair and maintenance expenses.

Scheduled depreciation expenses decrease by approximately \$2,900.

Interdepartmental charges increase nearly \$14,400 to \$387,000, mainly due to a \$20,400 increase in insurance costs and a \$1,300 increase in computer ownership costs, which are offset by a \$4,400 cost reduction in management services, and a \$3,000 decrease in grounds maintenance supplies and services.

## Wanaki Golf Course (continued)

## Activity

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
9 Hole Rounds	49,050	53,730	50,000	53,730	0
Golf Car/Cart Rental	18,862	17,830	19,100	17,830	0
ID Cards	454	550	475	550	0
9 Hole Play	21,598	22,840	22,000	22,840	0
18 Hole Play	13,726	15,445	14,000	15,445	0

Wanaki Golf Course Revenue				
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Green Fees	\$619,023	\$696,000	\$640,000	\$696,000
Golf Cars	\$160,468	\$160,000	\$165,900	\$160,000
ID Cards	\$7,940	\$12,600	\$8,200	\$12,600
Food	\$154,141	\$165,000	\$159,400	\$165,000
Merchandise	\$102,425	\$125,000	\$105,900	\$125,000
Misc.	\$17,236	\$30,000	\$14,100	\$30,000
<b>Total</b>	<b>\$1,061,233</b>	<b>\$1,188,600</b>	<b>\$1,093,500</b>	<b>\$1,188,600</b>

## Moor Downs Golf Course

**Program Description**

Provides a well-maintained 9-hole golf course to meet public expectations and support facilities without tax levy funds.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.12</b>	<b>4.22</b>	<b>4.22</b>	<b>3.20</b>	<b>(1.02)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$294,785	\$314,500	\$299,500	\$314,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
<b>County Tax Levy (Credit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$294,785</b>	<b>\$314,500</b>	<b>\$299,500</b>	<b>\$314,500</b>	<b>\$0</b>
Personnel Costs	\$108,430	\$155,503	\$121,388	\$136,006	(\$19,497)
Operating Expenses (excl. Depr. Exp)	\$94,915	\$76,113	\$75,953	\$88,210	\$12,097
Depreciation Expense	\$17,103	\$16,862	\$16,861	\$16,534	(\$328)
Interdept. Charges	\$77,194	\$82,688	\$78,998	\$82,512	(\$176)
Fixed Assets (Memo) (a)	\$0	\$16,000	\$16,000	\$15,000	(\$1,000)
<b>Total Expenditures</b>	<b>\$297,642</b>	<b>\$331,166</b>	<b>\$293,200</b>	<b>\$323,262</b>	<b>(\$7,904)</b>
Operating Income/(Loss)	(\$2,857)	(\$16,666)	\$6,300	(\$8,762)	\$7,904

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

**Program Highlights**

Charges for services revenue from greens fees, car rental, food/merchandise and discount card sales are budgeted at \$314,500, no change from 2017 budgeted levels.

Personnel costs decrease about \$19,500 to \$136,000, mainly due to staff turnover and a decrease of approximately \$17,700 or 1.01 FTE in temporary extra help. Temporary extra help is being adjusted closer to actual expense levels after being increased to compensate for the elimination of a regular position in the 2016 budget. The budget also includes a slight 0.01 FTE decrease in overtime.

Operating expenses (excluding depreciation) increase about \$12,100 to \$88,200. Operating expenses increase mainly due to a \$10,000 increase in consulting services for an irrigation well study, and a \$1,250 increase in computer repair and maintenance costs.

Scheduled depreciation expenses decrease by approximately \$300.

Interdepartmental charges decrease nearly \$200 to \$82,500.

Fixed assets decrease \$1,000 to \$15,000 and include a bridge replacement.

## Moor Downs Golf Course (Continued)

## Activity

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
9 Hole Rounds	17,890	19,225	18,070	19,225	0
Golf Car Rental	9,453	10,000	9,530	10,000	0
ID Cards	94	25	95	25	0
9 Hole Play	17,478	19,075	17,650	19,075	0
18 Hole Play	206	75	210	75	0
Foot Golf Rounds	1,002	835	1,015	835	0

Moor Downs Golf Course Revenue*				
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget
Green Fees	\$183,807	\$205,000	\$186,800	\$205,000
Foot Golf	\$10,585	\$10,000	\$10,700	\$10,000
Golf Cars	\$59,726	\$60,000	\$60,700	\$60,000
ID Cards	\$1,713	\$1,000	\$1,800	\$1,000
Concessions	\$24,667	\$25,000	\$25,000	\$25,000
Merchandise	\$9,858	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$4,429	\$3,500	\$4,500	\$3,500
<b>Total Revenue</b>	<b>\$294,785</b>	<b>\$314,500</b>	<b>\$299,500</b>	<b>\$314,500</b>

## Ice Arenas Fund

## Parks &amp; Land Use

## Enterprise Fund

## Fund Purpose

To provide quality ice skating facilities at competitive and affordable rates while meeting the recreational and entertainment expectations of the customers.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,015,374	\$1,075,200	\$1,039,200	\$1,063,000	(\$12,200)	-1.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$13,945	\$9,200	\$16,250	\$10,000	\$800	8.7%
Appr. Fund Balance	\$444	\$0	\$0	\$0	\$0	N/A
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$1,029,763</b>	<b>\$1,084,400</b>	<b>\$1,055,450</b>	<b>\$1,073,000</b>	<b>(\$11,400)</b>	<b>-1.1%</b>
<b>Expenditures</b>						
Personnel Costs	\$516,391	\$530,514	\$524,893	\$547,039	\$16,525	3.1%
Operating Expenses (b)	\$565,309	\$585,317	\$587,830	\$594,769	\$9,452	1.6%
Interdept. Charges	\$95,432	\$95,207	\$94,692	\$93,349	(\$1,858)	-2.0%
Fixed Assets (Memo) (c)	\$12,609	\$34,000	\$31,000	\$54,500	\$20,500	60.3%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
<b>Total Expenditures</b>	<b>\$1,177,132</b>	<b>\$1,211,038</b>	<b>\$1,207,415</b>	<b>\$1,235,157</b>	<b>\$24,119</b>	<b>2.0%</b>
<b>Operating Income/(Loss) (b)</b>	<b>(\$147,369)</b>	<b>(\$126,638)</b>	<b>(\$151,965)</b>	<b>(\$162,157)</b>	<b>(\$35,519)</b>	<b>N/A</b>
<b>Cash Flow From Operations (a)</b>	<b>\$10,875</b>	<b>\$16,292</b>	<b>\$21,788</b>	<b>\$404</b>	<b>(\$15,888)</b>	<b>-97.5%</b>

## Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.91	0.00
Extra Help	4.05	4.04	4.04	4.04	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>8.96</b>	<b>8.95</b>	<b>8.95</b>	<b>8.95</b>	<b>(0.00)</b>

- (a) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.
- (b) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.
- (c) Total expenditures and net operating income/(loss) excludes capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.
- (d) Per county ordinance 167-033 the General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2020 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '17	Estimated Operating Impact	A=Annual T=One-Time
201808	Eble Park Ice Arena Refrigeration System	2018	\$308,000	0%	No Change	A

## Major Departmental Strategic Plan Objectives

**Quality Pillar: High standards of service excellence**Objective #1: 80% customer satisfaction rating for public events and programs

Performance measure: 80% of participants reported a good or very good rating for the Ice Arena programs.

Objective #2: Provide affordable ice skating opportunities through cost-effective management

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

Performance Measure:	2015 Actual	2016 Actual	2017 Target	2017 Estimate	2018 Target
Naga-Waukee: Prime hours utilized	63%	61%	70%	63%	70%
Eble: Prime hours utilized	63%	65%	70%	65%	70%

Percentage of non-prime time (contracted) booked ice time based on a calendar year, a 24-hour per day operation (less prime hours as identified above).

Performance Measure:	2015 Actual	2016 Actual	2017 Target	2017 Estimate	2018 Target
Naga-Waukee: Non-prime hours utilized	18%	18%	20%	20%	20%
Eble: Non-prime hours utilized	20%	20%	20%	20%	20%

<b>CURRENT CONTRACT ICE COMPARISON: PRIME</b>	<b>2015 Prime</b>	<b>2016 Prime</b>	<b>2017 Prime</b>	<b>2018 Prime</b>	<b>2018 % Increase</b>
Eble	\$268.00	\$268.00	\$273.00	\$275.00	0.73%
Naga-waukee	\$271.16	\$271.16	\$273.00	\$275.00	0.73%
Other Area Ice Arenas (Average)	\$270.51	\$272.20	\$274.51	N/A	N/A

<b>CURRENT CONTRACT ICE COMPARISON: NON-PRIME</b>	<b>2015 Prime</b>	<b>2016 Prime</b>	<b>2017 Prime</b>	<b>2018 Prime</b>	<b>2018 % Increase</b>
Eble	\$233.32	\$233.32	\$236.25	\$240.00	1.59%
Naga-waukee	\$236.48	\$236.48	\$236.25	\$240.00	1.59%
Waukesha Summer	\$195.00	\$195.00	\$200.00	\$200.00	0.00%
Other Area Ice Arenas (Average)	\$222.95	\$226.11	\$234.13	N/A	N/A

## Naga-Waukee Ice Arena

## Program Description

Provide quality and affordable ice skating opportunities to the public.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.29</b>	<b>4.24</b>	<b>4.24</b>	<b>4.26</b>	<b>0.01</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$483,848	\$521,200	\$504,600	\$523,000	\$1,800
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10,418	\$8,000	\$10,250	\$8,000	\$0
Appr. Fund Balance	\$222	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$494,488</b>	<b>\$529,200</b>	<b>\$514,850</b>	<b>\$531,000</b>	<b>\$1,800</b>
Personnel Costs	\$245,929	\$259,355	\$254,462	\$267,717	\$8,362
Operating Expenses (excl. Depr. Exp)	\$197,013	\$243,352	\$220,837	\$242,440	(\$912)
Depreciation Expense (a)	\$74,046	\$59,549	\$87,851	\$87,852	\$28,303
Interdept. Charges	\$40,816	\$45,033	\$44,683	\$43,576	(\$1,457)
Fixed Assets (Memo) (b)	\$0	\$6,000	\$5,000	\$22,500	\$16,500
<b>Total Expenditures</b>	<b>\$557,804</b>	<b>\$607,289</b>	<b>\$607,833</b>	<b>\$641,585</b>	<b>\$34,296</b>

Operating Income/(Loss) (a)	(\$63,316)	(\$78,089)	(\$92,983)	(\$110,585)	(\$32,496)
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- (a) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations, which is contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital, resulting in higher depreciation expense.
- (b) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform with financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues, and are included in the department's fixed assets request.

## Program Highlights

Charges for services revenue increases \$1,800 to \$523,000, mainly due to a \$3,000 increase in league revenue, a \$2,500 increase in dasher board revenue and a \$1,000 increase in lesson fees, which is offset by a \$5,000 decrease in contracted ice sale revenue based on prior year actuals. Other revenue includes \$7,000 in investment income and \$1,000 in miscellaneous revenues. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase nearly \$8,400 to \$267,700, mainly due to the cost to continue existing positions and extra help hourly rates being increased slightly to help maintain competitive wages. Operating expenses, excluding budgeted depreciation, decrease about \$900, mainly due to an increase of almost \$11,000 in maintenance and supply costs that is partially offset by a reduction of \$10,000 in utility costs and a \$3,000 reduction in food for resale costs. Depreciation is scheduled to increase \$28,300 to \$87,900 based on prior year fixed asset acquisitions. Fixed assets are budgeted at \$22,500 for locker room door replacements.

Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2018 vs. 2017 Budget Change
Contract Ice Hours	1,506	1,600	1,565	1,600	0
Public Skating Attendance	10,166	10,700	10,500	10,700	0
No. of Skate Rentals	5,188	5,500	5,300	5,500	0
<b>Naga-Waukee Ice Arena Revenue</b>					
	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017 vs. 2018 Budget Change
Public Skating	\$81,000	\$79,500	\$78,700	\$79,800	\$300
Learn to Skate Program	\$17,926	\$21,000	\$21,000	\$22,000	\$1,000
WCHL - Hockey League	\$81,285	\$79,000	\$80,000	\$82,000	\$3,000
Contracted Ice	\$264,998	\$295,000	\$280,000	\$290,000	(\$5,000)
Concession	\$38,639	\$44,700	\$42,900	\$44,700	\$0
Investment Income	\$7,032	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$3,386	\$3,000	\$5,250	\$5,500	\$2,500
<b>Total</b>	<b>\$494,266</b>	<b>\$529,200</b>	<b>\$514,850</b>	<b>\$531,000</b>	<b>\$1,800</b>

## Eble Ice Arena

**Program Description**

Provide quality and affordable ice skating opportunities to the public.

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
<b>Staffing (FTE)</b>	<b>4.66</b>	<b>4.71</b>	<b>4.71</b>	<b>4.69</b>	<b>(0.01)</b>
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$531,526	\$554,000	\$534,600	\$540,000	(\$14,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,527	\$1,200	\$6,000	\$2,000	\$800
Appr. Fund Balance	\$222	\$0	\$0	\$0	\$0
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$535,275</b>	<b>\$555,200</b>	<b>\$540,600</b>	<b>\$542,000</b>	<b>(\$13,200)</b>
Personnel Costs	\$270,462	\$271,159	\$270,431	\$279,322	\$8,163
Operating Expenses (excl. Depr. Exp)	\$209,608	\$199,035	\$193,240	\$189,768	(\$9,267)
Depreciation Expense (a)	\$84,642	\$83,381	\$85,902	\$74,709	(\$8,672)
Interdept. Charges	\$54,616	\$50,174	\$50,009	\$49,773	(\$401)
Fixed Assets (Memo) (b)	\$12,609	\$28,000	\$26,000	\$32,000	\$4,000
<b>Total Expenditures</b>	<b>\$619,328</b>	<b>\$603,749</b>	<b>\$599,582</b>	<b>\$593,572</b>	<b>(\$10,177)</b>

Operating Income/(Loss) (a)	(\$84,053)	(\$48,549)	(\$58,982)	(\$51,572)	(\$3,023)
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(a) Budgeted depreciation expense includes only the county's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital resulting in higher depreciation expense.

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

**Program Highlights**

Charges for services revenue decreases \$14,000 to \$540,000. This is mainly due to a decrease in budgeted contracted ice sale and concession revenues totaling \$24,500 based on prior year actuals. This is partially offset by an increase in public skating revenue of \$11,500 based on current activity levels. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase approximately \$8,100 to \$279,300, mainly due to cost to continue existing staff levels and a slight increase in extra help hourly rates to help maintain competitive wages. Operating expenses excluding depreciation are budgeted to decrease almost \$9,300 to \$189,800, mainly due to a \$7,600 reduction in planned maintenance and a reduction in food for resale of \$1,000. Depreciation expense is anticipated to decrease nearly \$8,700. Fixed asset are budgeted at \$32,000 for a new scoreboard and door replacements.

Activity	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017 vs. 2018 Budget Change
Contract Ice Hours	1,577	1,700	1,609	1,600	(100)
Public Skating Attendance	14,199	12,000	13,013	13,000	1,000
No. of Skate Rentals	8,538	7,000	7,568	7,600	600

**Eble Ice Arena Revenue**

	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	2017 vs. 2018 Budget Change
Public Skating	\$110,753	\$93,500	\$101,500	\$105,000	\$11,500
Learn to Skate Program	\$18,092	\$22,000	\$19,500	\$19,500	(\$2,500)
WCHL – Hockey League	\$80,107	\$68,500	\$70,000	\$70,000	\$1,500
Contracted Ice	\$282,669	\$320,000	\$300,000	\$300,000	(\$20,000)
Concession	\$39,905	\$50,000	\$43,600	\$45,500	(\$4,500)
Merch/Bds/Misc	\$3,527	\$1,200	\$6,000	\$2,000	\$800
<b>Total</b>	<b>\$535,053</b>	<b>\$555,200</b>	<b>\$540,600</b>	<b>\$542,000</b>	<b>(\$13,200)</b>

**Fund Purpose/Program Description**

As the designated responsible unit for 27 Waukesha County municipalities, the County promotes waste reduction, recycling, composting, and resource recovery through the administration of an effective recycling program to comply with the Solid Waste Reduction Recovery, and Recycling Law, (Chapter 287 of Wisconsin Statutes). This includes overseeing a privately operated City/County Material Recycling Facility (MRF) since 2015, that processes and markets recyclables collected from the 27 partner municipalities. Through an annual dividend program, revenue from the sale of recyclables and state grants are shared with the partner communities to help them recover recyclable collection costs.

The County manages MRF operation contracts, state recycling grants, MRF building and equipment maintenance, annual community dividend payments, recycling grants, and recyclable collection services at 10 drop-off sites located around the county. The County also delivers a comprehensive public education and outreach program, participates on local landfill siting and monitoring committees, and provides technical assistance to local officials, businesses, and the public on waste management techniques, including waste reduction, composting, recycling, and special waste disposal.

Financial Summary	2016	2017	2017	2018	Change From 2017	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<b>Revenues</b>						
General Government	\$992,735	\$1,000,000	\$1,048,718	\$1,000,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$2,249,477	\$2,343,450	\$2,587,000	\$2,791,505	\$448,055	19.1%
Appr. Fund Balance (a)	\$1,442,218	\$1,230,000	\$1,301,735	\$1,230,000	\$0	0.0%
<b>County Tax Levy</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Revenue Sources</b>	<b>\$4,684,430</b>	<b>\$4,573,450</b>	<b>\$4,937,453</b>	<b>\$5,021,505</b>	<b>\$448,055</b>	<b>9.8%</b>
<b>Expenditures</b>						
Personnel Costs	\$380,011	\$391,814	\$384,343	\$382,881	(\$8,933)	-2.3%
Operating Expenses (b)	\$3,123,530	\$3,037,327	\$3,108,595	\$3,199,041	\$161,714	5.3%
Depreciation Expense	\$656,718	\$653,175	\$660,260	\$660,261	\$7,086	1.1%
Interdept. Charges	\$179,276	\$199,916	\$199,914	\$197,156	(\$2,760)	-1.4%
Fixed Assets (Memo) (c)	\$22,595	\$100,000	\$100,000	\$100,000	\$0	0.0%
<b>Total Expenditures</b>	<b>\$4,339,535</b>	<b>\$4,282,232</b>	<b>\$4,353,112</b>	<b>\$4,439,339</b>	<b>\$157,107</b>	<b>3.7%</b>
<b>Operating Income/(Loss)</b>	<b>\$344,895</b>	<b>\$291,218</b>	<b>\$584,341</b>	<b>\$582,166</b>	<b>\$290,948</b>	<b>99.9%</b>
<b>Cash Flow From Operations (d)</b>	<b>(\$440,605)</b>	<b>(\$285,607)</b>	<b>(\$57,134)</b>	<b>\$12,427</b>	<b>\$298,034</b>	<b>N/A</b>

**Position Summary (FTE)**

Regular Positions	4.15	4.15	4.15	4.15	0.00
Extra Help	1.25	1.25	1.25	1.00	(0.25)
Overtime	0.00	0.00	0.00	0.00	0.00
<b>Total FTEs</b>	<b>5.40</b>	<b>5.40</b>	<b>5.40</b>	<b>5.15</b>	<b>(0.25)</b>

(a) MRF Appropriated fund balance is used for:

	2016 Actual	2017 Budget	2017 Est.	2018 Budget
Recycling Prog. Disbursement - Base Dividend (1.)	\$581,000	\$600,000	\$600,000	\$600,000
Recycling Prog. Disbursement - Rebate Incentive (1.)	\$612,000	\$570,000	\$570,000	\$570,000
Recycling Efficiency Initiative (REI) program (2.)	\$72,000	\$60,000	\$60,000	\$60,000
MRF Equipment Repair/Replacement (3.)	\$77,500	\$0	\$0	\$0
Purchase Order/Carryover from 2016 to 2017	\$0	\$0	\$71,735	\$0
Purchase Order/Carryover from 2015 to 2016	\$99,718	\$0	\$0	\$0
<b>Total Fund Balance Appropriation</b>	<b>\$1,442,218</b>	<b>\$1,230,000</b>	<b>\$1,301,735</b>	<b>\$1,230,000</b>

1. Represents a portion of overall recycling disbursements. Remaining community dividend disbursements funded by a combination of a State Recycling grant and other programmatic revenues.
2. Recycling Efficiency Initiative (REI) fund balance used to provide yard-waste composting services and educational services to municipalities.
3. Represents revenues received from the county's recycling processor designated for facility/equipment repairs and replacements. Starting in 2018, a portion of these revenues will be budgeted directly in the MRF budget to offset equipment repairs/replacements.
- (b) The 2017 Estimates includes 2016 budget appropriation carryovers and open encumbrances, which modified the 2017 budget after it was adopted.
- (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.
- (d) Cash flow from operations figures (excluding fund balance) are based on total operating revenues less expenditures, excluding depreciation expense.

**Program Highlights**

General government revenue, which consists of the State Recycling Grant, is budgeted at the 2017 level of \$1,000,000.

Other revenue increases about \$448,100 to \$2,791,500, mainly due to a \$411,100 increase in material sales revenues. Recycling revenue is based on improving markets and county tonnage, which increases 2,500 tons to 31,500, and 15,000 third party tons processed at the Joint MRF. Equipment replacement revenues received from the MRF operator related to a per ton collection fee paid to Waukesha County, are increased \$35,000. The \$2 per ton educational fee, paid by the operating contractor, increases \$5,000 to \$70,400 based on estimated tonnage. Other revenue also includes compost bin sales and compost tipping fees, which increase \$2,000 to \$31,500. In addition, \$100,000 of landfill siting fee revenues continue to be budgeted to assist as commodity markets and operations slowly stabilize.

Appropriated MRF fund balance of \$1,230,000 includes \$1,170,000 to fund the base dividend and recycling incentive portion of the annual recycling dividend paid to participating municipalities (discussed below) and \$60,000 of prior-year State Recycling Efficiency Initiative (REI) grant funding used to provide yard waste composting services to municipalities. Cost-sharing agreements with each participating municipality will phase out county funding over the next 6 years, or until the balance of REI grant funds is used up, whichever comes first.

Personnel costs decrease approximately \$8,900, mainly due to a decrease in benefit costs associated with staff turnover, and a 0.25 FTE reduction in temporary extra help.

Operating expenses increase approximately \$161,700 to \$3,199,000. Contracted services and waste disposal costs increase approximately \$87,000 due to 2,500 more tons of waste processed at the joint MRF. Miscellaneous equipment replacement expenses increase \$35,000, offset by equipment replacement revenues discussed previously. Consulting services increase \$28,200, mainly due to the first year of budgeting for an annual financial and operational audit that is required by intergovernmental agreements (IGA). Total grants to communities increase \$10,000 to \$1,845,000, due to a pilot cooperative kindergarten through fifth grade environmental education curriculum with the Waukesha School District and Carroll University. Other recycling disbursements and grants to communities include a base dividend, recycling incentive, a direct haul compensation dividend, and a recycling container credit. Community grants also include green school programs and yard waste composting fees, all in accordance with executed intergovernmental agreements with participating municipalities. The table below and accompanying footnotes describe each of these disbursement components in detail, as well as the changes for the 2018 budget. The budget for printing/promotion/postage expenses increase \$20,500 mainly due to increased costs associated with producing the annual newsletter, and maintaining outreach and exhibit space activities. These increased costs are partially offset by a \$20,000 decrease in small tools.

Scheduled depreciation expenses increase nearly \$7,100 to \$660,300.

Interdepartmental charges decrease approximately \$2,800 to \$197,200 mainly due to a \$1,300 reduction in phone charges, a \$1,000 reduction in vehicle maintenance charges, and a \$700 reduction in computer replacement costs, which is partially offset by a \$200 increase in insurance costs.

Fixed assets are budgeted at the 2017 level of \$100,000, and provide funding for future equipment repair/replacement in accordance with the IGA with Milwaukee.

**Disbursement and other grants to communities: 2017 and 2018**

	<b>17 Budget</b>	<b>18 Budget</b>	<b>Bud. Chng.</b>	<b>% Chng.</b>
Base Dividend (a)	\$600,000	\$600,000	\$0	0.00%
Recycling Incentive (b)	\$570,000	\$570,000	\$0	0.00%
Direct Haul Compensation (c)	\$201,000	\$201,000	\$0	0.00%
Recycling Container Credit (d)	\$379,000	\$379,000	\$0	0.00%
Subtotal Disbursement to Participating Municipalities	<b>\$1,750,000</b>	<b>\$1,750,000</b>	<b>\$0</b>	<b>0.00%</b>
Other Recycling Grants to Communities/Organizations (e)	\$85,000	\$95,000	\$10,000	11.76%
<b>Total Grants to Communities</b>	<b>\$1,835,000</b>	<b>\$1,845,000</b>	<b>\$10,000</b>	<b>0.54%</b>

- (a) Base dividend is proportional to community recycling program costs, including municipal contracts for recyclable collection services. Amount shown is allocated based on community financial reports.
- (b) Recycling incentive is based on the tons of recycling material processed at the Joint MRF for each community. Amount shown is allocated proportionally based on truck scale reports.
- (c) Direct haul compensation is based on the additional costs to communities to haul recyclables directly to the joint MRF in Milwaukee compared to the previous Waukesha MRF location, as documented in an intergovernmental agreement (IGA).
- (d) Recycling container credit is a standard per household payment, based on container size, to support the costs of the recycling containers in local hauling contracts. Amounts are based on private hauler reports and an executed IGA.
- (e) Other recycling grants to communities include funding for the Green Schools program, special event recycling containers, recyclables drop-off site operations and yard waste processing services.

<b>Activity Data</b>	2016 Actual	2017 Budget	2017 Estimate	2018 Budget	Budget Change
Tons processed at County compost facility	4,037	4,700	4,000	4,000	(700)
Tons of office paper and containers recycled – County	234	200	220	215	15
Number of participants in education presentation/events	7,045	5,500	6,000	6,000	500
Lbs. of residential computers recycled (a)	593,883	400,000	590,000	550,000	150,000

(a) Due to contract performance issues no municipal electronics recycling collection sites operated in 2015. There were 12 events scheduled for 2016 and 2017 with anticipation to begin reducing the total collection events.

**Waukesha County Recycling - Participating Members:**

**Waukesha County Recycling Program Partners**

1 City of Brookfield	15 Village of Big Bend
2 City of Delafield	16 Village of Chenequa
3 City of Muskego	17 Village of Dousman
4 City of New Berlin	18 Village of Eagle
5 City of Oconomowoc	19 Village of Elm Grove
6 City of Pewaukee	20 Village of Hartland
7 City of Waukesha	21 Village of Lac La Belle
8 Town of Brookfield	22 Village of Merton
9 Town of Delafield	23 Village of Nashotah
10 Town of Lisbon	24 Village of Oconomowoc Lake
11 Town of Merton	25 Village of Pewaukee
12 Town of Oconomowoc	26 Village of Summit
13 Town of Waukesha	27 Village of Wales
14 Town of Vernon	

**Yard and Wood Waste Partners**

**Electronics Recycling Partners (Host Communities)**

1 City of Oconomowoc	1 City of Brookfield
2 City of Pewaukee	2 City of Muskego
3 Town of Brookfield	3 City of New Berlin
4 Town of Waukesha	4 City of Oconomowoc
5 Village of Dousman	5 City of Pewaukee
6 Village of Elm Grove	6 Village of Hartland
7 Village of Merton	7 Town of Merton
8 Village of Nashotah	
9 Village of Pewaukee	
10 Village of Summit	

Major Departmental Strategic Plan Objectives

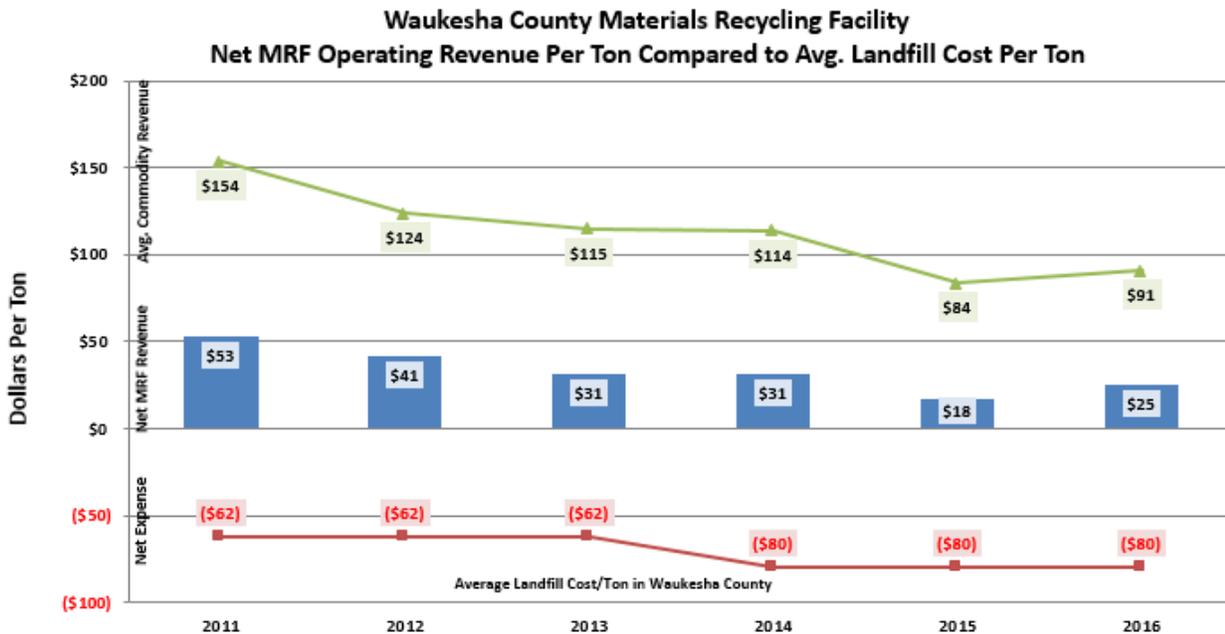
**Quality Pillar: High standards of service excellence**

Objective #1: Landfill Diversion Rates

Increase landfill diversion rates by 10% for the County and at least one (1) municipal partner by December 31, 2020 through waste reduction, recycling, composting, collaboration and implementation of the County Sustainability Plan.\*

Performance Measure	Year 2017 Benchmark	Year 2018 Goal	Year 2019 Goal
Annual county-wide landfill diversion 50% or greater	40%	45%	50%

The following chart shows the net operating cost per ton compared to the average landfill tip fees in Waukesha County for the past six years. The 2016 increase represents stabilizing commodity markets, while markets continue to recover, they remain sensitive to economic conditions. The 2016 landfill disposal charge for solid waste in Waukesha County remain unchanged from the previous year with an average of \$79.50 per ton (\$74 at Emerald Park and \$85 at Orchard Ridge). The six year net average operating gain is \$32.48 per ton and when added to average landfill costs there is a \$112.48 per ton advantage to recycling.



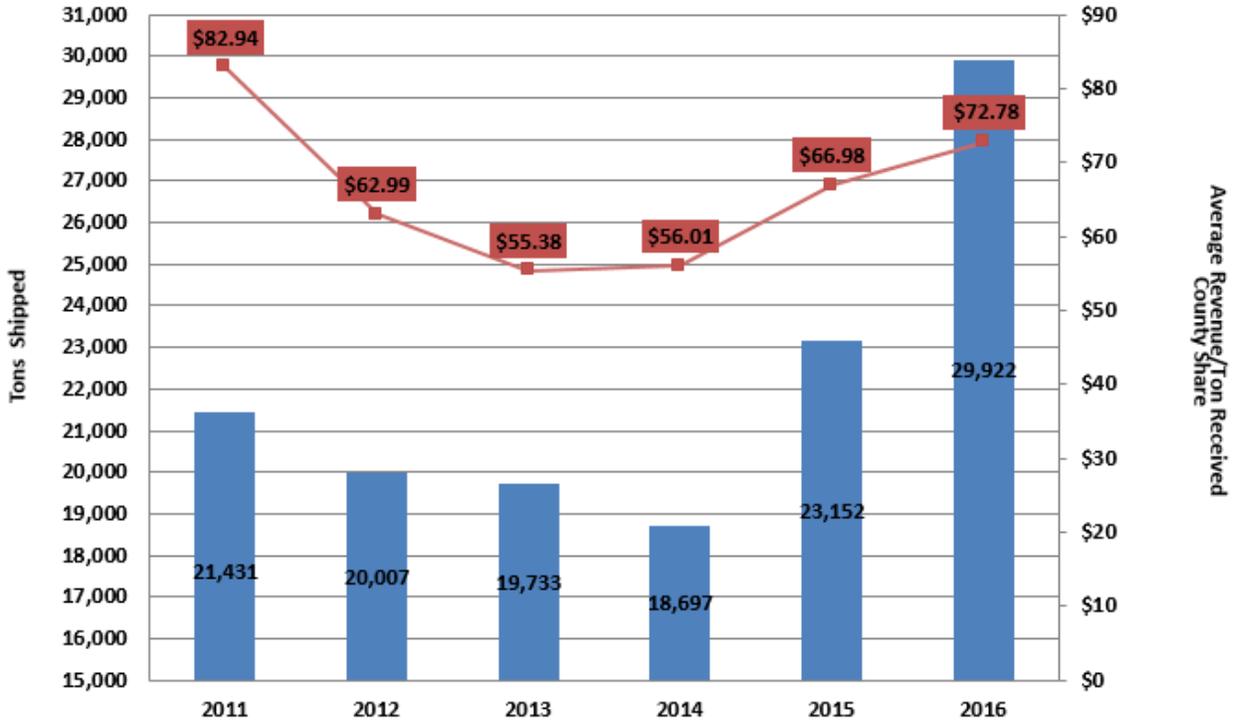
The 2013 data was updated to reflect actual revenue decline from 2012 to 2013.

The landfill gate rates were provided by the Wisconsin Department of Natural Resources (updated in 2015).

Net operating costs only include the costs associated with processing material at the MRF and exclude dividend payments to communities and fund balance appropriations.

The decline in recycling tonnage from 2011-2014 highlighted the need to convert from the dual to a single sort recycling system, which simplifies recycling and accepts more materials for processing, resulting in a 41% increase (total tonnage increased 60% due to the two new community partners in 2016). The tonnage is projected to continue increasing slightly and begin to level off in 2017. Revenues per ton have increased under the new operating contract with an 80% revenue share instead of the previous 50% share; although, the revenue continues to be sensitive to economic conditions.

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



- Notes:
1. 2012-2014 includes tons reimbursed from Waste Management for communities without Municipal Hauling Contracts
  2. 2010-2014 average revenue per Ton is under the contracted 50% County share
  3. 2015-2016 average revenue per ton is under the contracted 80% County share
  4. 2016 tonnage includes T. Vernon and C. Muskego