

WAUKESHA COUNTY

2019 COUNTY EXECUTIVE BUDGET



PAUL FARROW

WAUKESHA COUNTY EXECUTIVE

Waukesha County Executive

Paul Farrow

(Term Expires April 2019)

Board of Supervisors

(Terms Expire April 2020)

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About the cover:

Parking Lot Paradise- The flower photo was taken from Waukesha County's Administration Center parking lot and is illustrative of Waukesha County's effort to restore natural beauty and native habitat by decreasing the dependence on traditional landscaping.

Cover photo by:

Andrew Thelke, Business Services and Collections Manager
Department of Administration

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Nicole Armendariz, Press Secretary/PIO to the County Executive

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

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Waukesha County

Office of the County Executive

To: Honorable County Board Members
From: Paul Farrow, County Executive
Date: September 25, 2018

Dear Honorable County Board Supervisors:

After months of hard work, I am happy to present the 2019 Executive Budget, crafted through the hard work and dedication of members of the County Board, the budget team, and department heads. Their commitment and collaborative spirit is evident in the final product: a budget that continues Waukesha County's legacy as a low-tax leader while maintaining outstanding services to our citizens.

If approved, my 2019 budget ensures that Waukesha County optimizes every tax dollar it receives while enhancing the processes and services that make Waukesha County stand out as a leader in the state and across the nation. This budget is under the conservative revenue cap set by Governor Scott Walker and the state legislature, a target that we were able to reach through innovation, strategic planning and collaboration. This was accomplished by not relying on all of the nearly \$500,000 in unused, prior-year levy capacity, increases allowable under the law related to tax increment district closures, in addition to the new construction rate of 1.57%.

Throughout this process, the input I have received from County Board members has been invaluable. The opportunity to work directly with you to create a budget that best serves our constituents is unique among local governments and I am proud of the strong relationship that exists between our legislative and executive branches in Waukesha County. I look forward to continuing to work with you as the Board deliberates the passage of the 2019 Executive Budget.

The proposed 2019 County general property tax levy totals \$104.4 million, an increase of 0.9% or \$940,700. This levy growth is net of the new State revenue of \$744,073 to offset the new personal property exemption for machinery and tools. The gross tax levy growth of \$1,684,744 (before new State revenues) includes a net new construction growth rate of 1.57% as compared to 1.81% in the prior year. This growth in levy is against an equalized property tax base of \$55.2 billion, which experienced a 4.2% increase, even after reductions for personal property exemptions. Once again, we are holding tax levy growth below statutory limits to minimize impacts to homeowners and businesses in order to sustain services required in a growing county with increased development and a growing population.

COUNTY EXPENDITURES AND REVENUES

Proposed expenditures in the budget total \$307.0 million, an increase of \$13.4 million from the prior year. Operating budget expenditures increase \$7.2 million or 2.62%. This includes an increase of \$1.7 million for the federal Workforce Innovation and Opportunity Act program to assist job seekers. Waukesha County began serving as the fiscal agent in 2018 for the Waukesha-Ozaukee-Washington Workforce development Board (WOW-Board). Capital project expenditures increase \$6.2 million for a total capital budget of \$25.0 million. The significant increase in the capital budget is due to one major project, the expansion,

renovation, and operations of the Waukesha County Courthouse, which has been planned for years. This project includes \$15 million out of a total capital budget of \$25 million.

This budget continues careful management of personnel with cost increases of 3.2% for 2019. After a net increase in budgeted positions of 22.3 (full-time equivalent) FTE, positions per 1,000 residents, are expected to remain at 3.4 employees, unchanged from 2018. The change for 2019 includes 19.0 new positions offset by 7.0 position abolishments, and a net of 4.5 unfunded positions (5.5 unfunded and 1 refunded). In addition, 14.79 positions were created in 2018 after the budget was adopted and included 12 FTE grant-funded positions in the Aging and Disabilities Resource Center. These positions had been previously contracted. County departments have worked diligently to review and adjust positions to meet service demand, use technology in innovative ways and seek collaborative partners. New positions in 2019 include 6.0 FTE correctional officers.

The 2019 budget includes changes in key revenue sources.

- Investment income is increased \$540,000 to \$3,048,000. This increase is offset with a reduction of fund balance of \$290,000 as anticipated. Higher interest rates are expected to impact investment income positively in 2019 as bond portfolios turn over. Delinquent tax penalty and interest is reduced by \$310,000 as outstanding delinquent taxes continued to decline.
- The real estate market has shown some increased property sales resulting in an increase of almost \$40,000 in real estate transfer fees to \$1,833,000. This is offset by a reduction of \$100,000 in document recording fees due to reductions in home mortgage refinancing.
- State revenues sources remain stable for Human Services basic community aids, Youth Aids, and the Circuit Court support grant funding. General Transportation Aids increase \$475,000, which will benefit highway operations and capital projects in this budget. Federal Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) funding increases \$702,000 or 26% to address identified community needs in a collaborative, coordinated manner.

TARGETED SERVICE LEVEL INCREASES

The 2019 budget continues targeted resource allocations to mental health and substance abuse services in the Health and Human Services (HHS) Department.

- The Substance Abuse and Mental Health Services Administration (SAMHSA) grant added in 2018 and the Treatment Alternatives and Diversion (TAD) grant allocation both continue with slight increases in funding in the 2019 budget. These programs will continue to provide expanded case management and drug testing, residential and medication assisted treatment, and recovery coaching for up to 60 clients in 2019.
- The Mental Health Center expenditure budget increases \$525,000 for additional staffing and facility needs for a 28-bed, 24-hour facility serving court-involved and voluntary patients. Increased revenues of \$207,000 will fund some of the increase.
- The multi-year expansion of state certified programs to provide mental health services to residents increases revenues \$407,000 and funds staff costs. Increased revenues are also the result of efficiencies made to clinic scheduling practices to increase client access to providers and lessen no-shows. Two State grants continue with funding to address the Opioid Crisis for almost \$275,000. State mental health institute costs are reduced nearly \$235,000 in the 2019 budget

The State budget's goal of eliminating the wait list for children with long-term support needs includes additional case management revenue of \$280,000. This helps to fund additional contract staff of \$360,000 to help ensure children with severe and chronic disabilities can remain safely at home. The estimated higher volume of clients results in \$40,000 of increased parental fee collections and \$30,000 of increased reimbursement revenue.

The Justice and Law Enforcement program areas remain a priority and include increased expenditures of \$2.1 million, requiring increased tax levy of almost \$800,000, or approximately half of new tax levy (including state personal property aid).

- The Sheriff's Department will add 6 FTE correctional officers as a result of staffing plans for prisoner transports associated with the transition to and operation of the new court tower during construction. One position is tax levy funded at \$74,245, with the remaining 5 positions funded with fund balance. Two of these 5 positions will be phased in with tax levy support in the next two years and the remaining 3 positions (necessary only during the interim construction period) will sunset when the court tower is operational in 2021.
- Sheriff equipment replacement needs for both jail and non-corrections equipment replacement plans are funded at \$393,500, an increase of \$39,000.
- Emergency Preparedness includes a tax levy increase of \$165,000 to allow the continued phase-out of fund balance associated with positions added in prior years to handle additional call volume needs as a result of Menomonee Falls joining county dispatch.
- The Medical Examiner budget will handle increased caseloads and costs associated with more toxicology tests from drug-related death investigations resulting in expenditure increases of \$156,600 or almost 7%. Tax levy increases \$30,000 and revenues increase \$127,000 from contract partners, fee increases and revenue restructuring of the tissue contracts.
- A tax levy increase of \$190,000 will fund increased costs for Courts and the District Attorney along with limited revenue increases.

INVESTING IN INFRASTRUCTURE

The 2019 Capital budget, with total expenditures of \$25.0 million, emphasizes one major project: the expansion, renovation, and operations of the Waukesha County Courthouse. The kickoff of the Courthouse Project construction is the culmination of years of strategic planning and budgeting by Waukesha County. This project has been reviewed by the Board for the last five years through committee meetings accessible to the public, in conjunction with a design review process that included representatives from the affected departments. This plan will demonstrate how the county plans to support that project while maintaining the existing infrastructure that serves our residents, providing high-quality services, and planning for future growth and development.

The main purposes of the Courthouse Project are to improve security and address aging and out-of-date facility systems in the current courthouse, some of which are original to the 1959 structure. Upgraded systems and streamlined operations are expected to offset some of the costs of the project in the long term. The Courthouse Project is also expected to alleviate a number of security concerns impacting current operations through improved surveillance, emergency response systems, and greater separation of court participants to avoid potential confrontations.

In order to perform the necessary upgrades to the existing courthouse, the new court tower must first be built to allow portions of the current courthouse to be vacated.

- Construction is expected to begin in 2019 by demolishing approximately 52,000 square feet of old jail space and building a new 62,000 square foot, four-story, eight-courtroom tower. Completion is anticipated in 2021.
- The new secure courtroom facility will be located adjacent to jail facilities, and will feature improved security, prisoner transport and public access.
- The second phase will renovate the existing courthouse. It will replace aging mechanical systems, enhance business operations through a more efficient office layout, and will improve public access. Design is planned to begin in 2021, with construction 2022-2025

PROJECT FUNDING AND DEBT MANAGEMENT

The County values strategic, long-range capital planning, budgeting and debt management policies and practices.

Property tax levy support for the capital budget increased \$53,000 to \$1,800,000 and was then reduced by the new State revenue of \$744,073 for the tax exemption of machinery and tools to \$1,055,927. The tax levy and the use of governmental fund balance of \$1.7 million, internal service fund balance of \$175,000 and other revenues of \$1.9 million maintains the County's "down payment" at 21% of net capital expenditures, above the target policy of 20%.

Borrowed funds are budgeted at \$17.5 million, an increase of \$5 million from the 2018 budget. Borrowing and financial planning have been adjusted in recent years to build capacity to take on borrowing for the crucial courthouse project. From 2014 through 2018, we have retired nearly \$10 million more in debt than we have taken on. The County's 2019 debt service payment is budgeted at \$14.8 million, which is well within the County's key benchmark ratio of debt service expenditure budget to the total governmental operating expenditures of less than 10%. Maintaining debt service on borrowing at a lower level in the range of 6.5% to 7.5% assures the County will be able to maintain its infrastructure without diminishing funding needed for direct services for future generations.

ACKNOWLEDGEMENTS

I would like to thank the Waukesha County staff that helped prepare the 2019 County Executive's Budget and the County Board Supervisors who sat beside me in countless meetings in preparation of this budget. As you, the County Board, begin your budget review process, I ask that you support the presented budget that will continue our commitment to the taxpayers of Waukesha County to remain a low-tax leader.

Sincerely,



PAUL FARROW
County Executive

Frequently Asked Questions

(See page 586-587 for the Subject Index)

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

<u>To answer these questions:</u>	<u>Refer to:</u>	<u>Page</u>
How can the reader easily locate key information?	Frequently Asked Questions Agency/Subject Budget Index	8 586
What is the County's Mission?	Strategic Planning Overview	49
What are the major policy issues in the budget?	Budget Message	4
What is the budget development process?	Capital & Operating Budget Process	59
How is the County's tax levy used?	Tax Levy By Functional Area	28
What are the County's major expenditures?	Expenditure Summary	30
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What are the County's financial management policies/budget philosophies?	Financial Management Policies	54
How is the County organized?	County Organizational Chart	10,12
How many staff does the County employ?	Budgeted Positions Summary/Detail	44 517-575
Where is general demographic information about the County?	County Community Profile	13
What is the population of the County?	Waukesha County Population	501
What is the total County equalized property value?	Equalized Property Value	502-505
What is the County's equalized property value for each municipality?	County Equalized Property Value by Municipality	502
What funds are included in the County budget?	Fund Descriptions	65
How does the County plan for future decisions?	Waukesha County Planning Processes	51-52
Where does the County rank in terms of property tax rates compared to other Wisconsin counties?	Comparative County Property Rates	507

READER'S GUIDE

Introduction

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

Document Organization

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

The **Introduction** includes County demographics, the County Executive's Budget message, Transmittal letter (in the Adopted Budget Book) and the Community Profile.

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

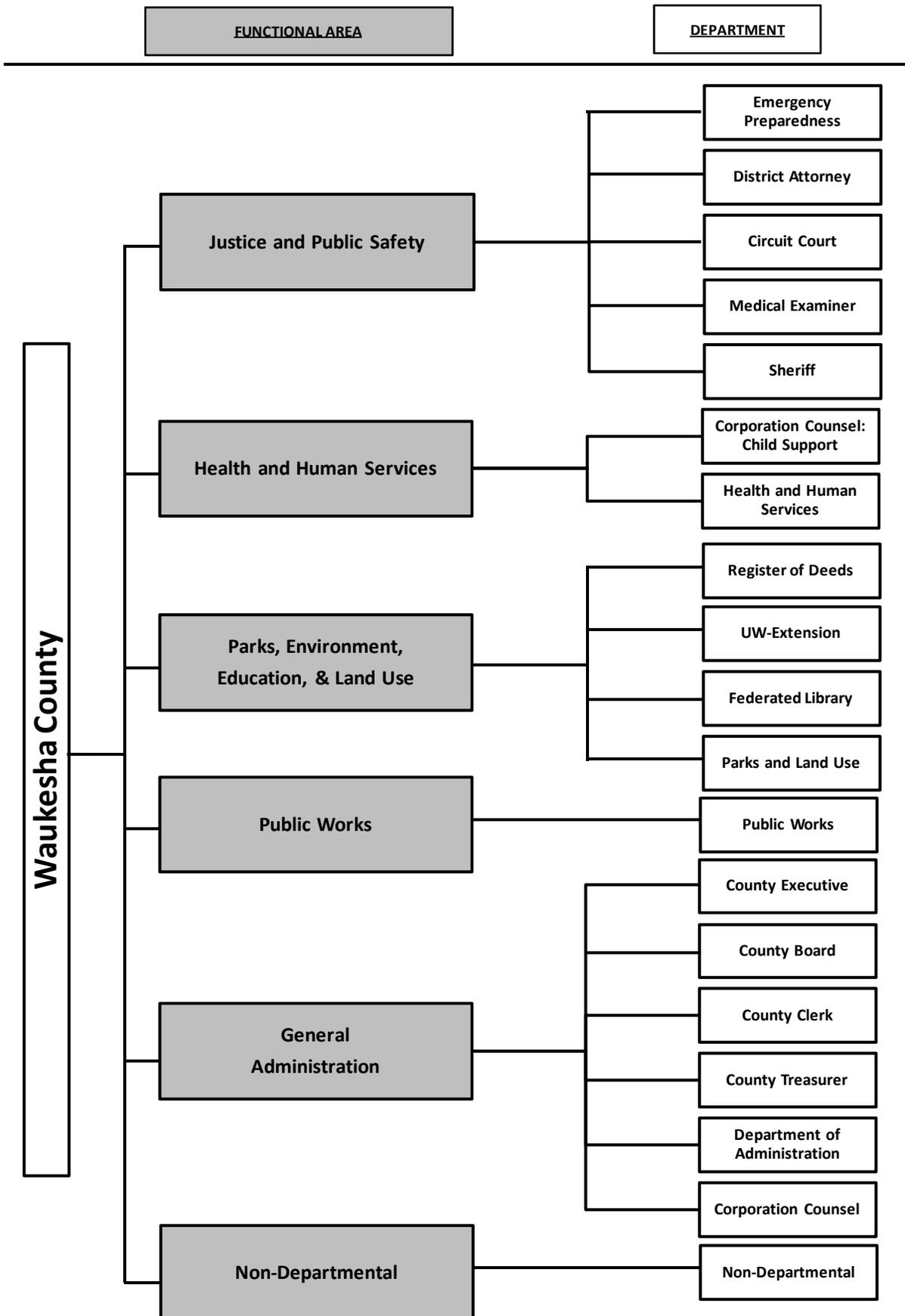
The **Strategic Planning and Budget Policies** section includes the County's Strategic Planning Mission Statement; Vision Statement, Standards of Excellence and County-wide Pillars; County Planning Process; Financial Management Policies; Capital and Operating Budget Process; Budget Amendment Process and Financial Structure of the County.

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

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

Each department is introduced by a page that details the functional/program structure of that department. The Summary page includes the Fund Type. Fund Types are defined in the Glossary of Significant Terms and explained in the Fund Description pages of the Summary section and Fund Structure section of the Strategic Planning and Budget Policies section.

WAUKESHA COUNTY DEPARTMENTS BY FUNCTIONAL AREA CHART



READER'S GUIDE

Department Budget Sections

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

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

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

Major Departmental Strategic Plan Objectives are indicated - This section identifies key budget initiatives organized under County-Wide Pillars. The five pillars are 1.Customer Service 2, Quality, 3.Team, 4. Health and Safety, and 5. Finance.

Departmental objectives (goals) – focus on areas that utilize significant budget resources.

Performance Measures - are metrics that demonstrate level of achievement over multiple years.

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

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

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

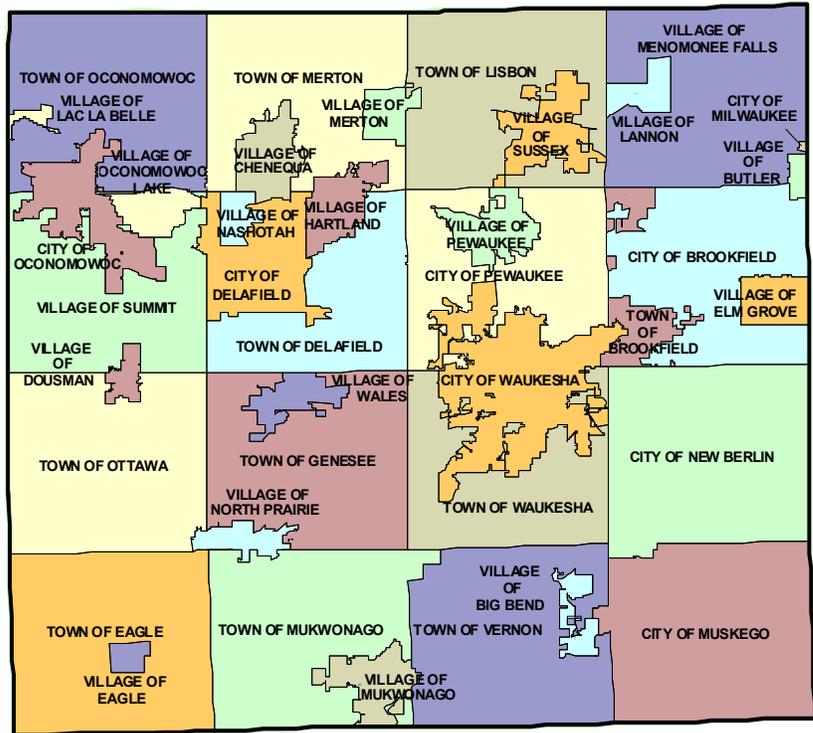
1. **Personnel Costs** - Costs of all salary and non-salary compensation incurred in accordance with county policy. This includes wages, longevity, temporary extra help, and overtime compensation paid to county employees. This also includes compensation for sick leave, holiday, vacation, education leaves, and uniform allowances. Major employee benefits include the Wisconsin Retirement System pension, Social Security contributions, and health, dental, life, and long-term disability insurance.
2. **Operating Expenses** - Costs of all utilities, materials, supplies, travel, training, and contract services and other expenses necessary for the operation of a department. This also includes costs of all services purchased from outside vendors.
3. **Interdepartmental Charges** - Costs of all labor, materials, supplies, or services purchased by one county department from another county department (mainly provided by Internal Service funds).
4. **Fixed Assets/Improvements** - Costs of all equipment items (more than \$5,000) purchased by departments. This category includes capital outlay, small office equipment items, large automotive equipment items, and major grounds and building maintenance projects. However, it excludes capital projects as defined by the county code.

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

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

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

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE



COUNTY POPULATION*	
As of 1/1/2018	401,429
2010 Census	389,891
*Wisconsin DOA (2018), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	\$56,536,637,800
Excluding TID	\$55,212,959,400

BRIEF WAUKESHA COUNTY HISTORY

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

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

In April of 1991, a new form of county government was established. The first county executive was elected by the voters of Waukesha County to be responsible for the administrative functions of county government. The county board reorganized to better reflect this new form of governing. The county executive also proposes the County Budget and has the ability to veto actions of the county board, and to appoint members to advisory boards and commissions. Effective April 2008, the County Board reduced their membership from 35 to 25, but maintained the seven standing committees.

WAUKESHA COUNTY TODAY

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

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

LARGEST EMPLOYERS	
EMPLOYER	EMPLOYEES
Kohl's Department Stores*	5,722
Pro Health Care	4,719
Froedert	3,554
Quad Graphics Inc.	3,423
Roundy's*	2,953
General Electric Healthcare**	2,893
Aurora Health Care	2,635
School District of Waukesha	1,640
Wal-Mart Corporation	1,597
Target Corporation	1,559
Milwaukee Electric Tool	1,480
Waukesha County	1,359
Eaton Cooper Power Systems	1,244
Wheaton Franciscan Healthcare***	1,202
Generac	1,137
Elmbrook School District	1,106
Waukesha County Technical College	1,077
Harley Davidson	854
Subtotal	40,154
% of Total Jobs (2017 - See Below)****	17%

*No survey response was received in 2018. Latest response available (2017) is used.
 **Includes GE Power/Water and Capital Operations
 ***No survey response was received in 2018. Latest response available (2016) is used.
 ****Latest annual total job estimate (2017)
 Source: Waukesha County 2018 employer inquiry updates.

EMPLOYMENT BY INDUSTRY	
INDUSTRY	2017 NAICS (1)
Retail Trade, Transportation, Utilities	49,028
Manufacturing	42,062
Education and Health	40,966
Professional and Business Services	36,069
Leisure and Hospitality	21,280
Financial Activities	16,659
Construction	16,170
Other Services (2)	8,772
Public Administration	6,225
Information	4,770
Total	242,001

(1) North American Industry Classification System
 Source: Wisconsin Department of Workforce Development, Bureau of Workforce Information
 (2) Includes Natural Resources.

PRINCIPAL TAXPAYERS		
TAXPAYER	2017 EQUALIZED VALUE	2016 RANK
Brookfield Square*	\$229,826,700	1
The Corners of Brookfield	\$166,326,300	N/A
Kohl's Dept. Stores	\$157,903,300	2
Individual	\$138,219,200	5
Pro Health Care	\$130,841,700	4
Aurora	\$130,561,718	3
Wimmer Brothers	\$122,179,300	6
Target Corporation	\$108,957,500	8
Pabst Farms	\$103,971,000	9
Wal-Mart	\$103,266,400	7
Subtotal	\$1,392,053,118	
% Total 2017 Equalized Value**	2.6%	

*Incl CBL & Associates Properties, Inc, Sears, Boston Store and JC Penney
 **2017 total equalized value including TID of \$54,158,131,600.
 Source: Waukesha County Tax System & Wisconsin Department of Revenue
 See Waukesha County Comprehensive Annual Financial Report for more detailed information

CONSTRUCTION & BUILDING PERMITS		
Year	Residential	
	Number	Value in 000's
2017	855	\$351,821
2016	953	\$365,330
2015	813	\$301,244
2014	710	\$245,830
2013	671	\$230,391

Source: U.S. Department of Commerce

INCOME, JOBS, AND UNEMPLOYMENT		
PER CAPITA INCOME, 2016 (1)		
Waukesha County		\$65,522
State of Wisconsin		\$46,762
United States		\$49,246
JOBS, 2017 (2)		
		242,001
UNEMPLOYMENT RATE, 2017 (3)		
		2.9%

(1) Bureau of Economic Analysis - US Department of Commerce
 (2) Wisconsin Department of Workforce Development
 (3) Bureau of Labor Statistics - US Department of Labor

EQUALIZED PROPERTY VALUE BY CLASS * (\$000's)					
Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other
2015	\$36,654,772	\$1,159,551	\$9,509,067	\$1,395,080	\$276,547
2016	\$37,729,840	\$1,103,400	\$9,641,547	\$1,433,208	\$279,629
2017	\$39,052,315	\$1,127,036	\$10,020,704	\$1,460,141	\$277,359
2018	\$40,728,754	\$1,169,249	\$10,483,713	\$1,493,718	\$282,698
2019**	\$42,779,364	\$808,507	\$11,140,259	\$1,513,522	\$294,986
% of Total	75.7%	1.4%	19.7%	2.7%	0.5%

See STATS/TRENDS Section for more detailed information
 * Includes Tax Incremental District Value
 **The decrease in personal property value is due to a state law that exempts machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

School Districts

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

Educational Attainment: Percent High School Graduate or Higher*

Waukesha County: 95.9%
Wisconsin: 91.4%

*Source: US Census Bureau, 2012-2016 American Community Survey 5-Year Estimates, updated annually.

SCHOOL ENROLLMENT*

2017-2018 Academic Year

Public: 61,885
Private: 11,280
Home schooling: 1,265**

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

POST-SECONDARY EDUCATION

Colleges and Universities

Carroll University, City of Waukesha
Ottawa University-Milwaukee, City of Brookfield
University of Wisconsin-Waukesha, City of Waukesha

Technical and Vocational Schools

Waukesha County Technical College,
Village of Pewaukee campus
Sky Plaza (Pewaukee) campus
City of Waukesha campus

TRANSPORTATION

Roads

401 miles Waukesha County roads
227 miles State Highway roads (In County)

Public Transit

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

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

UTILITIES

Electric Power

WE Energies
City of Oconomowoc Electric & Gas

Telephone

AT&T/Direct TV
CenturyLink
Spectrum

Natural Gas

WE Energies
Wisconsin Gas Company

Solid Waste

Private Collection and Hauling Services
General use landfills within the County
Community recycling programs

The County oversees a privately operated Material Recycling Facility in partnership with the City of Milwaukee, with 27 Waukesha County municipalities participating.

Water

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

Sanitary Sewerage

19 sanitary sewerage systems served by 7 public wastewater treatment plants

EMERGENCY SERVICES*

Waukesha County Communications Center consolidates police, fire, and emergency dispatch for the Sheriff's Department and 31 municipalities**

*Source: State of Wisconsin, Department of Justice
**Does not include the City of Oconomowoc that only receives dispatching for fire and emergency medical service from county dispatch.

*For additional statistics, refer to the Stats./Trends section of the budget document.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

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Summary

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WAUKESHA COUNTY

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2019 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in the first two quarters of 2018 to update the 2017 projections and to establish a basic foundation for building the County's budget, as the first year in the five-year budget projections. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the County's 2019 Budget development:

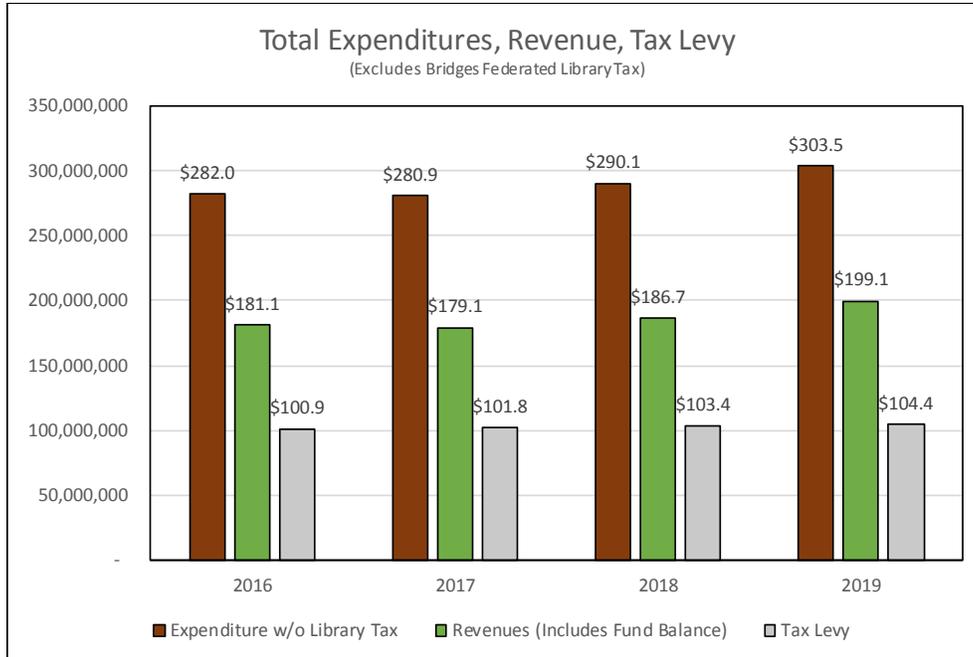
- Overall inflation factor estimates assumed for calculating the cost to continue to provide existing County services are projected to be moderate (2.5%) in 2019. Some major exceptions include cost rate increases for prescription drugs and medical services.
- Significant revenue issues linked to economic recovery impact the 2019 budget
 - Investment Income budget is estimated to be increased by \$540,000 to \$3,048,000 reflecting higher interest rates in 2018 and a positive impact to investment income in 2019 as bond portfolios turnover. In addition, the 2019 budget for estimated Delinquent Taxes Penalty and Interest (P&I) is reduced by \$310,000 to further reduce the budget to reflect current levels of outstanding delinquent taxes. The 2018 budget was reduced \$350,000.
 - After increased property sales through the summer, the real estate market has slowed resulting in a small growth in real estate transfer fees of \$40,000 to \$1,833,000. This is offset by a reduction of \$100,000 in document recording fees due to reductions in home mortgage refinancing.
- Major state revenue funding areas include the following:
 - The Human Services basic community aids, youth aids, and the court support grant remained stable. General Transportation Aids are anticipated to increase \$475,000 based on the state's current-year allocation to the County.
 - Increased charges for service revenue in Clinical Services are due to increased Medicaid reimbursements in mental health programming and improved intake and billing procedures.
 - State budget expected to address Children Long Term Support wait list with increased expenditures and revenues
- Net Personnel cost appropriations include steady modest increases in salaries along with projected labor market adjustments identified in the 2018 compensation study. These are offset with health insurance costs projected to remain at 2018 budget levels reflecting flat rates and continued savings from employees moving to lower cost plans and high utilization of Waukesha Employee Health and Wellness Center.
- Average fuel prices are budgeted to be conservatively reduced by 8% (from higher 2018 budget levels), which are still above anticipated fuel rates for 2019. This results in operating budget savings projected for Public Works, Parks and Land Use and the Sheriff Departments.
- Net utility costs were estimated to remain at 2018 adopted base budget levels with anticipated lower consumption for electricity reflecting prior year improvements (e.g., HVAC upgrades at the Law Enforcement Center) offset with higher rates for water. Natural gas costs remain flat.
- The debt service tax levy was projected to increase by \$225,000. The increase will accommodate larger bond issues anticipated by the five-year capital plan which includes a significant courthouse project. Capital project tax levy was estimated to increase by \$53,000.

2019 General County Tax Levy Summary

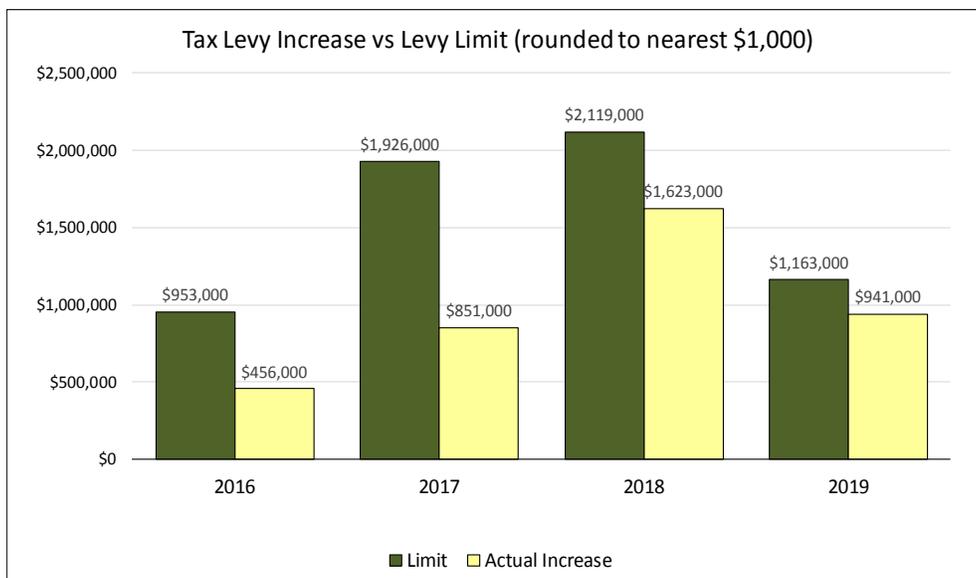
Section 66.0602 of the Wisconsin State Statutes, imposes a limit on property tax levies by cities, villages, towns, and counties. These entities cannot increase their tax levy by a percentage that exceeds their prior year change in equalized value due to net new construction plus an increment for terminated Tax Incremental Districts. The limit also includes exemptions for debt service obligations and consolidated services and also allows unused tax levy from the prior year.

The 2019 proposed budget requires a general county tax levy of \$104,363,046, which is an increase of 0.9% or \$940,671. This is net of the new state revenue of \$744,073 to offset the new personal property exemption for machinery and tools.

Trends in expenditures follow available revenue associated with state program changes and/or capital project needs using bond funding.



The charts below illustrates the allowable county tax levy limit, compared to adopted/proposed increases. The allowable levy limit fluctuates from year to year, mostly due to changes in net new construction. In 2019, the base amount is reduced by the amount of the payment from the State to offset the new personal property exemption for machinery and tools.



2019 BUDGET SUMMARY

	2018 Adopted Budget	2019 Budget	Incr/(Decr) From 2018 Adopted Budget	
			\$	%
OPERATING BUDGETS				
Gross Expenditures	\$274,818,700	\$282,016,215	\$7,197,515	2.62%
MEMO: Less Interdept. Charges (a)	\$38,869,916	\$39,038,839	\$168,923	0.43%
MEMO: Net Expenditures (a)	\$235,948,784	\$242,977,376	\$7,028,592	2.98%
Less: Revenues (Excl. Retained Earnings)	\$158,659,321	\$163,959,054	\$5,299,733	3.34%
Less Net Appropriated Fund Balance	\$10,983,880	\$11,226,518	\$242,638	
TAX LEVY - OPERATING BUDGETS	\$105,175,499	\$106,830,643	\$1,655,144	1.57%
CAPITAL PROJECTS BUDGET				
Expenditures	\$18,786,300	\$25,005,200	\$6,218,900	33.1%
Less: Revenues	\$14,344,100	\$21,892,073	\$7,547,973	52.6%
Less: Appropriated Fund Balance	\$2,695,200	\$2,057,200	(\$638,000)	
TAX LEVY-CAPITAL PROJECTS BUDGET	\$1,747,000	\$1,055,927	(\$691,073)	-39.6%
COUNTY TOTALS				
Expenditures (a)	\$293,605,000	\$307,021,415	\$13,416,415	4.6%
Less: Revenues	\$173,003,421	\$185,851,127	\$12,847,706	7.4%
Less: Appropriated Fund Balance	\$13,679,080	\$13,283,718	(\$395,362)	
County General Tax Levy (Excl Library)(c)	\$103,422,375	\$104,363,046	\$940,671	0.91%
Federated Library Tax Levy (b)	\$3,500,124	\$3,523,524	\$23,400	0.7%
Total County Tax Levy (c)	\$106,922,499	\$107,886,570	\$964,071	0.90%

(a) 2019 operating budget net expenditures are \$242,977,376 and total County net expenditures are \$267,982,576 after eliminating interdepartmental chargeback transactions (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

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

(c) The Tax Levy (for 2019 Budget purposes) increase is within Wisconsin's Act 55 Tax Levy limit provisions (see Planning and Budget Policy Section).

2019 Budget Tax Levy Breakdown

(General County and Federated Library)

	2018 Adopted Budget	2019 Budget	Incr/(Decr) From 2018 Adopted Budget	
			\$	%
General County Tax Levy	\$103,422,375	\$104,363,046	\$940,671	0.91%
General County Tax Rate	\$1.9520	\$1.8902	(\$0.0618)	-3.17%
General County Equalized Value	\$52,982,985,200	\$55,212,959,400	\$2,229,974,200	4.21%
Federated Library Tax Levy	\$3,500,124	\$3,523,524	\$23,400	0.67%
Federated Library Tax Rate	\$0.2651	\$0.2587	(\$0.0064)	-2.41%
Federated Library Equalized Value	\$13,205,088,000	\$13,621,455,600	\$416,367,600	3.15%

2019 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2019 EXECUTIVE PROPOSED BUDGET				Tax Levy
	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '18 - '19
JUSTICE AND PUBLIC SAFETY					
EMERGENCY PREPAREDNESS					
General	\$6,682,007	\$426,963	\$162,750	\$6,092,294	\$165,000
Radio Services	\$1,822,435 (a)	\$2,132,304	(\$309,869)	\$0	\$0
Radio Svcs. Rtnd. Earn.	\$0	(\$309,869)	\$309,869	\$0	\$0
Radio Svcs. Fund Bal. Appr.	\$0	(\$751,520)	\$751,520	\$0	\$0
DISTRICT ATTORNEY	\$2,827,149	\$908,812	\$12,000	\$1,906,337	\$50,000
CIRCUIT COURT SERVICES	\$9,435,213	\$4,014,400	\$20,000	\$5,400,813	\$140,000
MEDICAL EXAMINER	\$2,441,346	\$1,405,736	\$0	\$1,035,610	\$30,000
SHERIFF	<u>\$42,345,893</u>	<u>\$12,354,931</u>	<u>\$1,009,481</u>	<u>\$28,981,481</u>	<u>\$415,000</u>
Subtotal: Justice & Public Safety	\$65,554,043	\$20,181,757	\$1,955,751	\$43,416,535	\$800,000
HEALTH AND HUMAN SERVICES					
CORPORATION COUNSEL					
Child Support (General Fund)	\$2,641,747	\$2,260,651	\$0	\$381,096	\$4,366
HEALTH & HUMAN SERVICES					
Human Services (General Fund)	\$76,861,647	\$50,226,824	\$430,845	\$26,203,978	\$150,000
Aging and Disability Resource Center Contract (ADRC) Fund	<u>\$3,396,457</u>	<u>\$3,396,457</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Health and Human Services	\$82,899,851	\$55,883,932	\$430,845	\$26,585,074	\$154,366
PARKS, ENVIR, EDUC. & LAND USE					
REGISTER OF DEEDS	\$1,360,309	\$3,400,060	\$25,000	(\$2,064,751)	\$550
UW-EXTENSION: EDUCATION	\$455,661	\$106,398	\$2,500	\$346,763	\$0
FEDERATED LIBRARY					
County	\$3,523,524	\$0	\$0	\$3,523,524	\$23,400
State Aids	\$1,902,419	\$1,750,719	\$151,700	\$0	\$0
CAFÉ Shared Automation	\$429,332	\$426,902	\$2,430	\$0	\$0
CAFÉ Rtnd. Fund Balance	\$0	(\$14,570)	\$14,570	\$0	\$0
PARKS & LAND USE					
General	\$12,882,059	\$5,728,853	\$129,196	\$7,024,010	\$25,000
Community Development	\$3,403,405	\$3,403,405	\$0	\$0	\$0
Workforce Innovation	\$1,698,627	\$1,698,627	\$0	\$0	\$0
Tarmann Parkland Acquisitions	\$400,000	\$0	\$400,000	\$0	\$0
Golf Courses	\$3,305,997 (a)	\$3,271,100	\$34,897	\$0	\$0
Golf Course Rtnd. Earnings	\$0	\$34,897	(\$34,897)	\$0	\$0
Golf Course Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Ice Arenas	\$1,219,723 (a)	\$1,082,500	\$137,223	\$0	\$0
Ice Arenas Rtnd. Earnings	\$0	\$137,223	(\$137,223)	\$0	\$0
Ice Arenas Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Material Recycling Facility	\$4,400,335 (a)	\$4,739,100	(\$338,765)	\$0	\$0
MRF Retained Earnings	\$0	(\$468,765)	\$468,765	\$0	\$0
MRF Fund Bal. Appr.	<u>\$0</u>	<u>(\$923,100)</u>	<u>\$923,100</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Parks, Env., Ed. & Land Use	\$34,981,391	\$24,373,349	\$1,778,496	\$8,829,546	\$48,950

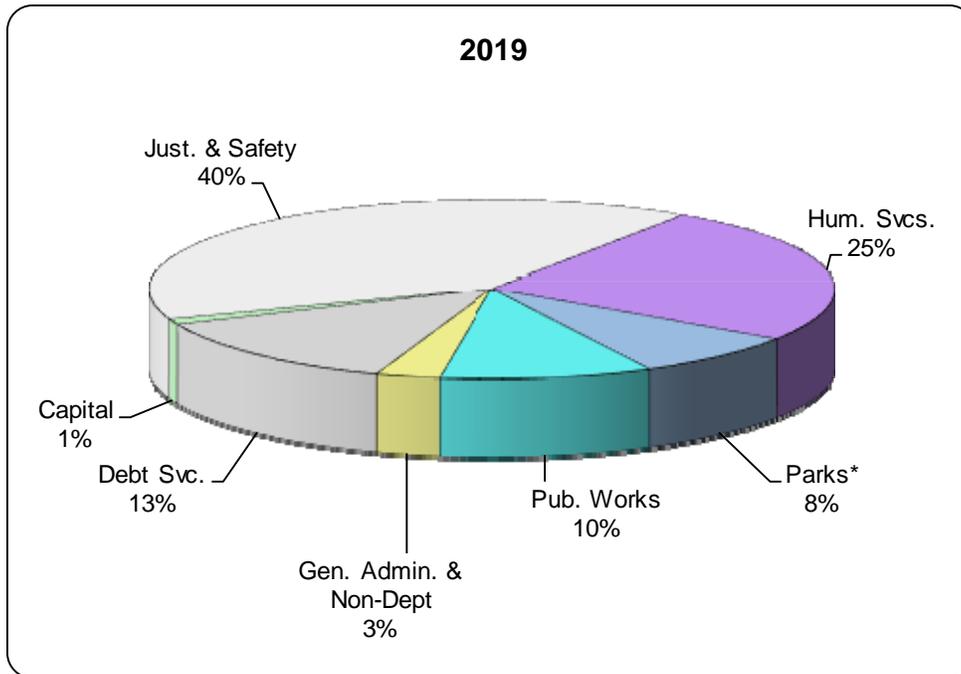
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

2019 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2019 EXECUTIVE PROPOSED BUDGET				Tax Levy
	EXPEND.	REVENUES	FUND BAL ADJUST.	TAX LEVY	\$ Change '18 - '19
PUBLIC WORKS					
DEPARTMENT OF PUBLIC WORKS					
General	\$8,644,231	\$473,743	\$100,000	\$8,070,488	\$31,664
Transportation	\$15,829,464	\$12,613,087	\$100,000	\$3,116,377	\$68,336
Central Fleet Maintenance	\$3,829,837 (a)	\$3,847,460	(\$17,623)	\$0	\$0
Central Fleet Rtn. Earnings	\$0	(\$17,623)	\$17,623	\$0	\$0
Central Fleet Fund Bal. Appr.	\$0	(\$101,083)	\$101,083	\$0	\$0
Vehicle/Equipment Replacement	\$3,419,031 (a)	\$3,632,319	(\$213,288)	\$0	\$0
Veh. Replace Rtn. Earnings	\$0	(\$213,288)	\$213,288	\$0	\$0
Veh. Replace Fund Bal. Appr.	\$0	\$0	\$0	\$0	\$0
Airport	<u>\$1,234,854 (a)</u>	<u>\$991,462</u>	<u>\$180,829</u>	<u>\$62,563</u>	<u>(\$30,000)</u>
Subtotal: Public Works	\$32,957,417	\$21,226,077	\$481,912	\$11,249,428	\$70,000
GENERAL ADMINISTRATION					
COUNTY EXECUTIVE					
General	\$578,865	\$0	\$0	\$578,865	\$10,000
COUNTY BOARD					
COUNTY CLERK	\$1,063,080	\$0	\$0	\$1,063,080	(\$5,156)
COUNTY CLERK					
TREASURER	\$562,670	\$238,860	\$0	\$323,810	(\$25,000)
TREASURER					
ADMINISTRATION	\$710,150	\$5,400,000	\$210,000	(\$4,899,850)	\$62,000
ADMINISTRATION					
General	\$7,255,469	\$2,340,065	\$60,000	\$4,855,404	\$174,450
Risk Management	\$2,948,548 (a)	\$2,757,000	\$191,548	\$0	\$0
Collections	\$1,088,483 (a)	\$938,483	\$150,000	\$0	\$0
End User Technology	\$7,008,277 (a)	\$7,062,576	(\$54,299)	\$0	\$0
End User Technology Rtn. Earn.	\$0	(\$54,299)	\$54,299	\$0	\$0
End User Tech. Fund Bal. Appr.	\$0	(\$663,448)	\$663,448	\$0	\$0
CORPORATION COUNSEL					
General	<u>\$1,411,253</u>	<u>\$547,102</u>	<u>\$0</u>	<u>\$864,151</u>	<u>\$1,634</u>
Subtotal: General Administration	\$22,626,795	\$18,566,339	\$1,274,996	\$2,785,460	\$217,928
NON DEPARTMENTAL					
GENERAL					
HEALTH & DENTAL INSURANCE	\$1,862,600	\$1,225,000	\$577,500	\$60,100	\$13,900
HEALTH & DENTAL INSURANCE					
CONTINGENCY	\$25,143,600 (a)	\$22,502,600	\$2,641,000	\$0	\$0
CONTINGENCY					
	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$1,200,000</u>	<u>\$0</u>	<u>\$0</u>
Subtotal: Non-Departmental	\$28,206,200	\$23,727,600	\$4,418,500	\$60,100	\$13,900
DEBT SERVICE--GENERAL					
	<u>\$14,790,518</u>	<u>\$0</u>	<u>\$886,018</u>	<u>\$13,904,500</u>	<u>\$350,000</u>
Subtotal: Operating Budget	\$282,016,215	\$163,959,054	\$11,226,518	\$106,830,643	\$1,655,144
CAPITAL PROJECTS					
	<u>\$25,005,200</u>	<u>\$21,892,073</u>	<u>\$2,057,200</u>	<u>\$1,055,927</u>	<u>(\$691,073)</u>
GRAND TOTAL	<u>\$307,021,415</u>	<u>\$185,851,127</u>	<u>\$13,283,718</u>	<u>\$107,886,570</u>	<u>\$964,071</u>

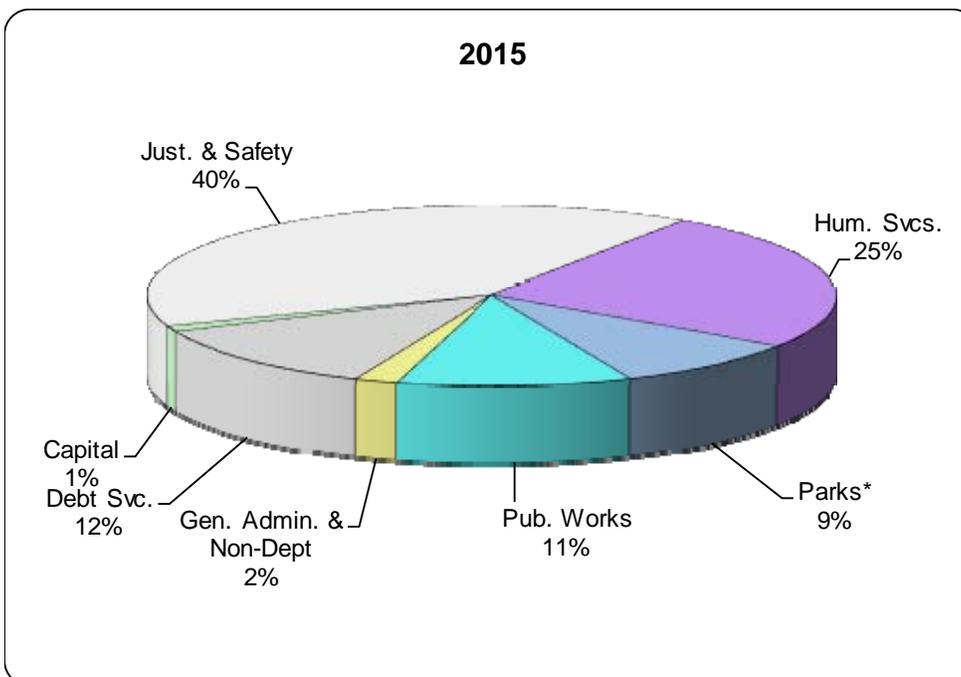
(a) Proprietary fund (Internal Service and Enterprise funds) expenditure appropriations exclude Fixed Asset and Debt Service Principal payments to conform with generally accepted accounting standards. Fixed asset purchases and Debt Service principal payments will be funded by operating revenues, tax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

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Public Safety and Health and Human Services: These two functional areas continue to receive the largest share, nearly two thirds of the county's general tax levy revenues.
- General Administration and Debt Service: Increases in these areas reflect increased debt financing for the capital plan and increases in the Treasurer's budget to offset lower investment income and interest/penalty on delinquent taxes in the five year period.
- Parks and Public Works: Tax levy decreases in these areas reflect revenue growth including permits and fees as well as higher state revenues (i.e., General Transportation Aids).

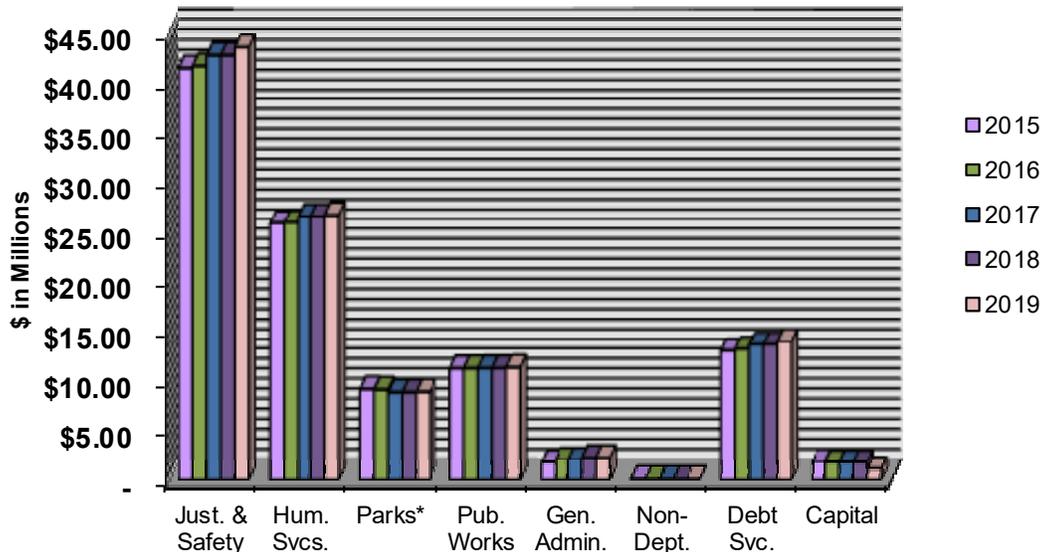


* Includes Parks, Environment, Education, and Land Use

2018-2019 TAX LEVY BY FUNCTION (COMBINES ALL FUNDS)

BY FUNCTION	2018 Adopted Budget		2019 Budget	Incr/(Decr) From 2018 Adopted Budget	
				\$	%
Justice & Public Safety	\$42,616,535		\$43,416,535	\$800,000	1.9%
Health & Human Services	\$26,430,708		\$26,585,074	\$154,366	0.6%
Parks, Env., Educ. & Land Use	\$8,780,596		\$8,829,546	\$48,950	0.6%
Public Works	\$11,179,428		\$11,249,428	\$70,000	0.6%
General Administration	\$2,567,532		\$2,785,460	\$217,928	8.5%
Non-Departmental	\$46,200		\$60,100	\$13,900	30.1%
Debt Service	\$13,554,500		\$13,904,500	\$350,000	2.6%
Capital Projects	\$1,747,000		\$1,055,927	\$(691,073)	-39.6%
Total Tax Levy	\$106,922,499		\$107,886,570	\$964,071	0.9%

**2015-2019 Budgeted Tax Levy
by Functional Area**



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

* Includes Parks, Environment, Education and Land Use

2017 - 2019 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2017 Actual	2018 Adopted Budget	2018 Estimate (a)	2019 Budget	Incr/(Decr) From 2018 Adpt. Budget
Personnel Costs	\$119,859,864	\$124,253,743	\$124,145,132	\$128,254,681	\$4,000,938
Operating Expenses	\$101,389,018	\$113,356,757	\$112,721,133	\$116,398,647	\$3,041,890
Interdepartmental Charges	\$20,021,279	\$21,094,710	\$20,978,492	\$21,636,869	\$542,159
Fixed Assets & Imprvmnts (b)	\$838,520	\$1,220,650	\$1,170,945	\$935,500	\$(285,150)
Debt Service-Excl Proprietary (b)	\$14,731,180	\$14,892,840	\$14,628,840	\$14,790,518	\$(102,322)
Capital Projects (a)	\$19,603,460	\$18,786,300	\$16,234,634	\$25,005,200	\$6,218,900
Total Expenditures	\$276,443,321	\$293,605,000	\$289,879,176	\$307,021,415	\$13,416,415

FUNCTIONAL AREA	2017 Actual	2018 Adopted Budget	2018 Estimate (a)	2019 Budget	Incr/(Decr) From 2018 Adpt. Budget
Justice & Public Safety	\$61,255,445	\$63,461,335	\$63,449,329	\$65,554,043	\$2,092,708
Health & Human Services	\$74,656,362	\$81,256,973	\$79,377,746	\$82,899,851	\$1,642,878
Parks, Env., Educ. & Land Use (a)	\$30,915,876	\$32,334,765	\$32,370,693	\$34,981,391	\$2,646,626
Public Works (a)	\$30,790,427	\$32,428,137	\$33,102,149	\$32,957,417	\$529,280
General Administration	\$20,788,499	\$22,374,550	\$22,183,639	\$22,626,795	\$252,245
Non-Departmental (a)	\$23,702,072	\$28,070,100	\$28,532,146	\$28,206,200	\$136,100
Debt Service-Excl Proprietary (b)	\$14,731,180	\$14,892,840	\$14,628,840	\$14,790,518	\$(102,322)
Capital Projects	\$19,603,460	\$18,786,300	\$16,234,634	\$25,005,200	\$6,218,900
Total Expenditures	\$276,443,321	\$293,605,000	\$289,879,176	\$307,021,415	\$13,416,415

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

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

2019 EXPENDITURE HIGHLIGHTS

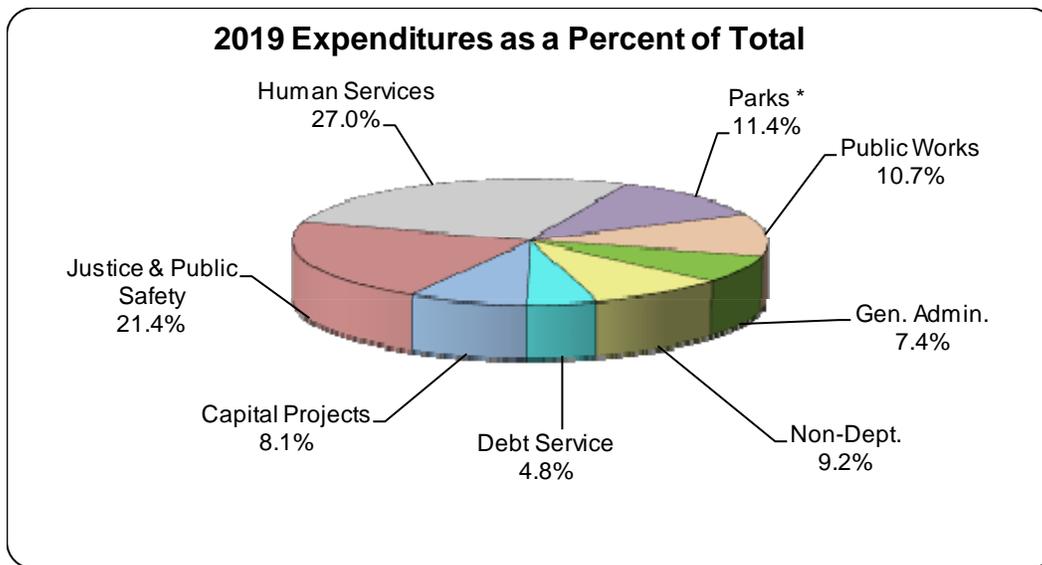
Expenditure Budget:

The 2019 total expenditure budget is \$307,021,400, an increase of \$13,416,400 or 4.6% from the 2018 adopted budget. The 2019 budget appropriations consist of departmental operating budget and debt service expenditures totaling \$282,016,200 and capital project spending of \$25,005,200. The total operating budget increases by \$7,197,500 or 2.62% from the 2018 adopted operating budget while capital project expenditures increase by \$6,218,900 from the 2018 adopted budget.

The net total operating expenditure budget after excluding \$39,038,800 of interdepartmental charges, mainly from internal service funds (which are double budgeted), is \$242,977,400, an increase of \$7,028,600 or 2.98%.

The budget includes net personnel costs totaling \$128.3 million or about 45% of the total operating expenditure budget. Personnel costs are budgeted to increase by about \$4 million, or 3.2% from the 2018 adopted budget level.

Operating expenses and interdepartmental charges in total increase by \$3.6 million or 2.7% from \$134.5 million in the 2018 budget to \$138.0 million in this budget. Fixed assets and improvement expenditures (excluding capital projects) are budgeted at \$935,500, a decrease of \$285,200 from the 2018 budget. Debt service payments are budgeted at \$14.8 million, which is a decrease of \$102,300 from the 2018 budget level or about 6.5% of governmental fund expenditures (and well within the County's performance measure benchmark of less than 10%).



* Includes Parks, Environment, Education and Land Use

Functional Area	Expenditure Budget	% of Total Expenditure Budget
Justice & Public Safety	\$65,554,043	21.4%
Human Services	\$82,899,851	27.0%
Parks *	\$34,981,391	11.4%
Public Works	\$32,957,417	10.7%
Gen. Admin.	\$22,626,795	7.4%
Non-Dept.	\$28,206,200	9.2%
Debt Service	\$14,790,518	4.8%
Capital Projects	<u>\$25,005,200</u>	8.1%
Total Expenditures	\$307,021,415	100.0%

* Includes Parks, Environment, Education and Land Use

2019 EXPENDITURE HIGHLIGHTS

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

The 2019 Budget expenditure level increases by \$13.4 million to \$307.0 million. This reflects a \$6.2 million increase in capital project expenditures, mostly due to budgeting \$15 million to continue the first phase of a two-phase project to modernize and expand the courthouse, which major construction beginning in 2019 (expected to continue through 2021). Operating expenses increase \$3.0 million or 2.7% and reflect modest increases across most functional areas. Personnel costs also increase by about \$4.0 million or 3.2% and reflect costs to continue, with a net increase of budgeted position changes of \$1.6 million.

The 2018 Budget expenditure level increases by \$9.2 million to \$293.6 million. This reflects a \$1.9 million increase in capital project expenditures, mostly due to increases in Public Works projects which include buildings, highways and the airport. Operating expenses increase \$3.8 million or 3.5% and reflect modest increases across most functional areas. Personnel costs also increase by about \$3,416,700 or 2.8% and reflect costs to continue, net increase of budgeted position changes of \$684,000.

The 2017 Budget expenditure level decreases by \$1.1 million to \$284.4 million. This reflects a \$3.9 million decrease in capital project expenditures, mostly due to reductions of Public Works projects which include buildings, highways and the airport. Operating expenses increase \$1.7 million or 1.6% and reflect modest increases across most functional areas. Personnel costs also increase by about \$1,046,000 or 0.9% and reflect costs to continue, net reduction of budgeted position changes of \$88,900.

The 2016 expenditure level increases by \$8.1 million to \$285.5 million. This reflects a \$4.6 million increase in capital project expenditures, mostly due to the addition of \$2.4 million for the replacement of HVAC equipment at the Law Enforcement Center and additional expenditures for highway projects. Operating expenses increase \$2.1 million or 2% and reflect modest increases across most functional areas. Personnel costs also increase by \$879,800, or 0.7% and reflect costs to continue, net reduction of budgeted position changes of \$520,300.

The 2015 Budget expenditure level decreases by \$4.69 million to \$277.4 million. This reflects an \$11.85 million reduction in capital project expenditures, mostly due to the removal of \$9.6 million related to the upgrade of the upgrade of the County's public safety radio technology from an analog to a digital signal and the replacement of corresponding radio console equipment at the County's Dispatch Center. This reduction is offset by a \$4.8 million increase in operating expenses, mostly related to a \$1.7 million increase for the Material Recovery Facility (MRF) budget for the implementation of the joint agreement with the City of Milwaukee. Personnel cost increases of \$1.7 million, or 1.5% reflect costs to continue (partially offset by a \$163,700 net reduction for budgeted position changes).

Future Projections and trends:

External factors will continue to play a key role in significantly impacting future trends and projections including how federal and state structural budget deficits may likely affect local funding policies and services carried out by local governments provided in different ways.. Also, continued volatility of fuel, energy and commodity prices, and increasing medical and health insurance costs are likely to have future budget impacts. In addition, internal factors include high costs of Jail inmates, Emergency Preparedness 9-1-1 dispatch communications, and future debt service payments as a result of infrastructure projects including the project to expand and modernize the courthouse and funding of major highway projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2019 funding changes, which impact expenditures by functional area, follows:

2019 EXPENDITURE HIGHLIGHTS

Justice and Public Safety

- The 2019 **expenditure budget** for this functional area totals \$65,554,000, an increase of \$2,092,700 or 3.3% from the 2018 Adopted Budget.
- **Emergency Preparedness General Fund** expenses increase by nearly \$91,800 or 1.4%. This increase is mostly related to personnel which increases \$51,000.
- **Sheriff expenditures** increase \$1,486,900 or 3.6%. This increase is largely for personnel, which increases \$1,309,900 or 4.1% over a 2018 budget base of \$32.1 million. This includes \$446,000 for the creation of 6.0 FTE correctional officer positions for prisoner transport and monitoring needs during the **courthouse project – secure courtroom construction** (#201418). Three of these new positions will be permanent, and three will be temporary, sun-setting upon project completion (estimated for March 2021). Of the six positions, one is funded with \$74,245 of tax levy, and the remaining five are funded with General Fund Balance. The plan is to phase-in tax levy, and phase-out fund balance support for the other two permanent positions over the next two budgets.
- The **Sheriff's Inmate Medical costs** are budgeted to increase \$47,400 or 2.6% on a base of \$1.8 million.
- **Inmate commissary** items purchased by inmates increase \$30,000 or 4.6% based on inmate purchasing history, as well as **food service** costs increasing \$27,400 or 3.5%.
- The **Sheriff's** budget includes non-corrections equipment of \$268,500 for the fourth year of an equipment replacement plan. The Jail equipment replacement plan is budgeted at \$125,000.
- **Circuit Court Services** expenditures increase \$251,800 or 2.7%, mostly due to a \$172,000 increase in personnel costs. Interdepartmental charges increase \$44,700, mainly for transportation and bailiff services provided by the Sheriff's department.
- The **District Attorney's** expenditures increase \$108,700 mostly related to personnel costs that increase \$82,400 for the cost to continue about 32 FTE. Operating expenses increase by \$20,300, mainly related to increased expenses for the prosecutor position assigned to the Violence Against Women Act grant.
- The **Medical Examiner's Office** expenditures increase \$157,000 including a personnel costs increase of nearly \$118,000 or 6.5%, largely due to increased salary costs, partly attributable to a salary adjustment for a 1.00 FTE Deputy Medical Examiner who provides additional anthropologic services. The department is exploring developing a charging mechanism for this special skill set in future budgets. In addition, overtime costs increase \$39,000 as a result of increasing caseloads. Operating expenses increase nearly \$39,500, mostly due to increased laboratory and toxicology testing costs.

2019 EXPENDITURE HIGHLIGHTS

Health and Human Services

- The 2019 **expenditure budget** for this functional area totals \$82,899,900, an increase of \$1.6 million or 2.0% from the 2018 Budget.
- **HHS Administrative Services division includes** personnel for the creation of 1.00 FTE financial analyst to address workload needs related to reporting compliance with state and federal funding sources and the creation of a 1.00 FTE information technology technician position. These increases are offset by the abolishments of 1.00 FTE Administrative Assistant and 1.00 FTE Senior Administrative Specialist positions. Also, a 1.00 FTE health and human services coordinator position transferred from Public Health is reclassified to a compliance program coordinator.
- **Children and Family Services - alternative care/out-of-home care** budget expenses increase \$200,000, which includes a \$155,000 increase in foster care expenditures, and a \$70,000 increase in group home expenditures, offset by a \$25,000 decrease in residential care center expenditures. Also, contracted services increases \$64,500 mostly related to a \$50,000 increase for In-Home Safety Services, and is partially offset by a \$37,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support (CLTS) or Children's Community Option Program funding.
- **Children with Special Needs Unit - Birth to Three program** - Contracted staff costs increase by \$360,000, of which \$325,000 is related to the state's mandate to eliminate CLTS wait lists, and the subsequent increased volume of both contracted staff and CLTS waiver clients served
- **The Family and Juvenile Services** personnel cost include the creation of a human services supervisor.

Juvenile Center operating expenses increase by about \$76,000 due to a contract increase related to a new mandate requiring children in shelter care to receive an immediate medical exam upon admission and shelter care contractual cost increases.

- The **Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** - Personnel costs include the creation of a 1.00 FTE human services support Specialist offset by the unfunding of 1.00 FTE social worker.

Operating expenses decrease \$137,000, mostly due to reduced placement costs at the Clearview Rehabilitation Center of \$119,800. These reduced costs are partially offset by an increase of \$22,600 in the annual assessment fee for the Marsh Country Health Alliance for those clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced \$39,500 due to fewer costs associated with emergency protective placements.

- The **Aging & Disability Resource Center (ADRC) General Fund - Community Services** - Operating expenses are budgeted to increase about \$36,600, primarily due to an anticipated increase in the Alzheimer's grant-funded costs of \$70,700 as a result of an increased state grant award. Transportation service expenses increase about \$48,700 due to a RideLine contract vendor rate increase as well as an increase in the number of budgeted taxi rides. These increases are offset by a decrease in taxi company operating assistance of \$50,000 due to a reduction in tax levy overmatch for the transportation grant. In home care decreases \$20,900 and respite personal care decreases \$17,700.
- **The Aging & Disability Resource Center (ADRC) Contract Fund** personnel costs are budgeted to increase approximately \$858,500. This mostly relates to the creation of 12.00 FTE (ten senior ADRC specialists and two benefit specialists) approved by ordinance in 2018 that were previously contracted services.

Operating expenses decrease \$829,100 and mostly relate to a decrease of \$839,100 for the 12 contracted services positions that were converted to full-time regular positions in 2018 (mentioned above).

- **Mental Health Center (MHC)** expenses increase \$525,400 or 7.7%. Personnel costs increase \$300,400 and include an additional 0.77 FTE for the creation of 1.00 FTE clinical therapist, 1.00 FTE registered nurse, the transferring in of 0.40 FTE psychiatrist and 0.64 FTE registered nurse from the Mental Health Outpatient-Clinical program, and the increase of a part-time registered nurse by 0.16 FTE. These increases are partially offset by the transfer out of 1.00 FTE administrative specialist to the Administrative Services division, a decrease of 1.32 FTE extra-help clinical therapists, and a decrease of 0.11 FTE for an extra-help registered nurse. The changes to add regular staff in lieu of temporary extra help reflect the challenges in hiring qualified medical staff to operate in a 24/7 environment with an increasing trend in client caseloads.

Operating expenses increase \$119,400 or nearly 12% related to a \$38,300 increase in furniture equipment repair and replacement, partly related to the department's 5-year equipment replacement plan; a \$30,000 increase in transcription services related to the digitization of notes as part of the electronic medical record project; \$22,600 in increased food service costs due to a new contract rate and higher census numbers; and a \$20,000 increase in

2019 EXPENDITURE HIGHLIGHTS

contracted-temporary registered nurse coverage. Interdepartmental charges increase \$105,600, mainly from Department of Public Works – Facility Maintenance for several one-time building projects, including: \$30,000 for new digital security cameras to replace existing analog technology, \$25,000 as part of a multi-year facility painting project, \$20,000 for replacement carpeting, and \$6,000 for padded flooring in the group exercise room.

- **Criminal Justice Collaborating Council (CJCC)** expenses increase \$40,800 or 2.5%, largely due to \$31,000 from revised rate adjustments with the county's service provider of several CJCC programs (e.g. Alcohol Treatment Court, Pretrial Screening, Pretrial Supervision, Drug Court, etc.), as well as a 1% cost to continue rate increase for the county's service provider of CJCC programs. The Substance Abuse and Mental Health Services Administration (SAMHSA) grant added in 2018 to expand substance abuse treatment capacity in the Waukesha County Drug Court, and the Treatment Alternatives and Diversion (TAD) grant allocation, both continue with slight increases in funding in the 2019 budget. These programs will continue to provide expanded case management and drug testing, residential and medication assisted treatment, and recovery coaching for up to 60 clients in 2019.
- **Public Health** personnel costs decrease by approximately \$50,400 and includes abolishing 1.00 FTE public health nurse, abolishing 1.00 FTE epidemiologist – health officer, and unfunding 0.50 FTE of a WIC Program nutritionist. Also, 1.00 FTE health and human services coordinator was refunded in 2018 and transferred to the HHS Administrative Services Division. This is offset by the creation of 1.00 FTE health and human services coordinator. Also, 1.00 FTE programs and projects analyst position is transferred in from HHS Administrative Services for emergency preparedness, and that position is reclassified to a health and human services preparedness coordinator.

Public Health operating expenses increase by \$41,300, which includes increases in medication and medical supply costs of \$25,700, and contracted services of \$5,700.
- **Corporation Counsel-Child Support** personnel costs increase \$45,600 and includes the creation of a 1.0 FTE senior fiscal specialist position at a cost of \$74,400. These costs are offset by the elimination of 0.69 FTE of temporary extra help. Also, 0.10 FTE of a senior administrative specialist is transferred to Corporation Counsel-General.

Parks, Environment, Education, and Land Use

- The 2019 **expenditure budget** for this functional area totals \$34,981,400, an increase of nearly \$2,646,600 (after excluding proprietary fund capitalized fixed asset item purchases), or 8.2% from the 2018 adopted budget.
- The **Land Information Systems (LIS) Fund** is discontinued operating as a Special Revenue fund in 2019, and transitions to the Parks and Land Use – General Fund. Prior-year Parks General Fund budget information has been restated to reflect this shift between funds.
- The **Land Information expenses** decreases \$106,300 including personnel decreases of \$53,000 related to staff adjustments due to organizational changes. Operating expenses decrease \$25,700, including a reduction of \$53,250 due to the completion of a project, established by the Southeastern Wisconsin Regional Planning Commission, to convert the public land survey control system to a modern reference database. This is offset by Amazon cloud costs for data storage and services increases by \$24,000 related to changes in contracted service levels and added functionality.
- The **Parks and Land Use Materials Recycling Fund** – expenditures decrease \$39,000. Total grants to communities decrease \$282,500 to \$1,502,500 related to a 15% reduction in recycling dividend payments of \$262,500 and the elimination of the community drop-off site matching grant of \$20,000 and. The recycling dividends include the base dividend and recycling incentive payment along with the direct haul and recycling container credits.

The 2019 budget includes an increase in \$245,000 in costs related to the MRF Equipment Replacement/Maintenance Plan. Funds that were previously budgeted in fixed assets but have been shifted to operating expenses to better reflect the classification of items purchased, in accordance with the intergovernmental agreement with the city of Milwaukee. These costs are offset with dedicated replacement funds and MRF fund balance.

- The **Parks and Land Use General Fund** 3-Year Maintenance and Projects Plan for the 2019 budget includes several large projects, including: \$70,000 for repairs at the Fox Brook boat launch pier, \$40,000 for a new entrance hut and improvements at Minooka Park, \$35,000 for the installation of a retaining wall on the Lake Country Trail, \$27,000 in concrete and boardwalk repairs/upgrades at various county facilities, and \$25,000 for the removal of the Millpointer house at Nashotah Park. The budget also includes \$20,000 for a solar powered well at Mukwonago Dog Park, \$31,600 for various HVAC and water heater improvements at several county parks, \$23,300 for pavement/parking lot and trail signage improvement projects at various facilities, and several smaller projects.

2019 EXPENDITURE HIGHLIGHTS

- **Parks and Land Use – Community Development Fund** expenditures are budgeted to increase from 2018 budgeted levels for the Community Development Block Grant (CDBG) program by \$240,800 based on anticipated changes in federal funding. In addition, program expenditures for the HOME program are budgeted to increase by \$461,600.
- **Parks and Land Use – Workforce Innovation & Opportunity Act (WIOA) Fund** will begin in the 4th quarter of 2018 after the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2019 budget includes \$1,698,600 to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense budget continues to be maintained at the 2018 budgeted level of \$400,000.
- **Parks and Land Use – Golf Course Fund** fixed asset expenditures for Moor Downs Golf Course include \$15,000 to replace a pedestrian bridge (to be funded with donations) and \$10,000 to repair the club house porch. In operating expenses, priority upgrades to irrigation equipment at all three golf courses are budgeted at about \$19,000.
- **Parks and Land Use – Ice Arena Fund** expenditures increase for fixed asset improvement projects for 2019 include locker room floor replacement of \$35,000 and scoreboard replacement of \$15,000 at Naga-Waukee Ice Arena.
- **Bridges Federated Library System State Aids Fund** expenditures increase to fund five projects in 2019. These funded projects include \$50,000 for a pilot data analytics program to assist libraries in gathering data for the purposes of better decision-making (e.g. programming, service offerings, etc.), \$50,000 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, \$20,000 for network switches for member libraries to allow for more secure systems between public and staff network devices, and \$1,700 for 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** includes a new contract of nearly \$89,000 to provide local information technology assistance to the Bridges Library System and member libraries. The IT support would make recommendations regarding standard hardware/software, assist with hardware/software setup and provide relevant training to library support staff, and participate in local library technology planning.
- **University of Wisconsin – Extension** expenses decrease about \$5,000 mainly due to costs related to department programming which includes supporting the Tower Hill and Dunbar Oaks Neighborhood educational outreach in the city of Waukesha. This includes additional contract educators offset with savings in interdepartmental charges from a review of required computer resources.

Public Works

- The 2019 **expenditure budget** for this functional area totals \$32,957,400 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of \$529,300 or 1.6% from the 2018 Adopted Budget.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by \$103,600 in 2019. Salt rates increase by \$9.30 or 15.4%, from \$60.58 to \$69.88. The increase in rates is partially offset by a decrease in budgeted salt tonnage by 700 tons, from 16,400 tons to 15,700 tons. Road salt purchased and then sold to municipalities is budgeted to increase by \$20,900 due to the increase in salt rates, partially offset by a decrease in tonnage by 500 tons, from 6,000 tons to 5,500 tons. Salt provided to the Department of Parks and Land Use for snow and ice removal on park roads and county parking lots increases by \$5,500, with salt tonnage budgeted at the 2018 level of 600 tons. The total budget for salt increases \$130,000.
- The **Traffic Control** budget includes a **new Intersection Improvement Program** to enhance or modify existing signal equipment, modify turn lanes, and improve pedestrian crossings. The program is budgeted at \$100,000.
- The **Central Fleet Vehicle Fuel** budget assumes about an 8% decrease in fuel prices from the 2018 budget.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$165,000, from \$3.1 million to about \$3.2 million, due to increasing vehicle/equipment prices, which is partly driven by additional technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to remain at the 2018 budgeted level of \$2,035,500. The electrical utility budget decreases \$25,000, reflecting lower energy consumption. This is offset by an

2019 EXPENDITURE HIGHLIGHTS

increase in water/sewer utility expenses by \$25,000, reflecting increasing utility rates. Natural gas is budgeted to remain at the 2018 budgeted level. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers chillers).

- The **Building Improvement Plan (BIP)** totals \$1,031,000 in the 2019 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$81,000 for improvements at the Mental Health Center (MHC).
- Personnel cost in the **Housekeeping Services** program are budgeted to decrease about \$33,600, primarily due to the unfunding of a 1.0 FTE building services worker, estimated to reduce costs \$50,000, partially offset by the cost to continue remaining staff. County buildings are cleaned with a combination of contracted and in-house cleaning staff.

General Administration

- The 2019 expenditure budget for this functional area totals \$22,626,800 (after excluding proprietary fund capitalized fixed asset item purchases), an increase of about \$252,200 or 1.1% from the 2018 Adopted Budget.
- The **County Clerk's Office** expenditure budget decreases by \$110,600, mainly due to fewer elections in 2019 and the new implementation of the election system, which results in a 40% reduction in paper ballot costs. An increase for election costs may occur in even-numbered years when there are more elections held.
- The **County Board's** expenditures decrease by \$5,200 mostly due to the reduction of 0.50 FTE of an administrative specialist position.
- The **Department of Administration (DOA) General Fund** budget increases \$25,000 overall including personnel cost to continue. The budget also includes the creation of a 1.00 FTE administrative specialist, funded through the abolishment of a 1.00 FTE fiscal assistant. These costs are partially offset by the elimination of one-time costs budgeted in 2018 for a county employee compensation study and furniture replacements.
- **DOA End User Technology (EUTF)** budgeted an expenditure increase of \$75,500 in the 2019 budget.
- The **DOA – Risk Management** budget expenditures increase \$137,400 or 4.9% to \$2.9 million. This is primarily due to the reduction in the Wisconsin Municipal Insurance company dividends and the reduction of recoveries on claims.
- The **DOA – Collections** expenditures increase \$91,400, mostly due to the one-time expense of \$110,000 to fund a database conversion and collection system upgrade. Personnel costs decrease \$43,900 due to the 0.80 FTE reduction of temporary extra help.
- The **Corporation Counsel – General Legal Services** budget increases \$19,200, mostly for personal cost to continue for 12.64 FTE.

2019 EXPENDITURE HIGHLIGHTS

Non-Departmental

- The 2019 **expenditure budget** for this functional area totals \$28,206,200 an increase of \$136,100 or 0.5% from the 2018 Adopted Budget.
- **Non-Departmental General Fund:** In 2019 expenditures decrease by \$143,300. This includes the elimination of the Waukesha County Small Business Leverage Loan Program which reduced expenditures by \$200,000. An additional \$90,000 has been included in the 2019 budget for the Waukesha County Main Jail Operational Study to assess best practices of similar jail operations.
- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund):** Overall program expenditures increase by about \$164,700, mostly due to the following:
 - Contracted clinic staffing by \$100,800, largely due to additional physician assistant staffing needs and budgeting for a care coordinator (registered nurse).
 - Pharmaceutical costs by \$65,000 due to higher clinic utilization.
 - Other program expenditures include contractor management and consulting fees, budgeted at \$203,000, and facility-related expenses, budgeted at \$55,500.
 - A change in the formula for distributing clinic costs among its partners: The city of Waukesha, school district of Waukesha, and Waukesha County. The county's share is increasing from 40% to 43% based on a contractual three-year utilization review, resulting from higher proportional usage by county employees and dependents.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it was originally projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a five-year period: With savings of \$3.1 million estimated for the County, \$3.4 million for the school district and \$1.2 million for the city. After three years of operation, the utilization of the center by employees, spouses, and dependents has grown, already resulting in an estimated three-year savings of approximately \$5.9 million for the county alone and \$20.8 million for all three members in total.

Debt Service

The Debt Service expenditure budget for general governmental purposes is \$14,790,500, a decrease of \$102,300 or less than 1% from the 2018 Adopted Budget. To fund the 2019 Capital Project Budget, \$17.5 million is planned to be borrowed, which is an increase of \$5 million from the 2018 adopted budget level. After retiring approximately \$12.8 million of principal in 2019, the county's total debt outstanding is expected to be approximately \$79.3 million at year-end 2019, well below the allowable levels set by state statutes.

Capital Projects

The 2019 **Capital Project expenditure budget** of \$25,005,200 increases \$6.2 million from the 2018 Adopted Budget, largely for the first year of construction for the first-phase of the two-phase project to modernize and expand the courthouse. The 2019 Capital Budget identifies funding for existing and new projects at a net county cost of \$22.7 million (after direct project revenues of \$2,148,000 and proprietary fund balance appropriations of approximately \$175,000 are applied).

2017-2019 REVENUE SUMMARY

SOURCE	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Incr/(Decr) From 2018 Adpt. Budget
Intgov't Contracts & Grants	\$53,408,156	\$55,707,430	\$55,574,022	\$60,545,579	\$4,838,149
State Transportation Aids	\$4,429,141	\$4,617,114	\$5,092,114	\$5,092,114	\$475,000
State Shared Revenues/Computer Aid	\$1,783,002	\$1,540,100	\$1,540,100	\$1,435,000	\$(105,100)
State Personal Property Aid (a)	-	-	-	\$744,073	\$744,073
Fines & Licenses	\$3,063,001	\$3,047,725	\$3,103,070	\$3,147,375	\$99,650
Charges for Services (b)	\$37,881,612	\$37,619,725	\$37,529,772	\$38,851,737	\$1,232,012
Interdepartmental Revenue	\$36,340,716	\$38,869,916	\$38,094,944	\$39,038,839	\$168,923
Other Revenues (b)	\$17,203,430	\$15,244,751	\$16,576,562	\$15,375,058	\$130,307
Interest/Penalty on Delinq Taxes	\$1,796,551	\$2,290,000	\$1,650,000	\$1,980,000	\$(310,000)
Investment Inc-Unrestricted Funds	\$1,875,087	\$2,507,646	\$2,842,850	\$3,047,646	\$540,000
Debt Borrowing	\$10,000,000	\$12,500,000	\$12,500,000	\$17,500,000	\$5,000,000
Appropriated Fund Balance	\$6,910,945	\$13,679,080	\$8,169,620	\$13,283,718	\$(395,362)
Retained Earnings (b)	\$(3,565,171)	\$(940,986)	\$283,623	\$(906,294)	\$34,692
Tax Levy (a)	\$105,316,851	\$106,922,499	\$106,922,499	\$107,886,570	\$964,071
Total Revenues	\$276,443,321	\$293,605,000	\$289,879,176	\$307,021,415	\$13,416,415

FUNCTION	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Incr/(Decr) From 2018 Adpt. Budget
Justice & Public Safety	\$19,519,711	\$19,666,683	\$19,790,831	\$20,491,626	\$824,943
Health & Human Services	\$51,180,205	\$54,485,960	\$53,332,195	\$55,883,932	\$1,397,972
Parks, Env, Educ & Land Use	\$21,791,977	\$21,989,429	\$22,383,589	\$24,684,564	\$2,695,135
Public Works	\$20,400,495	\$20,968,446	\$21,801,616	\$21,456,988	\$488,542
General Administration	\$16,890,490	\$18,322,789	\$17,777,140	\$18,620,638	\$297,849
Non-Departmental	\$24,063,466	\$24,167,000	\$24,725,900	\$23,727,600	\$(439,400)
Debt Borrowing	\$10,000,000	\$12,500,000	\$12,500,000	\$17,500,000	\$5,000,000
Capital Projects	\$3,934,352	\$1,844,100	\$2,192,163	\$4,392,073	\$2,547,973
Appropriated Fund Balance	\$6,910,945	\$13,679,080	\$8,169,620	\$13,283,718	\$(395,362)
Retained Earnings (b)	\$(3,565,171)	\$(940,986)	\$283,623	\$(906,294)	\$34,692
Tax Levy (a)	\$105,316,851	\$106,922,499	\$106,922,499	\$107,886,570	\$964,071
Total Revenues	\$276,443,321	\$293,605,000	\$289,879,176	\$307,021,415	\$13,416,415

(a) Beginning in 2019, the county will receive a personal property aid payment from the state to offset the loss of tax levy resulting from the exemption of machinery, tools, and patterns (not used in manufacturing, which were already exempt). The personal property aid payment is estimated at about \$744,000 in 2019, and is included in the County Tax Levy Budget above for comparison purposes.

(b) Includes revenues from proprietary fund (e.g., Radio Services) user fees and other revenue which are estimated to result in retained earnings. Revenues in excess of expenditures from proprietary funds that are retained in the appropriate fund and not used to offset the overall county tax levy.

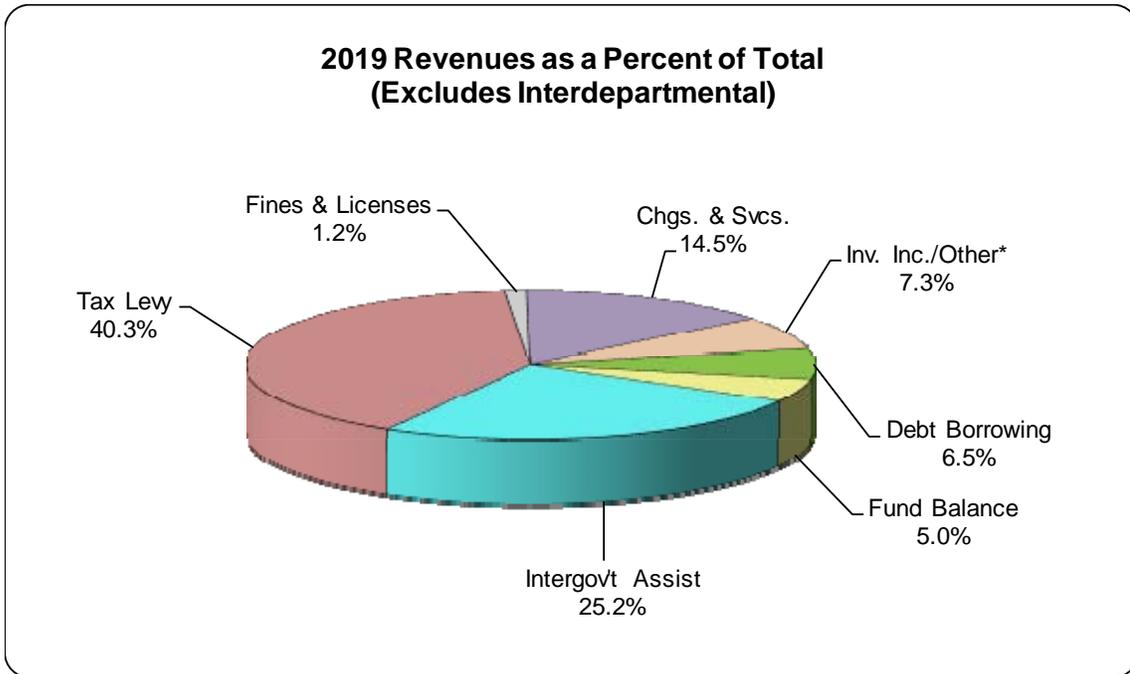
2019 REVENUE HIGHLIGHTS

Revenue Budget:

The **2019 revenue budget (excluding property tax levy, fund balance appropriations and revenue generating proprietary fund retained earnings) totals \$185,851,127**, an increase of \$12,847,700 or 7.4% from the 2018 Adopted Budget. The revenue budget includes \$39,038,800 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff bailiff, and court security, etc.).

The 2019 revenues consist of departmental operating revenues at \$163,959,100 and capital project revenues at \$21,892,100 including \$17,500,000 from planned borrowing. Overall, the operating revenues increase \$5.3 million or 3.3% from the prior-year budget, while capital project revenues increase by \$7.5 million.

The graph below reflects the ratio of revenue sources budgeted for 2019 to all revenue sources (after excluding interdepartmental revenues), with tax levy of 40.3% and Intergovernmental Assistance of 25.2% as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

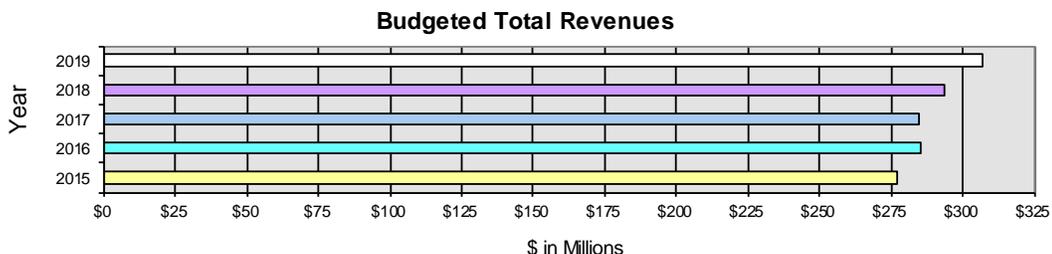
Realistic, conservative and accurate revenue estimates are one of the key building blocks in the development of a fiscally sound budget. The county combines four primary projection methods, mentioned below, based on the unique characteristics of forecasted revenue.

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

Projection and Trends:

External factors that may impact estimated future revenue trends include a disruption in the economic recovery, a change in the increased interest rate trend impacting county investments, and a change in moderate inflation trends. Also, other impacts which could impact future revenue trends include federal and state budget deficits which will likely result in revenue reductions and the potential for higher future interest rates. Internal factors mainly include user fee rate increases, which help cover the rising costs of services and the ability to collect on client accounts.

The graph below shows the total budgeted revenue trends from all sources for 2015-2019. Total revenues are budgeted to increase \$13.4 million or 4.6% to \$307.0 million.



2019 REVENUE HIGHLIGHTS

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

The 2019 revenue budget increases by \$13.4 million to \$307.0 million, largely due to increases in intergovernmental contracts and grant revenues of \$5.95 million to 67.8 million. This includes \$1.7 million in grant funds for the new Workforce Innovation and Opportunity Act (WIOA) Fund program to provide services to regional residents to find employment, a \$2.4 million increase in capital project funding mostly related to intergovernmental cost share revenues for trail improvements, and the new state personal property aid payment of \$744,000 offsetting the loss of tax levy resulting from a new state law exempting machinery, tools, and patterns (not used in manufacturing, which were already exempt). Charges for services increases \$1.2 million to \$38.9 million, partially due to increases in Health and Human Services Clinical inpatient and outpatient services for psychological and social rehabilitation of nearly \$650,000. Debt borrowing to fund capital project expenditures increases \$5.0 million to \$17.5 million. Fund balance appropriations decrease \$395,400, and the county general tax levy (excluding the special library tax) increases \$940,671 or 0.9%.

The 2018 revenue budget increases by \$9.2 million to \$293.6 million, partially due to increases in other revenue accounts of \$2.68 to \$20.29 million, related to prior year Comprehensive Community Services (CCS) revenue as recognized in the most recent Wisconsin Medical Assistance Cost Report (WIMCR) settlement, and over \$448,000 in additional Materials Recycling Fund (MRF) recycling revenue due to improving market conditions and increased tonnage. Intergovernmental revenues increase \$2.25 million to nearly \$61.9 million largely due to \$1.50 million in Health and Human Services (HHS) pass-through payments related to the Children’s Long Term Support (CLTS) Third Party Administrator (TPA) program, and an increase of \$430,000 in various grant funds aimed at preventing and treating opioid and other drug abuse. Debt borrowing to fund capital project expenditures increases \$2.50 million to \$12.5 million. Fund balance appropriations decrease about \$8,700, and the county general tax levy (excluding the special library tax) increases \$1,623,276 or 1.59%.

The 2017 revenue budget decreases by \$1.10 million to \$284.4 million, largely due to decreases in Intergovernmental revenues of \$1.9 million to \$59.6 million, largely attributable to about \$2 million in municipal contributions for highway capital projects budgeted in 2016 that are not repeated in the 2017 budget. In addition, debt borrowing to fund capital project expenditures decreases \$2 million to \$10 million. This is partially offset by increases in charges for services revenues of \$1.8 million, including higher employee contributions toward health care premiums (5% point cost shift) by \$779,000, increases in HHS-Clinical Services Outpatient Mental Health client fee revenues of \$355,100 for services provided as part of the Comprehensive Community Services (CCS) program and Community Recovery Services (CRS) program, and increases in the Mental Health Center client fee revenue of \$172,300 based on prior year actuals and an intergovernmental agreement with Jefferson County to accept their clients at the facility. Fund balance appropriations increase about \$283,300, and the county general tax levy (excluding the special library tax) increases \$850,947 or less than 1%.

The 2016 revenue budget increases approximately \$8.11 million to \$285.5 million, mostly due to increases in intergovernmental revenues of \$4.3 million to \$61.5 million, related to a \$2.60 million increase in capital project revenues related to local and county highway projects, as well as an increase of \$574,000 pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA). In addition, debt borrowing to fund capital project expenditures increases \$2 million to \$12 million. Charges for services increase \$693,000 mainly due to increases in HHS-Mental Health Outpatient program revenues related to the Comprehensive Community Services (CCS) program. Other revenues decrease \$255,000 mostly due to reductions in investment income of \$200,000 based on low interest rates. Overall fund balance appropriations increase about \$500,000 and the county general tax levy (excluding the special library tax) increases by \$455,900 or less than 0.50%.

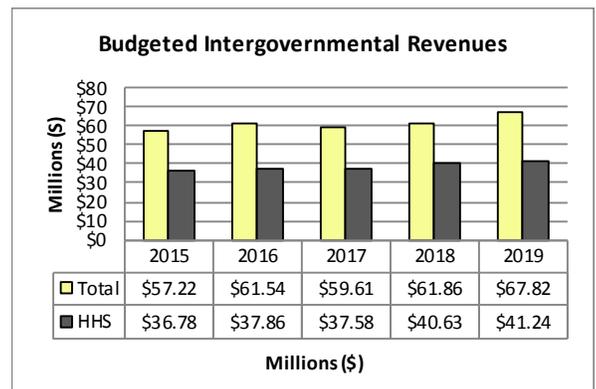
The 2015 revenue budget decreases by nearly \$4.67 million to \$277.4 million, mainly due to decreases in appropriated fund balance by nearly \$10 million to \$12.9 million. Intergovernmental revenues increase \$1.4 million related to increases in state pass-through revenues related to the Children with Long Term Support Needs (CLTS) Third Party Administrator (TPA) of \$728,000 and Public Works State Highway operations funding of \$925,000 to \$5.6 million. Other revenues increase by \$920,000 mainly due to Material Recovery Facility budgetary changes related to the new joint operational agreement, resulting in an increase of \$1.45 million, partially offset by a reduction in investment income of nearly \$805,400 based on low interest rates. Charges for services increase \$798,600 and the county general tax levy (excluding the special library tax) increases by \$987,100 or less than 1%.

Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2018 to the 2019 Revenue Budget, by source, follows.

Intergovernmental Contracts & Grants:

Combined, total 2019 intergovernmental contracts, grants, state/federal aids, and state shared revenues together reflect a budgeted increase of \$5,952,100 or 9.6% from the 2018 Adopted Budget (as indicated below).

- **Workforce Innovation and Opportunity Act (WIOA) Fund** includes a budgeted increase of \$1.7 million in federal grant funding. The 2019 budget is the first year that this fund will be part of the adopted budget process, and will be used to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.
- **H&HS Functional Area** Intergovernmental Revenue increase by approximately \$619,700 to nearly \$41.2 million as follows:
 - **Department of Health and Human Services (H&HS) – Children with Special Needs Program** includes an increase in case management revenue reimbursements related to the Children’s



2019 REVENUE HIGHLIGHTS

Long Term Support (CLTS) program of \$280,000. The increase is due to the state mandate to eliminate CLTS wait lists and an increase in volume of contracted staff and CLTS waiver clients served.

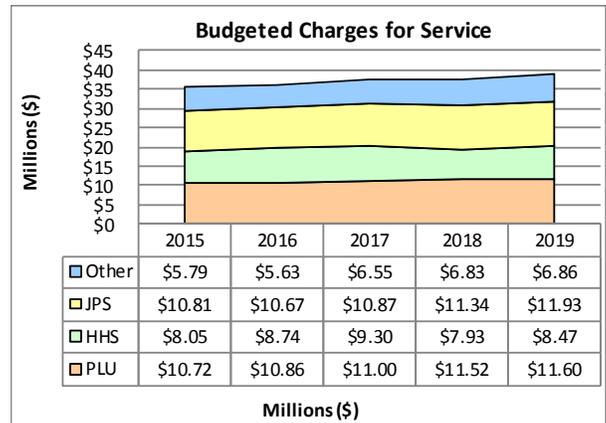
- **H&HS – In-home Safety/Out of Home Placement Services Program** includes a budgeted increase of \$182,000 related to an increase in the state Child and Families allocation, and new funding for the In-Home Safety Services program.
- **The H&HS Economic Support Program** increases \$134,700 largely due to a \$115,000 increase in Child Care Administration revenue related to state changes in reimbursement claims for services.
- **Capital Project** intergovernmental revenues increase \$2,403,000 to \$3.9 million, mainly due to \$887,000 in federal, state, and municipal cost share revenues related to the construction of an underpass for the Lake Country Trail underneath State Highway 67 in the city of Oconomowoc; additional state General Transportation Aids of \$325,000; \$240,000 in cost share revenue for the design/engineering phase of the project to build a 3.5 mile trail between the cities of Brookfield and Pewaukee; and \$744,000 in state personal property aid payments related to new changes in state law exempting machinery, tools, and patterns (not used in manufacturing, which were already exempt) from the personal property tax.
- **Parks and Land Use-Community Development Block Grant (CDBG) Fund** budgeted intergovernmental revenues include an increase of \$240,800 in CDBG HUD grant revenue and \$461,600 in HOME Investment Partnership HUD grant revenue, based on anticipated changes in federal funding.
- The **Transportation Fund's** budget includes an increase of about \$340,800, mainly due to an increase in Wisconsin Department of Transportation reimbursements for state highway maintenance work of \$191,000 and additional state General Transportation Aid revenue allocated to this fund of \$150,000.

Fines and Licenses: Fine and license revenues increase \$99,650 or 3.3% to \$3,147,400 in 2019. This includes the **Medical Examiner** with an increase of \$48,000 in cremation permit revenues due to fee increases and the number of permits expected to be issued. The **Parks and Land Use-General Fund** budget includes an increase of \$15,000 in restaurant and retail food licenses, and \$20,000 in septic permits. The **Treasurer's** budget includes a \$10,100 increase in agriculture use conversion penalties based on an increase in real estate activity.

Charges for Services: User fees are budgeted to increase \$1,232,000 or 3.3% to approximately \$38.8 million. User fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user-based charging method to continue service operations without relying solely on property taxes from property owners. Major user fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement, and education within the Parks, Environment, Education and Land Use (PLU) functional area; client treatment, inpatient and outpatient residential services fees in the Health and Human Services (HHS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).

- **Health & Human Services (HHS)** functional area charges for service revenues increase by about \$540,000 to nearly \$8.5 million.

Mental Health Outpatient-Clinical program revenue increase \$178,000 due to increased billing for the 24/7 crisis intervention program. Comprehensive Community Services (CCS) Medicaid reimbursements increase \$249,200 for psychological and social rehabilitation services in the Mental Health Outpatient-Intensive program. In addition, Mental Health Center inpatient revenues are budgeted to increase \$207,000 to reflect an increasing trend in client days of care. These increases are partially offset by reductions of \$56,000 in Adult Protective Services client fees in the **ADRC-General Fund** based on prior year history and current year estimates, and \$48,600 in **Public Health** revenues mostly related to declining HealthCheck Medicaid reimbursements due to declining caseloads.



- **Justice and Public Safety (JPS)** functional area charges for service revenues increase by \$587,000 to \$11.9 million, including an increase in **Sheriff-Jail Prisoner Board** revenues of \$181,800, reflecting a change in the per day reimbursement for federal prisoners from \$77 to \$88. In addition, **Sheriff-Municipal Patrol Contract** revenues increase \$113,300, reflecting the cost to continue to provide services. **Medical Examiner** charges for services increase \$165,200 mostly related to a model change in tissue recoveries, reflecting a new per-session recovery model for all cases instead of a fixed contract (previously budgeted in other revenues). **Circuit Court Services** revenues increase \$72,300, largely due to rate increases in Family Court of nearly \$40,000 for mediation services and volume increases for child custody and visitation studies based on an increase in assigned cases.
- **Parks, Environment, Education & Land use (PLU)** functional area charges for service revenues are budgeted to increase by \$74,300 to \$11.6 million. This includes an increase in **Bridges Federated Library System** revenues of \$51,200 mostly related to charge-backs to member libraries and other library systems for continuing education, support costs, and e-content related software costs. In addition, **Parks-General Fund** revenues increase \$122,300 (not including LIS, mentioned below) related to a new \$60,000 hazardous waste disposal contract to allow Washington County residents access to Waukesha County disposal sites, and increases of \$42,200 in various park fees (e.g. annual stickers, reservation fees, etc.) The **Land Information Systems (LIS) program** is discontinued as a Special Revenue Fund in 2019 and becomes a separate program in the **Parks-General Fund**. Document recording fee revenues in this program decrease \$104,800 or 13,100 documents to better reflect prior year actuals and 2018 estimates due to a decline in mortgage refinancings.
- **Public Works** functional area revenues increase \$67,800, and includes an increase in **Airport** revenues of nearly \$50,000 mostly related to new hangar construction and contractual increases on land lease agreements. The **Transportation Fund** also increases \$16,900 related to municipal salt sales.

2019 REVENUE HIGHLIGHTS

Interdepartmental Revenues: 2019 interdepartmental revenues increase approximately \$168,900, or less than 1/2%, to \$39,038,800. Interdepartmental revenues are primarily related to internal service fund charges and cross-charges for services provided by one county department to another, which are in essence double-budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

- Interdepartmental revenues in the **Public Works Functional Area** increase by about \$177,000 to nearly \$8.0 million, largely due to increases in department charges for vehicle replacements of nearly \$165,100 to \$3.2 million related to increasing vehicle/equipment prices, improved technology, and regulatory requirements.
- **DOA – Risk Management Fund** charges increase \$111,400 or 5%, mostly related to increases in liability insurance costs across departments.
- **DOA – End User Technology Fund (EUTF)** net revenues increase \$72,800, after reflecting a programmatic shift of \$426,000 in Records Management program postage, records storage, and imaging costs as a result of the program transferring to the DOA-General Fund. The net increase includes charges for computer maintenance and replacement increasing \$106,800 or 2%, as well as fixed and cellular phone charges increasing \$48,600. In addition, due to the programmatic transfer listed previously, \$50,000 in microfilm charges are no longer budgeted in DOA, with future microfilming revenues recognized in the Register of Deeds budget.
- **Non-Departmental-Health and Dental Insurance Fund** interdepartmental revenues consist of the county's share of employee health and dental premiums and are budgeted to decrease by \$244,000 or 1.4% to \$17.5 million due to employees shifting from Point of Service (POS) plans to lower-cost health plans with a Health Savings Account (HSA).

Other Revenues:

Other revenues (before excluding retained earnings) from various sources increase about \$360,300 or 1.8% in the 2019 Budget to a total of \$20.4 million.

- Investment income in the **Treasurer's** budget increases \$540,000 reflecting improved rates of return on invested funds, but is partially offset by decreases in penalty and interest on delinquent taxes of \$310,000 to \$2.0 million as these revenues continue to decline.
- **HHS – Mental Health Outpatient-Intensive** other revenue increases \$141,000 to reflect higher settlement payments for prior-year services provided through the Comprehensive Community Service and Community Recovery Service program areas.
- **DOA - Risk Management** investment income and insurance dividends decrease \$165,600 based on prior year history and current year estimates.

Debt Financing:

The 2019 Budget includes borrowing of \$17.5 million to finance a major portion of 2019 capital projects, an increase of \$5 million from the 2018 Adopted Budget.

Appropriated Fund Balance:

To reduce the 2018 Tax Levy (for 2019 Budget purposes), the budget includes fund balance appropriations of approximately \$13.3 million for one-time projects and temporary expenditures or to phase-in the impact of significant revenue losses or new expenses, a decrease of about \$395,400 from the previous year. This includes \$11.2 million for the operating budgets and nearly \$2.1 million for the capital projects budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration - General Fund	\$60,000						\$60,000
Admin - Collections Fund			\$150,000				\$150,000
Admin - End User Tech. Fund			\$663,448				\$663,448
Admin - Risk Mgmt Fund			\$191,548				\$191,548
Airport Fund				\$180,829			\$180,829
Bridges Federated Library Fund		\$168,700					\$168,700
Capital Projects Budget					\$2,057,200		\$2,057,200
Circuit Court Services	\$20,000						\$20,000
Contingency Fund	\$1,200,000						\$1,200,000
Corporation Counsel Dept.							\$0
County Clerk Dept.	\$0						\$0
Debt Service Fund						\$886,018	\$886,018
District Attorney	\$12,000						\$12,000
Emergency Preparedness	\$162,750			\$751,520			\$914,270
Human Services Dept.	\$430,845						\$430,845
Non-Departmental	\$577,500		\$2,641,000				\$3,218,500
Parks and Land Use Dept.	\$129,196	\$400,000		\$1,053,100			\$1,582,296
Public Works Dept	\$100,000	\$100,000	\$101,083				\$301,083
Register of Deeds	\$25,000						\$25,000
Sheriff Dept.	\$1,009,481						\$1,009,481
Treasurer	\$210,000						\$210,000
UW Extension Dept.	\$2,500						\$2,500
Total by Fund Type	\$3,939,272	\$668,700	\$3,747,079	\$1,985,449	\$2,057,200	\$886,018	\$13,283,718

Tax Levy: The overall 2018 tax levy (for 2019 Budget purposes) is \$107,886,570, which represents an increase of \$964,071 or 0.90% from the 2018 Adopted Budget. The total tax levy consists of general county purpose levy of \$104,363,046, a \$940,671 or 0.91% increase from the 2018 Adopted Budget, and the special Bridges Federated Library tax levy of \$3,523,524, an increase of \$23,400 or 0.70% from the 2018 Adopted Budget, which are assessed to municipalities without libraries.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2017-2019

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Adopted Budget	18-19 Change
Justice and Public Safety	554.90	551.90	551.90	557.90	6.00
Health and Human Services	411.74	416.84	416.84	433.50	16.66
Parks, Env., Educ., and Land Use	126.90	126.90	126.90	128.93	2.03
Public Works	137.60	137.60	137.60	135.60	(2.00)
General Administration	123.00	125.40	125.40	125.00	(0.40)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	1,354.14	1,358.64	1,358.64	1,380.93	22.29
Temporary Extra Help	118.27	122.32	122.32	117.50	(4.82)
Overtime	23.07	24.09	24.09	24.88	0.79
Total Position Equivalents Countywide	1,495.48	1,505.05	1,505.05	1,523.31	18.26

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

Significant Changes for 2019

- Budgeted Full Time Equivalents (FTEs) increases by a net of 18.26 FTE, including temporary extra help and overtime.
- There is a net increase of 22.29 FTE budgeted regular positions, mostly due to the creation of 19.00 FTE positions. Also, 1.00 FTE that was unfunded in a prior year in the Health and Human Services budget is refunded. Regular part time positions are increased 0.79 FTE. This is offset by the abolishment of 7.00 FTE. Also, 5.50 FTE are unfunded in 2019.
- Temporary extra help decreases a net of 4.82 FTE or about 10,000 hours.
- Budgeted overtime increases a net of 0.79 FTE or about 1,600 hours.

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

Current-Year Changes in 2018

- Creation of 16.00 FTE by enrolled ordinances (172-076, 172-077, 172-078, 172-093)
- Abolished 2.00 FTE Enrolled ordinances (172-077, 172-093)
- Refunded 1.00 FTE Health and Human Services Coordinator that was unfunded in a previous year.

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2019 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	\$19,110,842		\$1,380,784				\$20,491,626
HEALTH & HUMAN SERVICES	\$52,487,475	\$3,396,457					\$55,883,932
PARKS, ENV., EDUC., LAND USE	\$9,235,311	\$7,279,653	\$8,169,600			\$1,527,000	\$26,211,564
PUBLIC WORKS	\$473,743	\$12,613,087	\$991,462	\$7,378,696		\$946,000	\$22,402,988
GENERAL ADMINISTRATION	\$8,526,027			\$10,094,611		\$19,419,073	\$38,039,711
NON DEPARTMENTAL	\$1,225,000			\$22,502,600			\$23,727,600
FUND BALANCE APPROPRIATION	\$3,939,272	\$668,700	\$1,985,449	\$3,747,079	\$886,018	\$2,057,200	\$13,283,718
RETAINED EARNINGS	\$0	(\$14,570)	(\$606,514)	(\$285,210)			(\$906,294)
TAX LEVY	\$86,223,679	\$6,639,901	\$62,563	\$0	\$13,904,500	\$1,055,927	\$107,886,570
TOTAL REVENUES	\$181,221,349	\$30,583,228	\$11,983,344	\$43,437,776	\$14,790,518	\$25,005,200	\$307,021,415
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	\$63,731,608		\$1,822,435			\$16,205,000	\$81,759,043
HEALTH & HUMAN SERVICES	\$79,503,394	\$3,396,457					\$82,899,851
PARKS, ENV., EDUC., LAND USE	\$14,698,029	\$11,357,307	\$8,926,055			\$2,510,000	\$37,491,391
PUBLIC WORKS	\$8,644,231	\$15,829,464	\$1,234,854	\$7,248,868		\$5,740,200	\$38,697,617
GENERAL ADMINISTRATION	\$11,581,487			\$11,045,308	\$14,790,518	\$350,000	\$37,767,313
NON DEPARTMENTAL (a)	\$3,062,600			\$25,143,600		\$200,000	\$28,406,200
TOTAL EXPENDITURES	\$181,221,349	\$30,583,228	\$11,983,344	\$43,437,776	\$14,790,518	\$25,005,200	\$307,021,415

(a) Includes Contingency Fund.

APPROPRIATION UNIT SUMMARY BY FUND TYPE

2019 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	\$42,867,180	\$20,000,913	\$1,050,000	\$31,600		\$3,867,073	\$67,816,766
FINES & LICENSES	\$3,010,875	\$136,500	\$0	\$0			\$3,147,375
CHARGES FOR SERVICES	\$26,418,435	\$1,412,268	\$6,093,538	\$4,927,496			\$38,851,737
INTERDEPART. REVENUES	\$4,273,305	\$660,881	\$567,858	\$33,536,795			\$39,038,839
OTHER REVENUES	\$14,488,603	\$1,078,635	\$2,830,450	\$1,480,016		\$18,025,000	\$37,902,704
FUND BALANCE APPROPRIATION	\$3,939,272	\$668,700	\$1,985,449	\$3,747,079	\$886,018	\$2,057,200	\$13,283,718
RETAINED EARNINGS	\$0	(\$14,570)	(\$606,514)	(\$285,210)			(\$906,294)
TAX LEVY	\$86,223,679	\$6,639,901	\$62,563	\$0	\$13,904,500	\$1,055,927	\$107,886,570
TOTAL REVENUES	\$181,221,349	\$30,583,228	\$11,983,344	\$43,437,776	\$14,790,518	\$25,005,200	\$307,021,415
EXPENDITURES							
PERSONNEL COSTS	\$108,860,838	\$10,596,153	\$3,119,068	\$5,678,622			\$128,254,681
OPERATING EXPENSES	\$57,593,961	\$14,276,125	\$7,325,988	\$37,202,573			\$116,398,647
INTERDEPARTMENTAL CHARGES	\$14,168,550	\$5,373,450	\$1,538,288	\$556,581			\$21,636,869
FIXED ASSETS & IMPROVEMENTS	\$598,000	\$337,500	\$0	\$0		\$25,005,200	\$25,940,700
DEBT SERVICE	\$0	\$0	\$0	\$0	\$14,790,518		\$14,790,518
TOTAL EXPENDITURES	\$181,221,349	\$30,583,228	\$11,983,344	\$43,437,776	\$14,790,518	\$25,005,200	\$307,021,415

(a) Includes Contingency Fund.

Strategic Planning & Budget Policies

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STRATEGIC PLANNING OVERVIEW

Waukesha County has been using strategic planning tools for well over a decade. County departments hold stakeholder focus groups, conduct environmental scans and work with departmental strategic planning coordinators to perform major updates to their plans on a three-year basis and provide annual updates as needed.

Through strategic planning, the County has established links between our Standards of Service Excellence, business functions and measurable program outcomes across all departments resulting in continuously improving service delivery. To help guide our strategic planning process and identify priorities, the County established a cross-departmental Strategic Planning Executive Committee, holds meetings and trainings with planning coordinators, and has worked with outside consultants to provide expert guidance to ensure that each new generation of our strategic plans are better than the last.

In 2018, the County continued its contract with the Studer Group, a nationally recognized and respected firm, to improve implementation of its current strategic plan and train staff on the Standards of Service Excellence created in 2017. During the first six months of the year, county staff across nearly every department held monthly training sessions highlighting a different Standard of Service Excellence each month. Employees worked together to develop their own team trainings to imbed the standards into their respective departments.

The County continues to be a leader in the state by strategically providing high quality services at the lowest possible cost by sharing services, creating public/private partnerships, focusing on collaborative efforts whenever possible, and making investments in key technologies to improve how the County does business.

Mission Statement:

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

Vision Statement:

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

Standards of Service Excellence:

Teamwork & Collaboration, Innovation, Efficiency & Cost Savings,
Communication, Ethics & Diversity, Well-being

County-Wide Pillars:

The areas in which our strategic plans are focused, supporting the county’s mission and vision and providing direction for goals and objectives:

1. **Customer Service:** High customer satisfaction
2. **Quality:** High standards of service excellence
3. **Team:** Best professionals serving the public in the best way
4. **Health and Safety:** Ensure the well-being of citizens
5. **Finance:** Protect taxpayer’s investment

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

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

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

- Budget initiatives are organized under County-Wide Pillars
 - Objectives focus on areas that utilize significant budget resources
 - Performance measures demonstrate level of achievement over multiple years
- For reference, please see the example illustrated below:

Quality Pillar: High standards of service excellence

Objective 4: LEAN – Continuous Improvement

Continue expansion & focus of the Waukesha County Continuous Improvement (CI) Initiative through implementation of CI website that provides self-study opportunities as well as tools to ensure individual project success. The 2019 initiative also improves County CI capacity by empowering employees that have achieved yellow belt or greater certification to conduct projects outside the formal training cycle and for green and black belts to mentor yellow belt candidates both increasing the number of completed projects and trained employees

Implement Phase II “Expansion & Focus” of the Waukesha County Continuous Improvement (CI) Initiative to improve CI outcome reporting and further employee engagement.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	Total	Current*
White Belt Certification	20	40	27	20	28	30	165	141
Yellow Belt Certification	0	0	11	13	10	11	45	42
Green Belt Certificate	1	2	1	2	4	3	13	10
Black Belt Training	0	0	0	0	3	0	3	3
Grand Total	21	42	39	35	45	44	226	196

*Current is the count of employees at their highest belt level. Some employees have taken multiple trainings at different levels resulting in a higher Total count.

At the close of 2017, approximately 17% of the total county workforce had been lean trained. DOA has 40 FTE, or roughly 43% of its staff, trained in lean/continuous improvement with the goal of being over 50% by the close of 2019.

2. Number of departmental CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017
Lean Projects	4	9	8	6	6	9
CI Express	0	0	0	5	0	7

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

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

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

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

BUDGET BOOK REFERENCE

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

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

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

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

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

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

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

WAUKESHA COUNTY FIVE-YEAR FINANCIAL FORECAST

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

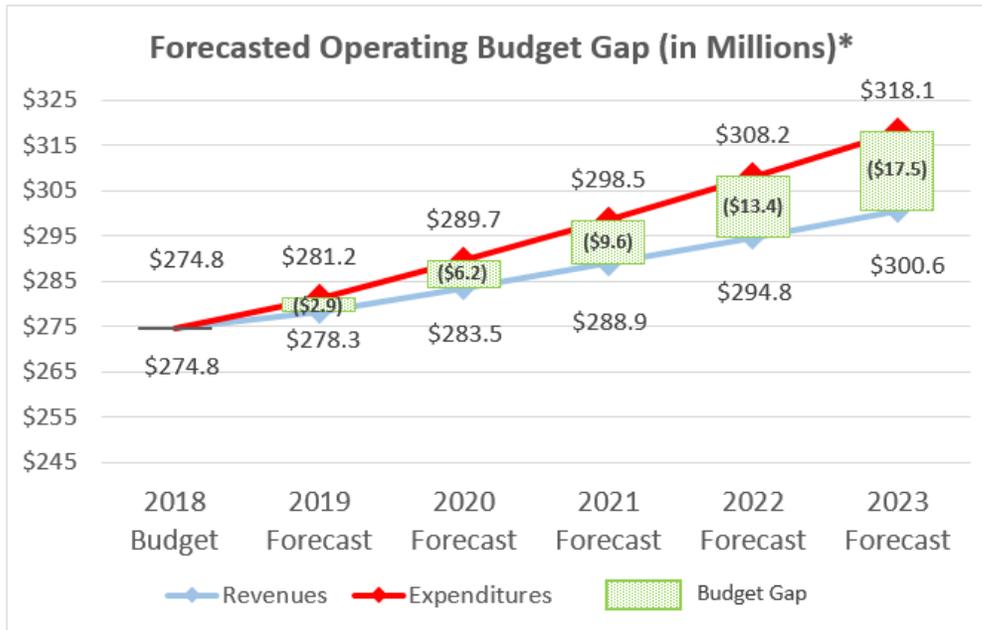
The five-year financial forecast is developed annually in the early stages of budget development. It includes a review of the prior fiscal year-end results and considers the impacts of various county planning processes, including the capital plan and related debt financing. The Budget Division of the Department of Administration works with staff in other departments to determine key financial assumptions, which are used to project impacts to future expenditures and major revenue sources.

The purpose of utilizing a financial forecast is to identify and determine the extent of actions necessary to close the gap between revenues and expenditures to ensure long-term fiscal sustainability and to prepare for impacts identified in future years. Below is a summary of Waukesha County’s financial outlook as it appeared in the current year’s five-year forecast prior to budget development.

Operating Budget (Non-Capital) Five Year Financial Forecast Summary 2019-2023

Operating Budget (in Millions)			
Year	Revenues	Expenditures	GAP
2018 Budget	\$274.8	\$274.8	\$0.0
2019 Forecast	\$278.3	\$281.2	(\$2.9)
2020 Forecast	\$283.5	\$289.7	(\$6.2)
2021 Forecast	\$288.9	\$298.5	(\$9.6)
2022 Forecast	\$294.8	\$308.2	(\$13.4)
2023 Forecast	\$300.6	\$318.1	(\$17.5)

Closing the structural budget gap in a given year helps future budgets by reducing the gap in future years. For example, closing the 2018 budget gap resulted in a \$3 million reduction to the projected 2019 gap – from \$5.9 million to the current 2019 projection of \$2.9 million. The 2019 budget is balanced, which will again favorably impact the projected gap in future years (as demonstrated in the charts below). This was done by working to reduce expenditures and conservatively increasing revenues (when justified). The use of fund balance and other one-time revenues is limited to the situations described in the county Revenue Policy section of this document.



*The 2019 operating budget is balanced at \$282.0 million, reflecting the elimination of the gap through expenditure reductions and revenue increases.

FINANCIAL MANAGEMENT POLICIES

Waukesha County's long- and short-term financial policies are derived from various sources including State of Wisconsin statutes, Generally Accepted Accounting Principles (GAAP), and County policies adopted by ordinance and codified in the Waukesha County Administrative Policies and Procedures Manual.

Below is a description of the County's current fiscal management policies, for revenues, operating expenditures, capital improvements, debt, investments, reserves, and the basis of budgeting and accounting methods. **The County budget is balanced as County budgeted expenditures and revenues are equal (including the use of fund balances).**

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 35% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 40% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.
2. The County attempts to maintain a diversified and stable revenue stream. The County continues its efforts for greater reliance on true user fee service charges to help offset reductions of federal/state funding and to reduce reliance on property tax revenues. Service fee charges (user fees) are implemented for services that can be individually identified and where costs can be directly related to the level of service provided. The County's budgeting philosophy is to annually review and provide at least nominal inflationary increases on appropriate user fees charges for service to cover increasing costs of providing those services.
3. The County maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. There is minimal risk of market losses because of the strict adherence to investment and liquidity guidelines.
4. One-time revenues shall not be used to fund continuous operating costs, except to manage a short-term spike in program costs, the phasing of a new or expanded program, making investments that have future payoffs, and to smooth out the impacts of significant state and/or federal funding reductions.
5. Revenue forecasts (estimates) need to document the methods employed and the underlying assumptions that the revenue projections are based on.

Balanced Budget

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

Property Tax Levy Increase Limits

Section 66.0602 of Wisconsin Statutes imposes a limit on property tax levies for Counties. The statutes allow a County to increase its total property tax levy by the percentage change in growth in equalized value due to net new construction between the previous year and the current year plus an increment for terminated Tax Incremental Districts. The limit includes exemptions for the Bridges Federated Library system tax levy, debt services obligations (including related refinancings and refundings), and a provision to allow for adjustments for consolidated (shared) services as well as services transferred from one unit of government to another. In addition, unused tax levy authority up to a maximum of 1.5% of the prior year levy could be carried forward if authorized by a vote of the County Board.

FINANCIAL MANAGEMENT POLICIES, CONT.

The 2019 Waukesha County Budget tax levy increase is 1.63% as compared to the net new construction between 2016 and 2017 of 1.57% and further adjusted for closed Tax Incremental Districts of 0.125% for a total levy increase allowed of 1.71%.

Operating Expenditure Budget

1. State statutes require budgetary control at the total expenditure level by agency or department. However, the County's policy requires more stringent controls. The operating budget control is established for a department's fund budget by appropriation unit category or class of accounts (i.e. Personnel costs, Operating expenses, Interdepartmental charges, and fixed assets) for governmental funds, with the exception of the Tarmann Park Land Acquisition Fund which has bottom line expenditure control. For proprietary funds, capital projects, and debt service funds total expenditure levels are the control limit.
2. The fixed asset capitalization level is at \$5,000 to be consistent with Federal and State fixed asset capitalization levels and to efficiently administer the asset inventory tracking requirements imposed by Governmental Accounting Standards Board (GASB) pronouncement #34.
3. The County Executive establishes specific departmental operating budget tax levy target guidelines to limit county spending and taxes in budgets presented to the County Board by October 1st of each year.
 - Departments having Enterprise, Internal Service, and certain non-tax levy supported Special Revenue funds are expected to generate operating revenues sufficient to offset costs. At this time, tax levy is provided to the Airport enterprise fund budget to fund an estimated net operating loss, or to provide cash flow for fixed assets purchases. Internal Service fund operations receive no direct tax levy (although department revenues may be levy funded) and are limited to billing rate service charge increases at or near inflationary costs (with any proposed rate increases based on cost justification).
 - Departments may receive funding over levy target amounts or cost to continue funding, if these requests are based on need or specific cost/benefit, or return on investment justifications.
4. The Public Works Department includes a highway pavement replacement program in the Capital Projects budget. The estimated 15 to 20 year replacement cycle is implemented based on pavement ratings system to address safety concerns and highways with the greatest need of upgrade.
5. A five-year Vehicle/Equipment Replacement Plan is updated annually to specify the replacement cycle for county vehicles and equipment that meet the required criteria. Adopted by the County Board, the plan reduces year-to-year fluctuations in departments' fixed asset budgets, and helps to ensure that the County's vehicles and equipment are replaced before age or usage cause excessive maintenance costs and expensive equipment downtime. A Vehicle/Equipment Replacement Fund was created to implement this plan. Replacement vehicles and equipment are purchased from this fund, and user departments pay for the asset (and associated insurance coverage) through an annual charge similar to a lease (see the Public Works section, Vehicle/Equipment Replacement Fund).
6. The End User Technology Fund (EUTF) has evolved from a similar fund established in the 1996 Budget to provide funding for computer technology maintenance and equipment replacements on a regular schedule. A long-term plan is intended to manage overall costs and the year-to-year variation in budgeting requirements by basing computer and infrastructure replacement and repair decisions on changing technology and just-in-time replacement, maintenance, and other economic issues.
7. Health & Dental Insurance Fund is budgeted in Non-Departmental functional areas as an Internal Service Fund to make the self insured insurance costs more transparent in the budget. The Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs.

FINANCIAL MANAGEMENT POLICIES, CONT.

Operating Expenditure Budget (cont.)

8. The Parks and Land Use department is responsible for the County's Grounds Maintenance and Parks Pavement Management Program. The department has established a three-year Parks maintenance program, which includes a parks roadway and parking lot maintenance program as well as continued maintenance of county grounds and park facilities as a priority area within the Department's operating budget.
9. The Public Works Department maintains a five-year Building Improvement Plan. The five-year Building Improvement Plan identifies and prioritizes future building improvement projects, including mechanical infrastructure replacements required for proper maintenance of County facilities. The first year of these plans is included in the operating budget, and individual projects are usually less than \$100,000. Therefore, the capital budget and related financing is not used to fund these projects.
10. The 2011 budget included the first long term plan for the Sheriff's jail equipment replacements, funded with prior year jail assessment fee revenues and some base budget equipment funding. The 2016 budget included the first non-jail equipment plan, funded with seized funds and general fund balance. In addition, Circuit Court services started a furniture and equipment replacement program in 2011 and funding continues for this program in the 2018 Budget.

Capital Improvement Plan

1. The County prepares and adopts a five-year capital improvement plan, which provides comprehensive planning, budget stability, and analysis of the long-range capital needs of the County. The plan describes details of each capital project, estimates the project cost and priorities, identifies funding, provides a cost/benefit or return on investment analysis justification, considers alternatives, and estimates the impacts to the operating budget.
2. A Capital Project is defined as an active or proposed non-recurring expenditure in one or more specified plan years, of an amount in excess of \$100,000 (including non County funding sources) for a permanent fixed asset (building, land, or technology improvements or equipment installation), which has or extends the useful life of an existing fixed asset, usually in excess of seven years.
3. The Capital Plan maintains emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Sec 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Information Systems Technology projects are required to follow an established Technology review process that includes a business case analysis.
4. Operational impacts of capital projects indicate the annual on-going and one-time costs or savings associated with implementing the capital improvement program. The additional on-going impacts are included in the departments' operating budget requests. This includes providing for additional personnel, operating costs, needed fixed assets or any new/additional revenues to be achieved. Cost savings are also identified in the department's budget if base budget costs can be reduced or cost increases are offset or avoided. Major operating impacts (excluding Debt Service) in the budget are identified in each department's operating budget, and explained in further detail in the Capital Projects section. Debt Service impacts are also identified in further detail in the Debt Service section.

FINANCIAL MANAGEMENT POLICIES, CONT.

Debt Policy

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

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

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
 - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2018 debt issue.

Reserve Policy

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

Investments

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Accounting Policy and Basis of Budgeting

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

Capital and Operating Budget Process

Operating Budget Process		KEY DATES											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review prior year results/identify potential budget issues.		■											
Analyze impact of State budget on County funding/programs.			■										
Develop budget assumptions and Internal Service rates for the ensuing year.				■									
Department budget targets developed and issued.	June				■								
Department budget development.						■							
Co. Executive seeks public opinion on budget.	July						■						
Departments submit budget and new position requests.							■						
Department Heads present budget requests to Co. Executive.							■						
Executive budget prepared.									■				
Co. Executive message and budget presented to Co. Board.	September								■				
Publication of County Board Public Notice.	September										■		
Finance Committee holds public hearing on Proposed Budget.	October										■		
Committees review of Co. Executive Proposed Budget.											■		
Finance Committee reviews amendments and makes recommendation to Board.											■		
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.											■	
Co. Executive vetoes (if necessary)- Co. Board action.												■	
Budget Monitoring.		■											
Capital Budget Process		KEY DATES											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
All open projects reviewed; completed projects closed.		■											
Project list developed and submitted to departments.				■									
Review of open and planned projects.				■									
Preliminary consideration of new project requests.				■									
Technical reviews of projects.						■							
Departments present project plans to Co. Executive.							■						
Co. Executive seeks public opinion on budget.	July						■						
Executive review and decision making.							■						
Executive's capital budget and five-year plan developed.								■					
Executive presents five-year plan to Co. Board.	By Sep. 1								■				
Committees review of five-year capital plan.								■					
Finance Committee holds public hearing on proposed budget.	October									■			
Board adopts/amends capital plan.										■			
Capital budget is adopted with operating budget.	2nd Tues. in Nov.											■	

CAPITAL AND OPERATING BUDGET PROCESS

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

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

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

CAPITAL AND OPERATING BUDGET PROCESS, CONT.

Capital Budget and Five Year Plan

NOV Capital budget appropriations are made in conjunction with the adoption of the operating budget

Operating Budget

County Board agendas ordinance to adopt budget for second week of November
Finance Committee presents ordinances to adopt budget, distributes and recommends budget amendments
Standing Committees/Supervisor propose additional budget amendments
County Board acts on amendments and adopts budget
County Executive reviews budget and may line item veto
County Board review/takes action on vetoes

Budget Amendment Process

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

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

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

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

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

FINANCIAL STRUCTURE

Summary

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

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

Fund Accounting

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

Fund Types

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

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

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

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

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

FINANCIAL STRUCTURE, CONT.

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

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

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

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

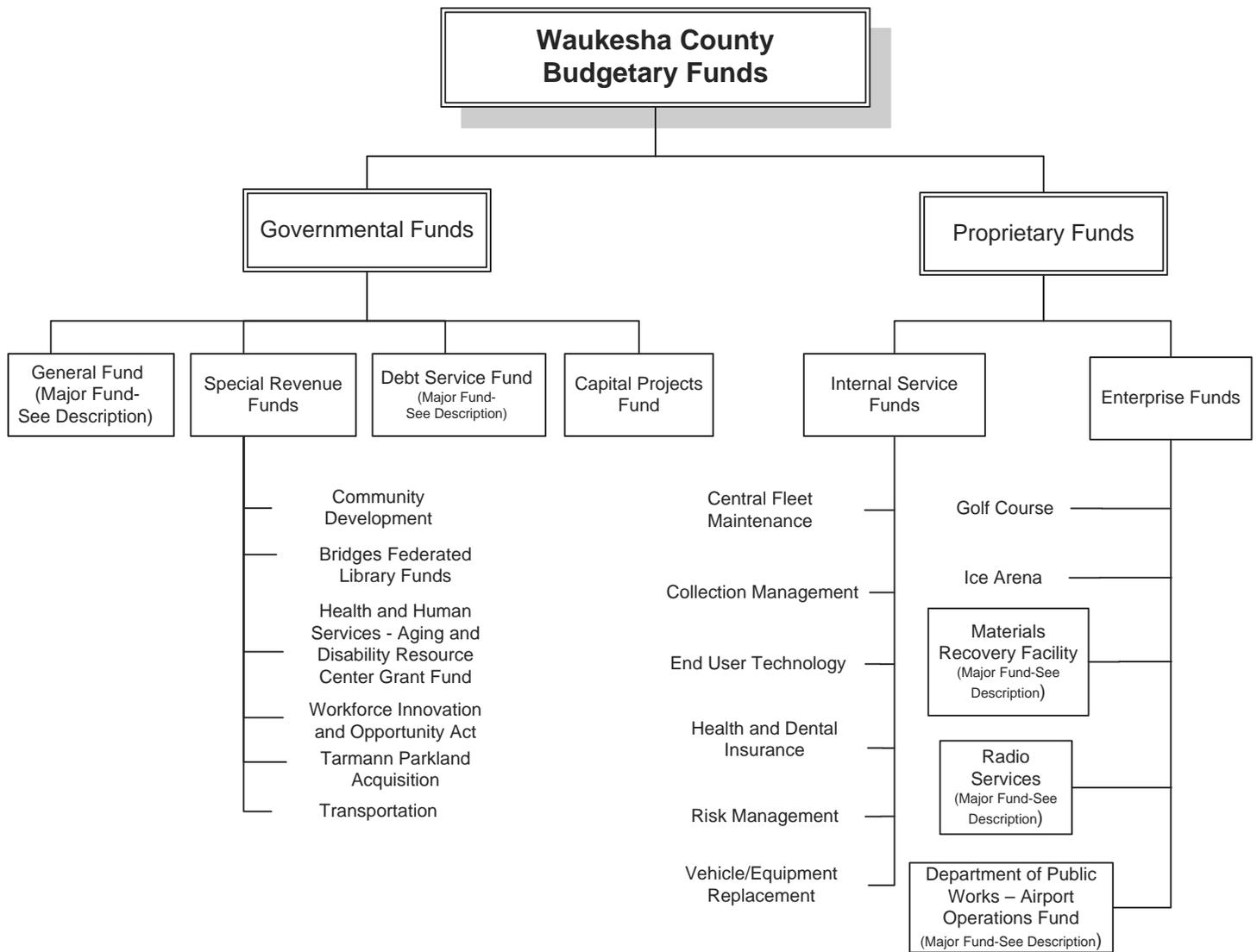
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

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

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

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

For more details regarding Basis of Accounting, refer to the County's Year End Comprehensive Annual Report (CAFR) Notes to Combined Financial Statements on the County's website at <http://www.waukeshacounty.gov/Accounting/>



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

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

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

RADIO SERVICES FUND – To account for the operation and maintenance of the County radio system, located in Waukesha, Wisconsin.

MATERIALS RECOVERY FACILITY FUND – To account for the County portion of the operation and maintenance of the joint recycling facility with the City of Milwaukee, located in Milwaukee, Wisconsin.

FUND DESCRIPTIONS

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

	<u>2019</u> <u>Expenditure</u> <u>Budget</u>	<u>2019</u> <u>Tax</u> <u>Levy</u>
<u>GENERAL FUND</u>		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	<u>\$181,221,349</u>	<u>\$86,223,679</u>
 <u>SPECIAL REVENUE FUNDS</u>		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
 HHS - Aging and Disability Resource Center (ADRC) Contract Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families, services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.		
	\$3,396,457	\$0
 Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance, and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.		
	\$15,829,464	\$3,116,377
 Bridges Federated Library Funds		
To account for funds provided to maintain a member library system.		
	\$5,855,275	\$3,523,524
 Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.		
	\$3,403,405	\$0
 Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.		
	\$400,000	\$0
 Workforce Innovation and Opportunity Act Fund		
To account for federal funds to fund staff, ongoing support costs, and contracted services provided in Space Plan.		
	<u>\$1,698,627</u>	<u>\$0</u>
SPECIAL REVENUE FUND TOTALS	<u>\$30,583,228</u>	<u>\$6,639,901</u>

FUND DESCRIPTIONS

	<u>2019</u> <u>Expenditure</u> <u>Budget</u>	<u>2019</u> <u>Tax</u> <u>Levy</u>
<u>INTERNAL SERVICE FUNDS</u>		
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund		
To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.		
	\$7,008,277	\$0
Vehicle/Equipment Replacement Fund		
To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds \$7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.		
	\$3,419,031	\$0
Central Fleet Maintenance Fund		
To account for the costs associated with the maintenance, repairs, and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time, and material costs.		
	\$3,829,837	\$0
Risk Management Fund		
To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.		
	\$2,948,548	\$0
Collection Management Fund		
To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.		
	\$1,088,483	\$0
Health and Dental Insurance Fund		
The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.		
	\$25,143,600	\$0
INTERNAL SERVICE FUND TOTALS	<u>\$43,437,776</u>	<u>\$0</u>

FUND DESCRIPTIONS

	<u>2019</u> <u>Expenditure</u> <u>Budget</u>	<u>2019</u> <u>Tax</u> <u>Levy</u>
<u>ENTERPRISE FUNDS</u>		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.		
Radio Service Fund To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	\$1,822,435	\$0
Golf Courses Fund To account for operations and maintenance of the three County golf courses.	\$3,305,997	\$0
Ice Arenas Fund To account for operations and maintenance of the two County ice arenas.	\$1,219,723	\$0
Department of Public Works - Airport Operations Fund To account for Department of Public Works Airport operations and development of the County airport.	\$1,234,854	\$62,563
Materials Recycling Facility Fund To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	\$4,400,335	\$0
ENTERPRISE FUND TOTALS	<u>\$11,983,344</u>	<u>\$62,563</u>
<u>DEBT SERVICE FUNDS</u>		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	<u>\$14,790,518</u>	<u>\$13,904,500</u>
<u>CAPITAL PROJECTS FUNDS</u>		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	<u>\$25,005,200</u>	<u>\$1,055,927</u>

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Justice & Public Safety

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JUSTICE AND PUBLIC SAFETY

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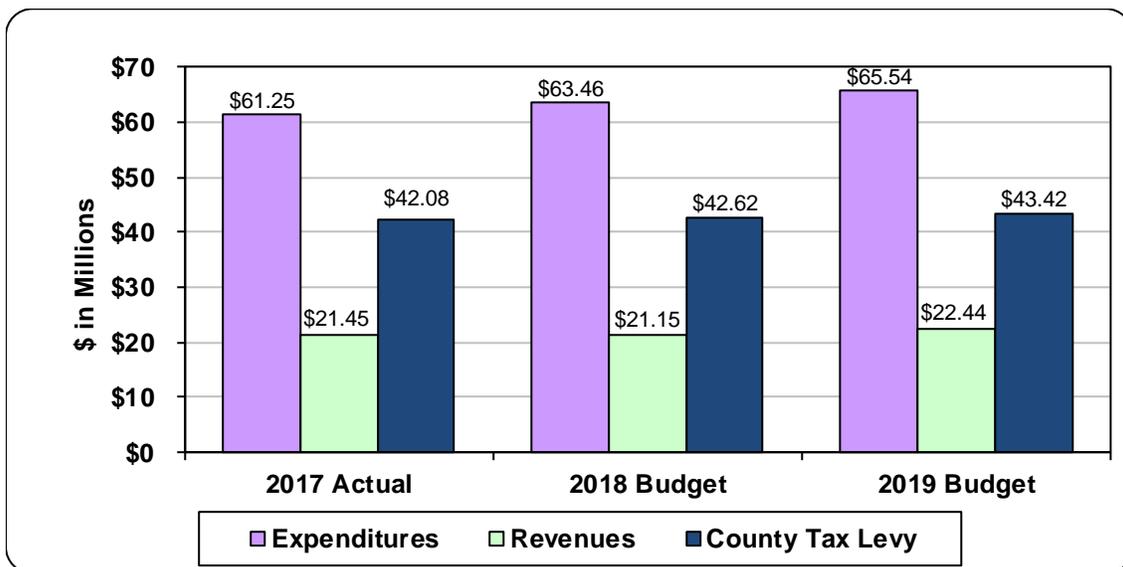
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support to State and County court operations and legal services, as well as emergency response and emergency communications. The **Department of Emergency Preparedness** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 31 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's Radio communication infrastructure. The **District Attorney** staff prosecutes State and local violations of law and provides services to crime victims through the **Victim/Witness and Victims of Crime Act (VOCA)** programs. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Courts Office provides administrative support for the state and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Juvenile/Probate Court and Court Commissioner functions assist court operations in their specific areas as well as operate Family Court Services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community and provides contracted medical examiner services to Walworth and Washington Counties. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2019 expenditure budget for this functional totals \$65,554,000, after excluding fund capitalization fixed asset items. This represents an increase of \$2,092,700 or 3.3% from the 2018 adopted budget. Revenues, including fund balance in the 2019 budget total \$22,447,400, an increase of \$1,296,100 or 6.1% from the 2018 adopted budget. The county tax levy necessary to fund this functional area totals \$43,416,500, an increase of \$800,000 or 1.9% from the 2018 adopted budget. Tax levy in this functional area represents 47% of the total county tax levy.



**** JUSTICE AND PUBLIC SAFETY ****

Functional Area Summary by Agency

	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change from 2018 Adopted Budget	
					\$	%

*** TOTAL JUSTICE & PUBLIC SAFETY ***

Revenues (a)	\$21,464,634	\$21,151,304	\$21,656,540	\$22,447,377	\$1,296,073	6.1%
County Tax Levy	\$42,076,903	\$42,616,535	\$42,616,535	\$43,416,535	\$800,000	1.9%
Expenditure (b)	\$61,255,445	\$63,461,335	\$63,449,329	\$65,554,043	\$2,092,708	3.3%
Rev. Over (Under) Exp.	\$1,217,579	\$0	\$588,042	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$1,068,513	\$306,504	\$235,704	\$309,869	\$3,365	1.1%

BREAKDOWN BY AGENCY

EMERGENCY PREPAREDNESS

Revenues (a)	\$2,811,522	\$2,794,961	\$2,847,682	\$2,722,017	(\$72,944)	-2.6%
County Tax Levy	\$5,690,294	\$5,927,294	\$5,927,294	\$6,092,294	\$165,000	2.8%
Expenditure (b)	\$7,075,220	\$8,415,751	\$8,517,250	\$8,504,442	\$88,691	1.1%
Rev. Over (Under) Exp.	\$358,083	\$0	\$22,022	\$0	\$0	N/A
Oper Income/(Loss) (c)	\$1,068,513	\$306,504	\$235,704	\$309,869	\$3,365	1.1%

DISTRICT ATTORNEY

Revenues	\$890,030	\$862,109	\$881,752	\$920,812	\$58,703	6.8%
County Tax Levy	\$1,823,337	\$1,856,337	\$1,856,337	\$1,906,337	\$50,000	2.7%
Expenditure	\$2,688,832	\$2,718,446	\$2,670,712	\$2,827,149	\$108,703	4.0%
Rev. Over (Under) Exp.	\$24,535	\$0	\$67,377	\$0	\$0	N/A

CIRCUIT COURT SERVICES

Revenues (a)	\$3,988,453	\$3,922,600	\$4,107,300	\$4,034,400	\$111,800	2.9%
County Tax Levy	\$5,476,181	\$5,260,813	\$5,260,813	\$5,400,813	\$140,000	2.7%
Expenditure	\$8,934,041	\$9,183,413	\$9,129,417	\$9,435,213	\$251,800	2.7%
Rev. Over (Under) Exp.	\$530,593	\$0	\$238,696	\$0	\$0	N/A

MEDICAL EXAMINER

Revenues	\$1,333,334	\$1,279,155	\$1,315,700	\$1,405,736	\$126,581	9.9%
County Tax Levy	\$985,610	\$1,005,610	\$1,005,610	\$1,035,610	\$30,000	3.0%
Expenditure	\$2,277,758	\$2,284,765	\$2,279,808	\$2,441,346	\$156,581	6.9%
Rev. Over (Under) Exp.	\$41,186	\$0	\$41,502	\$0	\$0	N/A

SHERIFF

Revenues (a)	\$12,441,295	\$12,292,479	\$12,504,106	\$13,364,412	\$1,071,933	8.7%
County Tax Levy	\$28,101,481	\$28,566,481	\$28,566,481	\$28,981,481	\$415,000	1.5%
Expenditure	\$40,279,594	\$40,858,960	\$40,852,142	\$42,345,893	\$1,486,933	3.6%
Rev. Over (Under) Exp.	\$263,182	\$0	\$218,445	\$0	\$0	N/A

- (a) The 2019 budget includes a total of \$1,204,200 of general fund balance, of which, \$162,800 is in Emergency Preparedness, \$1,009,500 is in the Sheriff's Department, \$20,000 is in Circuit Courts Services, and \$12,000 in the Office of the District Attorney. The 2019 budget also includes \$751,500 of Radio Services fund balance. The 2018 budget includes a total of \$732,945 of general fund balance appropriations, of which, \$242,750 is in Emergency Preparedness, \$433,195 is in the Sheriff's Department, \$45,000 is in Circuit Court Services, and \$12,000 in the Office of the District Attorney. The 2018 Budget also includes \$751,676 of Radio Services fund balance.
- (b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service principal payments and proprietary fund retained earnings.
- (c) Operating income amounts generated from enterprise fund operations are retained in fund balance and do not result in a reduction of Tax Levy funding for other operations.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Emergency Preparedness** includes the phasing out of \$80,000 of general fund balance related to the phasing in of Menomonee Falls' dispatch operations at the Waukesha County Communications Center from \$160,000 in 2018 to \$80,000 in 2019. The remaining fund balance is \$48,000 of workstation and chair equipment and educational materials and \$35,000 for unplanned emergency equipment replacement items. Total expenditures increase nearly \$91,800 or 1.4%.
- While **Radio Services** system maintenance costs are charged to users, based on the formula established by contract, radio installations and programming decreased by nearly \$54,000 in the 2019 budget due to alternatives available to customers. This decrease is mostly offset by an increase in cellular tower site leases of \$46,800 as a result of two additional contracts added in 2018.
- **Sheriff expenditures** increase \$1,486,900 or 3.6% on a base of over \$40.8 million. This increase is largely personnel, which increases \$1,309,900 or 4.1% on a base of \$32.1 million.
- **Personnel expenditures** include \$446,000 for the creation of 6.00 FTE correctional officer positions for the new court tower with three temporary (sunset) positions and three permanent. One position is funded with \$74,245 of tax levy and five positions with \$371,801 of General Fund balance. Fund balance will be phased out over two years with additional tax levy in 2020 and 2021 resulting in three permanent positions fully funded. When the Court Tower opens in 2021, fund balance for three sunset correctional officer positions will be removed and the positions will sunset.
- **Inmate Medical** costs are budgeted to increase \$47,400 or 2.6% on a base of \$1.8 million. Jail assessment revenues of \$115,000 will be used to fund these costs for the first time in 2019. The County Board approved a change in policy to allow the expanded use of this funding source, limiting the use to 20% of revenues received two years prior to the budget, excluding amounts previously set aside for jail-related capital projects and debt service payments related to jail facility costs.
- **Food service** costs increase \$27,400 or 3.5%. **Inmate commissary** items purchased by inmates increase \$30,000 or 4.6%.
- **Jail Prisoner Board Revenues** increase \$181,800, or 11.1%, to \$1.8 million. The budget assumes a change in per day federal prisoner revenue from \$77 to \$88 with the number of inmates unchanged at 32.22 inmates per day. Commissary revenues in the Jail and Huber facilities increase \$52,700 overall to \$1 million based on inmate purchasing history.
- **General patrol** revenue increases include municipal patrol contracts increasing \$113,300 to \$5.3 million and highway safety grants increasing \$50,000 in 2019.
- The Sheriff's budget includes non-corrections equipment of \$268,500 for the fourth year of an equipment replacement plan. This plan is funded with \$118,300 of prior year seized fund revenues (reserved general fund balance) and \$150,200 of general fund balance. The Jail equipment replacement plan decreases in 2019 to \$125,000, funded with jail assessment fees.
- **Circuit Court Services** expenditures increase \$251,800 or 2.7%. This includes personnel increases of \$172,000 with stable staffing with an additional 0.30 FTE of extra help for additional social worker support to address caseloads. Interdepartmental charges increase \$44,700 mostly for transportation and bailiff services provided by the Sheriff's department. Operating expenses increase \$35,100 in 2019. This is mostly due to \$33,600 of case-driven costs in the Criminal and Traffic Division, \$30,350 increase in the Juvenile/Probate Division due to legal and medical services, offset with decreases of \$16,200 due to the aggressive recovery of ordered services from the divisional judges and the Clerk of Court's business center, and a \$16,200 decrease in Administrative Services from a reduction of one-time equipment needs.

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- Non-Levy revenues in Circuit Court Services increases \$136,800 overall. Fine and forfeiture revenues increase \$5,000 due to overall payment growth. Charges for services are budgeted to increase \$72,300 including \$15,000 due to increased IV-D case reimbursement, an increase in custody study fees of \$25,000, as well as mediation fees increasing \$14,800 due to an increase in session fees.. Guardian ad Litem (GAL) recoveries increased \$15,000 across divisions and small claims fees increase \$10,000 due to the number of cases filed. Other revenues increase \$28,500, mostly due to a \$26,000 increase in investment income.
- The **District Attorney's** expenditures increase \$108,700 mostly related to personnel costs that increase \$82,400 mostly related to cost to continue. The State Victim Witness reimbursement grant includes a 54% reimbursement rate for 2019. The federal Victim of Crimes Act (VOCA) grant is budgeted at 100% reimbursement of expenditures.
- The **Medical Examiner's Office** non-levy revenues increase \$126,600 or nearly 10% due to increases of \$48,000 in cremation permit rate increases and continued growth in volume, \$42,500 in contracted services provided to Walworth and Washington Counties, and \$33,700 in increased tissue recovery revenues. Beginning in 2019, all tissue recoveries will transition towards a per-session model and phase out previous fixed contract amounts. Personnel costs increase nearly \$118,000 or 6.5%, largely due to increased salary costs, partly attributable to a salary adjustment for a 1.00 FTE Deputy Medical Examiner who provides additional anthropologic services. The department is exploring developing a charging mechanism for this special skill set in future budgets. In addition, overtime costs increase \$39,000 as a result of increasing caseloads. Operating expenses increase nearly \$39,500, mostly due to increased laboratory and toxicology testing costs.
- The **Criminal Justice Collaborating Council (CJCC--see table of contents, Health and Human Services Functional Area Section)** with participation from the Sheriff, District Attorney and Courts management personnel continues to carry out targeted programs, projects and special studies to recommend and implement comprehensive changes aimed at reducing jail inmate recidivism and controlling jail inmate population growth and reducing the number of jail days inmates serve to help control variable jail costs.

**BUDGETED POSITIONS 2017-2019
SUMMARY BY AGENCY AND FUND**

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Budget	18-19 Change
EMERGENCY PREPAREDNESS	General	61.05	61.05	61.05	61.05	0.00
	Radio Services	5.35	5.35	5.35	5.35	0.00
	Subtotal	66.40	66.40	66.40	66.40	0.00
DISTRICT ATTORNEY	General	31.50	31.50	31.50	31.50	0.00
CIRCUIT COURT SERVICES	General	85.50	81.50	81.50	81.50	0.00
MEDICAL EXAMINER	General	16.00	16.00	16.00	16.00	0.00
SHERIFF	General	355.50	356.50	356.50	362.50	6.00
TOTAL REGULAR POSITIONS		554.90	551.90	551.90	557.90	6.00
TOTAL EXTRA HELP		9.29	9.44	9.44	9.68	0.24
TOTAL OVERTIME		14.03	14.12	14.12	15.10	0.98
TOTAL BUDGETED POSITIONS		578.22	575.46	575.46	582.68	7.22

2019 BUDGET ACTIONS

Emergency Preparedness

Reduce: 0.03 FTE Overtime

District Attorney

None

Circuit Court Services

Increase: 0.30 FTE Extra Help

Medical Examiner

Increase: 0.40 FTE Overtime

Reduce: 0.04 FTE Extra Help

Sheriff

Create: 3.00 FTE Correctional Officer (Court Tower)

Create: 3.00 FTE Correctional Officer (Court Tower) - positions will sunset once the court holding portion of the building is complete

Create: 1.00 FTE Captain (Patrol)

Abolish: 1.00 FTE Lieutenant (Patrol)

Increase: 0.61 FTE Overtime

Reduce: 0.02 FTE Extra Help

2018 CURRENT YEAR ACTIONS

Abolish: 1.00 FTE Detective (General Investigations)

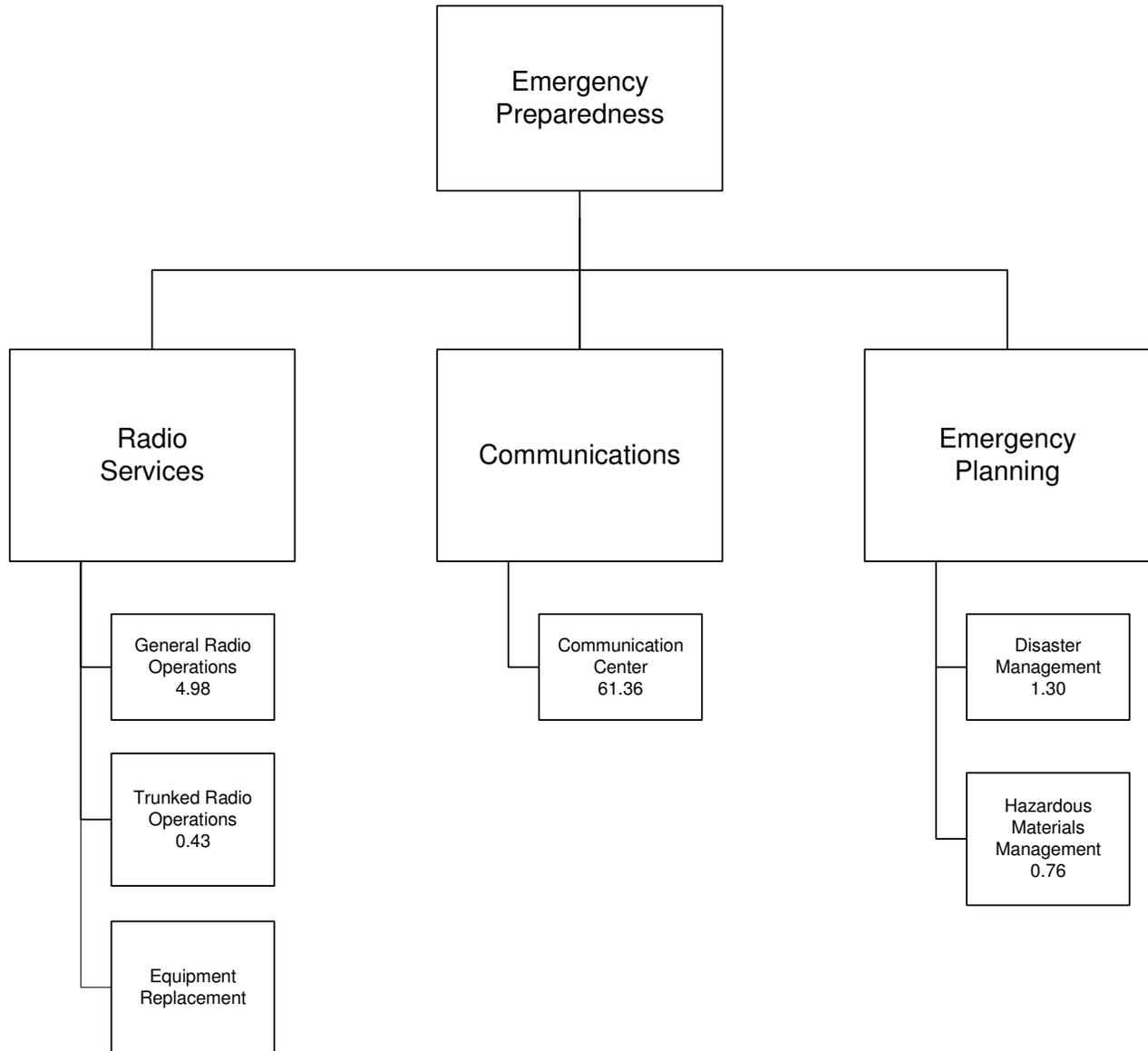
Created: 1.00 FTE Senior Information Technology Prof (General Investigations)

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Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



68.83 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2017 Actual	2018	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
		Adopted Budget			\$	%
General Fund						
Revenues (a)(c)	\$875,200	\$662,951	\$811,644	\$589,713	-\$73,238	-11.0%
County Tax Levy	\$5,690,294	\$5,927,294	\$5,927,294	\$6,092,294	\$165,000	2.8%
Expenditures	\$6,207,411	\$6,590,245	\$6,716,916	\$6,682,007	\$91,762	1.4%
Rev. Over (Under) Exp.	\$358,083	\$0	\$22,022	\$0	\$0	N/A
Radio Services Fund						
Revenues (b)(c)	\$1,929,080	\$2,132,010	\$2,036,038	\$2,132,304	\$294	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$860,567	\$1,825,506	\$1,800,334	\$1,822,435	-\$3,071	-0.2%
Operating Income	\$1,068,513	\$306,504	\$235,704	\$309,869	\$3,365	1.1%
Total All Funds						
Revenues (c)	\$2,804,280	\$2,794,961	\$2,847,682	\$2,722,017	-\$72,944	-2.6%
County Tax Levy	\$5,690,294	\$5,927,294	\$5,927,294	\$6,092,294	\$165,000	2.8%
Expenditures	\$7,067,978	\$8,415,751	\$8,517,250	\$8,504,442	\$88,691	1.1%
Rev. Over (Under) Exp.	\$358,083	\$0	\$22,022	\$0	\$0	N/A
Operating Income	\$1,068,513	\$306,504	\$235,704	\$309,869	\$3,365	1.1%
Position Summary (FTE)						
Regular Positions	66.40	66.40	66.40	66.40	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	2.46	2.46	2.46	2.43	-0.03	
Total FTEs	68.86	68.86	68.86	68.83	-0.03	

(a) General Fund balance is budgeted as follows: 2019: \$162,750, 2018: \$242,750; 2017: \$342,750; 2016: \$391,271

(b) Radio Services Fund balance is appropriated as follows: 2019: \$751,520, 2018: \$751,676; 2017: \$753,316; 2016: \$758,117; to partially cover depreciation expenses of federally funded capitalized assets.

(c) Revenues exclude county tax levy funds.

General Fund Emergency Preparedness Summary

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The county Communication Center operates in 31 of the cities, villages, and towns in the county, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to, and recover from the effects of natural and technological hazards, which impact the health, safety, and general welfare of all Waukesha County residents; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry, and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). The Department is also responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$284,583	\$276,017	\$276,017	\$275,547	(\$470)	-0.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$102,808	\$94,034	\$94,034	\$101,266	\$7,232	7.7%
Interdepartmental	\$12,500	\$50,000	\$50,000	\$50,000	\$0	0.0%
Other Revenue	\$424	\$150	\$0	\$150	\$0	0.0%
Appr. Fund Balance (a)(b)	\$474,885	\$242,750	\$391,593	\$162,750	(\$80,000)	-33.0%
County Tax Levy (Credit)	\$5,690,294	\$5,927,294	\$5,927,294	\$6,092,294	\$165,000	2.8%
Total Revenue Sources	\$6,565,494	\$6,590,245	\$6,738,938	\$6,682,007	\$91,762	1.4%
Expenditures						
Personnel Costs	\$4,962,840	\$5,140,340	\$5,123,208	\$5,191,355	\$51,015	1.0%
Operating Expenses	\$687,573	\$835,951	\$832,127	\$842,374	\$6,423	0.8%
Interdept. Charges	\$528,153	\$565,954	\$565,891	\$603,278	\$37,324	6.6%
Fixed Assets (b)	\$28,845	\$48,000	\$195,690	\$45,000	(\$3,000)	-6.3%
Total Expenditures	\$6,207,411	\$6,590,245	\$6,716,916	\$6,682,007	\$91,762	1.4%
Rev. Over (Under) Exp.	\$358,083	\$0	\$22,022	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	61.05	61.05	61.05	61.05	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.40	2.40	2.40	2.37	(0.03)
Total FTEs	63.45	63.45	63.45	63.42	(0.03)

(a) Appropriated fund balance includes:

	2017	2018 Budget	2018 Est.	2019 Budget	Change
Phase-in costs related to 2.00 FTE telecommunicators added in 2015 budget	\$106,841	\$6,841	\$6,841	\$0	(\$6,841)
Phase-in costs related to Menomonnee Falls call center activity (3.00 FTE telecommunicators and 1.00 FTE call center supervisor)	\$152,909	\$152,909	\$152,909	\$79,750	(\$73,159)
Fire Paging System Replacement	\$45,000	\$0	\$0	\$0	\$0
5-year Plan Emerg. Equipment Replacements		\$45,000	\$45,000	\$43,000	(\$2,000)
Unanticipated Emerg. Equipment Replacement needs	\$35,000	\$35,000	\$35,000	\$35,000	\$0
Dispatch Center Chair Replacement	\$3,000	\$3,000	\$3,000	\$5,000	\$2,000
Purchase Orders and Carryovers from the prior year	\$132,135	\$0	\$148,843	\$0	\$0
Total Fund Balance Appropriation	\$474,885	\$242,750	\$391,593	\$162,750	(\$80,000)

(b) 2017 fixed assets are estimated to exceed the 2018 adopted budget due to 2017 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

General Fund Emergency Preparedness Objectives

Major Departmental Strategic Plan Objectives

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

Objective 1: Exceed NFPA Standard 1221

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

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

Performance Measures:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Answer call within 15 seconds	95.52%	95%	95%	95%
Answer call within 40 seconds	99.86%	99%	99%	99%

Objective 2: NFPA Call Processing Standards

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

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

- A. **Fire Calls:** NFPA standard call for 90% of calls shall be completed within 64 seconds, and 95% of calls shall be completed in 106 seconds. US Digital Design Alerting System and/or Pre Alert concept will impact this positively.

Performance Measures:	Standards	2017 Actual	2018 Target	2018 Estimate	2019 Target
Fire Calls (64 seconds)	90%	95.66	64 seconds	80 seconds	64 seconds
Fire Calls (106 seconds)	95%	96.08	106 seconds	106 seconds	106 seconds

- B. **EMS Calls:** NFPA standards say 90% of calls shall be completed within 90 seconds, and 99% of calls shall be completed within 120 seconds. WCC measurement includes 50 random high priority medical calls. *Pre Alert data from first 5 months of 2017 reporting an average of 63 seconds on 100%.*

Performance Measures:	Standards	2017 Actual	2018 Target	2018 Estimate	2019 Target
EMS Calls (90 seconds)	90%	64.66 seconds	90 seconds	90 seconds	90 seconds
EMS Calls (120 seconds)	99%	64.75 seconds	120 seconds	120 seconds	120 seconds

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

Performance Measures:	Standards	2017 Actual	2018 Target	2018 Estimate	2019 Target
Priority 1 Police Calls (60 seconds)	100%	36.0 seconds	60 seconds	40 seconds	60 seconds

General Fund Emergency Preparedness Objectives

Quality Pillar: High standards of service excellence

Objective 3: Medical Priorities Standards for Protocol Compliance

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

Performance Measures:	Standard	2016 Actual	2017 Target	2017 Actual	2018 Target	2018 Estimate	2019 Target
Case Entry	95%	96.78%	95%	97.31%	95%	95%	95%
Chief Complaint	95%	97.64%	95%	98.35%	95%	95%	95%
Key Questions	90%	98.51%	90%	99.32%	90%	90%	90%
Pre Arrival Instruct	95%	94.08%	95%	87.55%	95%	95%	95%
Post Dispatch Inst	90%	98.77%	90%	99.01%	90%	90%	90%
Final Coding	90%	98.67%	90%	97.42%	90%	90%	90%
Customer Service	95%	99.27%	95%	98.67%	95%	95%	95%
Overall Score	90%	97.97%	90%	97.59%	90%	90%	90%

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

Customer Service Pillar: Outreach and Education

Objective 4: Community Education Plan

To plan, develop, implement, and maintain an effective and informative Community Education Plan highlighting the operations of the communication center and staff. This includes 9-1-1 education, as well as career planning for telecommunicators; both key elements in this area. Our customer service shall also include our initiatives to seek information on the effectiveness of our services from our partners, as well as the public’s perspective.

Begin to assess ‘hits’ on the website, indicating the number of individuals monitoring our information stream.

Performance Measures:	2017 Target	2017 Actual	2018 Target	2018 Estimate	2019 Target
Hits on website	15,000	8,064 (Sept – Dec only captured)	15,000	15,000	15,000

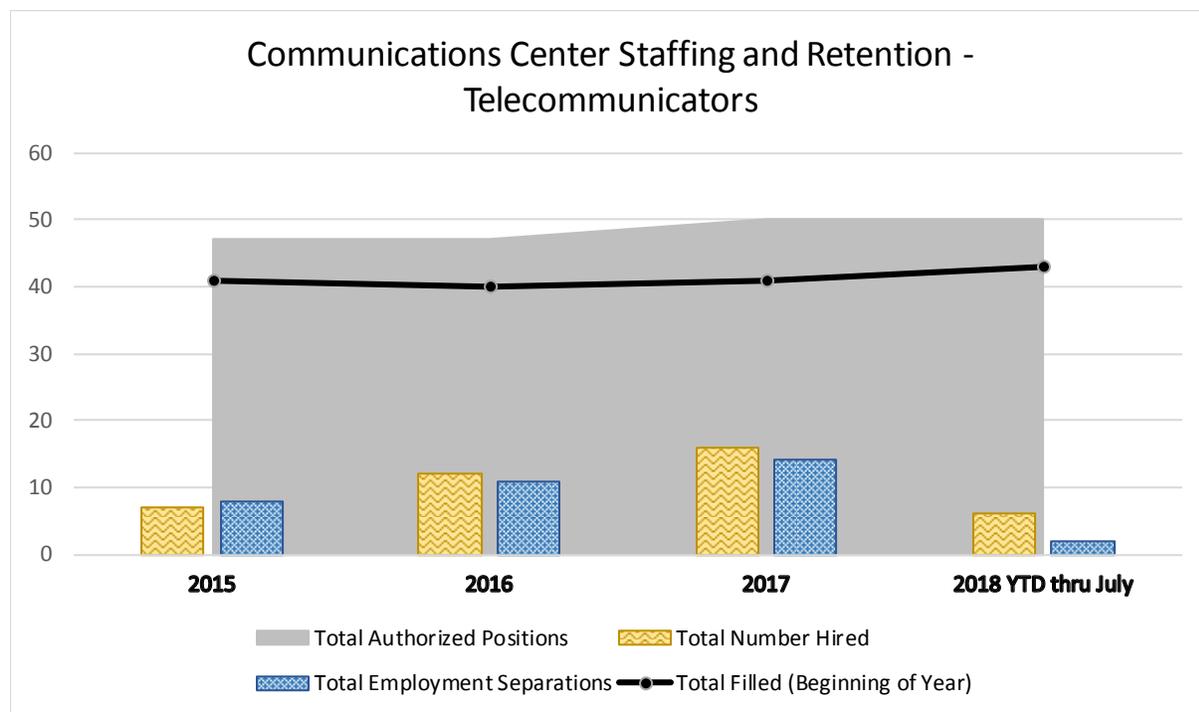
Participation of the Community Education Team at local public safety and educational events. Participation of employee/hiring team members at job fairs, etc.

Performance Measures:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Events Attended	20	22	20	24
Number of Personnel Hours in Attendance	139.5 hours	100 hours	100 hours	110

WCC conducted a partner (agencies served by WCC) survey in 2017. Staff has seen results and will focus on continual improvements in the appropriate areas.

Finance Pillar: Retention of Employees

Objective 5: Apply operational efficiencies to Improve Hiring and Retention



	2015	2016	2017	2018 YTD thru July
Total Authorized Positions	47	47	50	50
Total Filled (Beginning of Year)	41	40	41	43
Total Number Hired	7	12	16	6
Total Employment Separations	8	11	14	2
Annual Position Gain/(Loss)	(1)	1	2	4

Initiatives:

*Follow recommendations as presented by the County Customer Service team, using google analytics and Episerver Content Management System (CMS) to track recruiting.

*Adopt Human Resources (HR) recommendations on lateral transfers; similar to what is being done in the Sheriff's department, giving options on starting pay, sick, and vacation time.

*Utilize some of the interview questions as presented which hit on all of the county values including Teamwork and Collaboration, Communication, Innovation, Ethics & Diversity, Efficiency and Cost Savings, and Well-Being.

*Onboarding with the assistance of HR who introduce the Standards of Excellence, WCC to follow up with the PowerPoint training specific to how those standards apply in the dispatch environment.

*Expand our use of the LEAN process in order to reduce time spent in Phase II Radio Training

*In 2018, as part of the classroom phase, bring in friends and family for a tour, discussion, and 'what to expect' as their loved one joins the ranks to help make expectations clear and help families understand how to support the new telecommunicator.

**General Fund Emergency Preparedness Objectives/
Capital Projects**

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

Objective 6: Emergency Management Activities and Participation

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

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

Performance Measures:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Exercise Activities	416	350	350	350
Number of Training Activities	393	250	300	350
Numer of Planning/Coordination of EM Activities	3,149	4,000	4,000	4,000
Number of Incident Support Activities	240	200	200	200
Number of Public Education Activities	83	100	100	100
Percentage of Comprehensive Emergency Management Plan Reviewed	100%	100%	100%	100%

Objective 7: Hazardous Material Preparedness

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

The chart identifies the number of facilities that submitted tier two hazardous materials inventory reports and the number of off-site emergency response plans the Office of Emergency Management either created for new facilities or updated for existing facilities. The final row of the chart indicates the number of hazardous material incidents reported to Emergency Management. The target columns represent projected number of events per year.

Performance Measures:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Tier 2 Reports Received*	375	350	380	375
Number of Planning Facilities	182	160	191	190
Number of Plans Updated	41	42	42	42
Number of Plans Created	10	8	12	6
Number of Hazmat Incidents Reported	257	250	200	225

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

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '18	Estimated Net Operating Impact
200808	Communications Center Expansion	2018	\$3,731,000	100%	\$9,500(a)

(a)The estimated operating impact includes an additional \$5,000 for electricity, \$2,500 for housekeeping, and \$2,000 for natural gas.

General Fund Emergency Preparedness Program

Communication Center Operations

	2017	2018	2018	2019	Budget
	Actual	Budget	Estimate	Budget	Change
Staffing (FTE)	61.39	61.39	61.39	61.36	(0.03)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$102,808	\$94,034	\$94,034	\$101,266	\$7,232
Interdepartmental	\$12,500	\$50,000	\$50,000	\$50,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$474,285	\$242,750	\$391,593	\$162,750	(\$80,000)
County Tax Levy (Credit)	\$5,444,186	\$5,705,527	\$5,705,527	\$5,866,890	\$161,363
Total Revenues	\$6,033,779	\$6,092,311	\$6,241,154	\$6,180,906	\$88,595
Personnel Costs	\$4,798,109	\$4,949,525	\$4,930,594	\$4,994,120	\$44,595
Operating Expenses	\$504,377	\$665,086	\$663,582	\$672,004	\$6,918
Interdept. Charges	\$436,780	\$429,700	\$430,781	\$469,782	\$40,082
Fixed Assets (a)	\$28,845	\$48,000	\$195,690	\$45,000	(\$3,000)
Total Expenditures	\$5,768,111	\$6,092,311	\$6,220,647	\$6,180,906	\$88,595
Rev. Over (Under) Exp.	\$265,668	\$0	\$20,507	\$0	\$0

(a) 2018 fixed assets are estimated to exceed the 2018 adopted budget due to carryovers and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

Charges for services increase by about \$7,200, reflecting an increase in annual computer aided dispatch (CAD) and integrated systems ongoing support charges, a portion of which is distributed to partner municipalities as an annual fee. Interdepartmental revenues remain unchanged at \$50,000 to reflect a payment from Disaster Management for the coordination of planning, training, and response activities. General Fund Balance of \$162,750 is provided for the following: \$79,750 to assist with the phase-in of 3.00 FTE additional telecommunicator positions and a 1.00 FTE supervisor position added in 2017 when the Village of Menomonee Falls became a partner municipality; \$48,000 for communication center equipment replacement; and the continued use of \$35,000 for unplanned emergency equipment replacement items.

Personnel costs are budgeted to increase by approximately \$44,600 or less than 1%, reflecting the costs to continue for 61.36 FTEs, partially offset by savings in health and dental insurance due to changes in employee coverage selections. Operating expenses increase by about \$6,900, primarily due to increased license costs for CAD software, partially offset by savings due to removal of a data line used for analog dispatch consoles which are to be replaced in 2018 as part of the P25 upgrade project. Interdepartmental charges increase by nearly 40,100 due to increases in worker's compensation \$27,000, computer maintenance and replacement charges of \$8,700, and radio maintenance charges of \$2,900.

Communication Center Operations (cont.)

Based on prior County Board action, General Fund Balance of \$3,900,000 has been reserved through the Budgetary processes for funding future equipment replacement at the dispatch center (except for desktop computers already in the replacement plan). The Waukesha County Department of Administration will reserve an additional \$100,000 of General Fund Balance each year as part of a five-year plan through 2023 for this purpose.

Below is a listing of dispatch center equipment replacement projects budgeted with reserved funds through the 2004-2019 Budgets.

- Approximately \$150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
- Another \$500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
- In 2010, \$50,000 was budgeted to pay for overtime associated with training on the new CAD system and \$56,000 was budgeted to replace a digital recording device.
- In 2011, \$45,600 was budgeted to replace batteries for the Uninterruptible Power Supply (UPS), adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of \$25,000 was also used to begin design of a 911 phone system replacement.
- In 2012, the capital budget appropriated \$1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement.
- In 2013, \$15,000 was budgeted for the replacement of a portion of office chairs, backup computer equipment, and the replacement of a portion of the television monitors. This resulted in \$1,223,400 of Reserved General Fund Balance being available for future equipment replacement needs.
- In 2014, \$900,000 was budgeted for radio console equipment as part of a capital project and \$48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions – should the need arise.
- In 2015, \$48,000 was budgeted to reconfigure the Dispatch Center to accommodate 2 additional positions (4 total, including the 2 added in 2014) – should the need arise.
- In 2016, \$120,000 was budgeted to upgrade the CAD system software, and \$48,000 was budgeted for a recording system upgrade and dispatch chair replacement.
- In 2017, \$48,000 was budgeted for a paging system upgrade and dispatch chair replacement
- In 2018, \$48,000 is budgeted for communications center equipment and replacements.
- In 2019, \$48,000 is budgeted for workstation and dispatch chair replacements, and educational/training equipment.

Participating Members

Cities (a): Brookfield, Delafield, Pewaukee, and New Berlin

Towns (b): Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Oconomowoc, Ottawa, Vernon, and Waukesha

Villages (c): Big Bend, Butler, Chenequa, Dousman, Eagle, Hartland, Lac La Belle, Lannon, Menomonee Falls, Merton, Nashotah, North Prairie, Oconomowoc Lake, Pewaukee, Summit, Sussex, and Wales

County: Sheriff's Department

- (a) The City of Oconomowoc joined the Waukesha County Communications Center in Q1 2018, but only for fire and emergency medical service call processing and dispatching.
- (b) The Town of Mukwonago paid to join the Waukesha County Communications Center in 2002. The transition date is yet to be determined.
- (c) The Village of Mukwonago paid to join the Waukesha County Communications Center in 2007. The transition date is yet to be determined.

Disaster Management

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and Waukesha County business continuity planning. The office continues to pursue federal and state funding to better equip and train first responders; increase critical infrastructure security; and enhance citizen preparedness. The office is the single point of contact for National Incident Management System (NIMS) compliance. The office continues to coordinate and participate in disaster exercises throughout the county. The division maintains the Comprehensive Emergency Management Plan (CEMP), as adopted by the County Board in 2013, ensuring the contents, protocols, and responsibility assignments remain consistent and current with county policy and capabilities. The county maintains a county-wide Pre-Disaster Hazard Mitigation Plan in conjunction with the municipalities within the county. The division is very active in implementation of the Wisconsin Credentialing and Asset Management System (WICAMS) program for emergency response personnel accountability. The division also funds access to the Alert Sense mass notification system, which provides emergency and non-emergency notification services to county and municipal agencies. System upgrades include access to the federal Integrated Public Alert and Warning System (IPAWS), which improves the capability to warn both residents and visitors of an impending or potential life threatening danger.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	1.30	0.00
General Government	\$219,122	\$188,591	\$188,591	\$184,561	(\$4,030)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$424	\$150	\$0	\$150	\$0
Appr. Fund Balance (a)	\$600	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$132,248	\$123,021	\$123,021	\$127,312	\$4,291
Total Revenues	\$352,394	\$311,762	\$311,612	\$312,023	\$261
Personnel Costs	\$101,086	\$118,273	\$119,356	\$122,172	\$3,899
Operating Expenses (a)	\$79,494	\$63,835	\$63,345	\$63,340	(\$495)
Interdept. Charges	\$84,406	\$129,654	\$127,558	\$126,511	(\$3,143)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$264,986	\$311,762	\$310,259	\$312,023	\$261
Rev. Over (Under) Exp.	\$87,408	\$0	\$1,353	\$0	\$0

Program Highlights

Disaster Management receives general government revenues in the form of an annual Emergency Management Performance Grant (EMPG) from Wisconsin Emergency Management to support disaster management activities budgeted to decrease slightly by about \$4,000 to \$184,561.

Personnel costs increase by \$3,900 reflecting the cost to continue 1.30 FTEs. Operating expenses decrease by about \$500, primarily due to decreases in various maintenance and supply accounts. Interdepartmental charges decrease by 3,100, due primarily to a decrease in administrative overhead charges of \$5,000, partially offset by increased vehicle replacement charges of \$3,000.

Hazardous Materials Management

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.76	0.76	0.76	0.76	0.00
General Government	\$65,461	\$87,426	\$87,426	\$90,986	\$3,560
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$113,860	\$98,746	\$98,746	\$98,092	(\$654)
Total Revenues	\$179,321	\$186,172	\$186,172	\$189,078	\$2,906
Personnel Costs	\$63,645	\$72,542	\$73,258	\$75,063	\$2,521
Operating Expenses	\$103,702	\$107,030	\$105,200	\$107,030	\$0
Interdept. Charges	\$6,967	\$6,600	\$7,552	\$6,985	\$385
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$174,314	\$186,172	\$186,010	\$189,078	\$2,906
Rev. Over (Under) Exp.	\$5,007	\$0	\$162	\$0	\$0

Program Highlights

State law requires submission of hazardous materials planning and inventory administration fees to Wisconsin Emergency Management. These fees form the fund from which the county receives state EPCRA grant General government revenues of \$90,986, an increase of about \$3,600 from the 2018 budget. Of this grant amount, \$10,000 is budgeted for Hazardous Materials Emergency Response Team equipment to fund purchases to enhance response capability.

Personnel costs increase by \$2,500, representing costs to continue for existing staff. Operating expenses remain at the 2018 budgeted level and largely represent contract costs with the City of Waukesha to provide hazardous materials response services. Interdepartmental charges increase slightly by \$400 due primarily to an increase in telephone service charges.

Fund Purpose

An enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies. The Radio Services Fund includes three major program areas: General Radio Operations which provides conventional radio services and equipment repair and maintenance; Trunked Radio infrastructure operations; and an equipment replacement accumulation fund for County agencies' radio equipment replacements. Program descriptions and activities are outlined on the following program pages. The Radio Services Fund will fully transition to its new digital radio system environment in 2018, meeting new FCC standards, and phasing out outdated analog technology to provide better service and reliability to county operations and community partners.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$615,511	\$802,470	\$712,339	\$812,926	\$10,456	1.3%
Interdepartmental	\$562,225	\$577,864	\$573,664	\$567,858	(\$10,006)	-1.7%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a)	\$758,586	\$751,676	\$750,035	\$751,520	(\$156)	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,936,322	\$2,132,010	\$2,036,038	\$2,132,304	\$294	0.0%
Expenditures						
Personnel Costs	\$550,836	\$579,961	\$566,465	\$587,178	\$7,217	1.2%
Operating Expenses	\$176,649	\$1,097,659	\$1,085,410	\$1,084,255	(\$13,404)	-1.2%
Interdept. Charges	\$140,324	\$147,886	\$148,459	\$151,002	\$3,116	2.1%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$867,809	\$1,825,506	\$1,800,334	\$1,822,435	(\$3,071)	-0.2%
Rev. Over (Under) Exp. (b)	\$1,068,513	\$306,504	\$235,704	\$309,869	\$3,365	1.1%

Position Summary (FTE)

Regular Positions	5.35	5.35	5.35	5.35	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.06	0.06	0.06	0.06	0.00
Total FTEs	5.41	5.41	5.41	5.41	0.00

(a) Appropriated fund balance includes:

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	\$ Bud Change
General Radio Operations					
Depreciation	\$48,815	\$43,035	\$43,035	\$42,520	(\$515)
Trunked Radio Operations					
Depreciation	\$185	\$1,641	\$0	\$0	(\$1,641)
Equipment Replacement					
Depreciation	\$709,586	\$707,000	\$707,000	\$709,000	\$2,000
--Total Radio Services Fund					
Balance	\$758,586	\$751,676	\$750,035	\$751,520	(\$156)

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

Major Departmental Strategic Plan Objectives

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

Objective 1: Radio Performance

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

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

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Percent of time the system is available overall (reliability)	100.00%	99.998%(a)	100.00%	100.00%
Percent of time the system has unimpaired coverage(performance)	98.50%	98.50% (a,b)	98.60%	98.50%

(a) Analog trunked system is expected to be decommissioned in 2018; 2019 target numbers are for new digital system.
 (b) Does not include analog channels intentionally disabled as they are migrated to digital.

Objective 2: Radio Programming

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

- Radio Services is responsible for programming all radios on the Waukesha County trunked system.
- Users work with Radio Services to develop a custom programming template reflecting each agency’s needs.
- Since 2009, radios have been converted to “Advanced System Key” to enhance security and prevent tampering.
- Digital system augments security by adding military-grade authentication to prevent hacking from illegal radios

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

	2017 Actual	2018 YTD (7/31)	2018 Estimate(a)	2019 Target(a)
County	480	26	300	50
In-County Municipal	150	1843	5,500	600
<u>Out-of-County</u>	<u>9</u>	<u>43</u>	<u>100</u>	<u>50</u>
TOTALS	639	496	5,900	700

(a) All radios (both new and legacy) will require reprogramming in 2017-2018. These counts do not include approximately 2,500 flash upgrades for legacy radios.

Current and Planned Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '18	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunked Radio Digital Radio System Upgrade (a)(b)	2018	\$9,515,000	99%	TBD	\$475,750(a)
201102	WCC Console Radio Equipment	2018	\$1,000,000	99%	\$53,000 annually	N/A

(a) Amount is based on county/municipal partners' 50/50 share for 10-year useful life.
 (b) Includes infrastructure and County-owned subscriber equipment

General Radio Operations

Program Description

General Radio Operations

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.98	4.98	4.98	4.98	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$302,441	\$449,341	\$351,219	\$458,986	\$9,645
Interdepartmental	\$66,961	\$234,130	\$229,930	\$219,356	(\$14,774)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$48,815	\$43,035	\$43,035	\$42,520	(\$515)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$418,217	\$726,506	\$624,184	\$720,862	(\$5,644)
Personnel Costs	\$507,944	\$532,452	\$521,818	\$538,871	\$6,419
Operating Expenses	\$80,139	\$99,174	\$86,701	\$85,306	(\$13,868)
Interdept. Charges	\$84,544	\$94,880	\$94,963	\$96,685	\$1,805
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$672,627	\$726,506	\$703,482	\$720,862	(\$5,644)
Rev. Over (Under) Exp.	(\$254,410)	\$0	(\$79,298)	\$0	\$0

Program Highlights

Charges for services revenue increases by about \$9,600, mostly reflecting an increase in radio tower land-lease revenues of \$55,000, mostly due to new multi-year contracts with two cellular phone providers in 2018 and the transfer of \$8,000 from the trunked radio program, largely offset by decreases in installation and programming revenue of \$43,000 to better reflect current trends of radio installations occurring by Central Fleet staff when vehicles are being serviced for other items, making those service appointments more convenient. Interdepartmental revenues decrease by nearly \$14,800, reflecting a reduction in conventional equipment service contracts and removal of revenues associated with analog dispatch consoles that have been replaced by digital units under the digital radio system upgrade capital project, and which will be maintained under contract by Motorola. Radios Services Fund Balance decreases by \$515 and is budgeted to cover anticipated depreciation in this program area.

Personnel costs increase by approximately \$6,400, reflecting the cost to continue 4.98 FTEs. Operating expenses decrease by \$13,900, due primarily to several small decreases in various supply and maintenance accounts, to better reflect prior year actuals over the last three years. Interdepartmental charges increase by \$1,800, due primarily to increases in telephone and computer maintenance charges.

Trunked Radio Operations

Program Description

Trunked Radio Operations

Provides centralized system administration, maintenance, and support for the operations of the infrastructure for the County's 37 municipalities and 7 separate fire districts to maintain approximately 5,800 mobile and portable radios utilizing countywide 800 MHz trunked radio system. This includes 9 antenna sites, 15 radio channels, 180 transmitters, and 115 control base stations.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.43	0.43	0.43	0.43	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$313,070	\$353,129	\$361,120	\$353,940	\$811
Interdepartmental	\$190,643	\$37,230	\$37,230	\$38,633	\$1,403
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$185	\$1,641	\$0	\$0	(\$1,641)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$503,898	\$392,000	\$398,350	\$392,573	\$573
Personnel Costs	\$42,892	\$47,509	\$44,647	\$48,307	\$798
Operating Expenses	\$96,510	\$291,485	\$291,709	\$289,949	(\$1,536)
Interdept. Charges	\$55,780	\$53,006	\$53,496	\$54,317	\$1,311
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$195,182	\$392,000	\$389,852	\$392,573	\$573
Rev. Over (Under) Exp.	\$308,716	\$0	\$8,498	\$0	\$0

Program Highlights

Charges for services revenues increase by approximately \$800. This is due to a decrease of \$8,000 in land lease revenue, which was transferred to the general radio program, and offset by increases in municipal service charges of \$8,800. Interdepartmental revenues related to radio operating charges increase \$1,400 or 3.7% to reflect increased costs for maintaining departmental radios. Radio Service Fund Balance decreases \$1,641 related to a decrease in corresponding depreciation expenses.

Personnel costs increase by about \$800, representing the cost to continue 0.43 FTEs. Operating expenses decrease by about \$1,500, mainly due to small decreases in electrical supply expenses based on prior year experience. Interdepartmental charges increase by \$1,300 or 2.5% due primarily to increases in technology maintenance and communications charges.

Equipment Replacement

Program Description

Provides for the accumulation of funding to afford the replacement of equipment after the useful life is exhausted. Equipment included in this funding accumulation is trunked radio replacements for county departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$304,621	\$306,504	\$306,504	\$309,869	\$3,365
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$709,586	\$707,000	\$707,000	\$709,000	\$2,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,014,207	\$1,013,504	\$1,013,504	\$1,018,869	\$5,365
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$0	\$707,000	\$707,000	\$709,000	\$2,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$707,000	\$707,000	\$709,000	\$2,000

Rev. Over (Under) Exp. (a)	\$1,014,207	\$306,504	\$306,504	\$309,869	\$3,365
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(a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a ten-year replacement period. This allows for funds to be available for necessary and timely replacements.

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

Program Highlights

The 2019 revenue budget continues the accumulation of funds for county departments to be used as a user equipment replacement fund. Interdepartmental revenues from equipment fund replacement charges increase slightly from the 2018 budget and provide for replacement funding in the plan.

Operating expenses reflect depreciation expense of the trunked radio infrastructure replacement. These costs are fully offset by the appropriation of Radio Services Fund balance.

Activity – Radio Replacement Charges

Trunked Radio System	2018	2019	2018	2019	
Department	# of Radios	# of Radios	Budget	Budget(a)	\$ Change
Public Works(a)	220	178	\$64,526	\$51,376	(\$13,150)
Parks & Land Use	87	87	\$34,730	\$35,424	\$694
Sheriff	310	310	\$175,570	\$179,081	\$3,511
Public Works - Central Fleet	7	7	\$2,529	\$2,579	\$50
Medical Examiner	6	6	\$3,325	\$3,392	\$67
Emerg. Prep – Emerg. Mgmt.	3	3	\$1,406	\$1,434	\$28
Emerg. Prep - Radio Services	18	18	\$5,357	\$5,465	\$108
Emerg. Prep - Comm. Center	31	31	\$11,085	\$11,307	\$222
Health & Human Services	10	10	\$4,332	\$4,419	\$87
County Executive	1	1	\$467	\$476	\$9
Airport	1	1	\$467	\$476	\$9
Total	694	621	\$303,794	\$295,428	(\$8,366)

(a) Facilities radios were removed from the replacement budget for 2019 as they have changed to different equipment

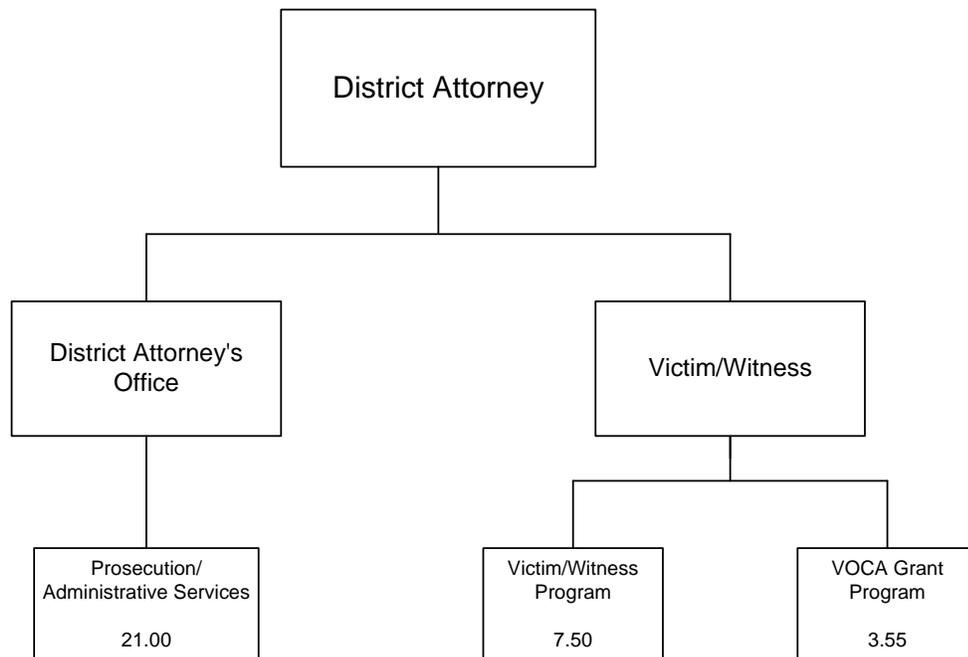
Note: Radio replacement charges are based on a % of the retail replacement cost for each radio. Annual charges vary from \$288-\$630 per radio, based on model and features

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District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



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

The Victim/Witness Assistance Program provides advocacy, information, referral, and trauma-informed support to citizens and law enforcement officers of Waukesha County who have been victims of or witnesses to crimes, as mandated under the Wisconsin Constitution and Chapter 950 of the Wisconsin Statutes. Victim/Witness staff and volunteers maintain continuous contact with victims and witnesses to ensure compliance with victims' rights, provide updates about case progress, assist victims and witnesses in participating in the justice system, and to offer resources and referrals that enable victims to maintain their safety and recover from the harmful impacts of crime.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$627,663	\$654,727	\$654,800	\$670,670	\$15,943	2.4%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$114,658	\$79,220	\$97,000	\$114,500	\$35,280	44.5%
Interdepartmental	\$83,338	\$80,722	\$84,212	\$93,378	\$12,656	15.7%
Other Revenue	\$42,171	\$35,440	\$33,740	\$30,264	(\$5,176)	-14.6%
Apr. Fund Balance (a)	\$22,200	\$12,000	\$12,000	\$12,000	\$0	0.0%
County Tax Levy (Credit)	\$1,823,337	\$1,856,337	\$1,856,337	\$1,906,337	\$50,000	2.7%
Total Revenue Sources	\$2,713,367	\$2,718,446	\$2,738,089	\$2,827,149	\$108,703	4.0%
Expenditures						
Personnel Costs	\$2,078,451	\$2,139,909	\$2,066,613	\$2,222,336	\$82,427	3.9%
Operating Expenses	\$356,390	\$345,311	\$367,525	\$364,200	\$18,889	5.5%
Interdept. Charges	\$253,991	\$233,226	\$236,574	\$240,613	\$7,387	3.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,688,832	\$2,718,446	\$2,670,712	\$2,827,149	\$108,703	4.0%
Rev. Over (Under) Exp.	\$24,535	\$0	\$67,377	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	31.50	31.50	31.50	31.50	0.00
Extra Help	0.55	0.55	0.55	0.55	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	32.05	32.05	32.05	32.05	0.00

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Imaging project	\$22,200			
Six-year office furniture replacement plan		\$12,000	\$12,000	\$12,000
Total Fund Balance Appropriation:	\$22,200	\$12,000	\$12,000	\$12,000

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Timely Notification

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

Number of citizens and officers notified of cancellations and resulting cost savings.

	2016	2017	2018	2019
Performance Measure:	Actual	Actual	Estimate	Target
Officer cancellations	4,652	3,696	3,500	3,500
Civilian cancellations	3,053	2,502	2,500	2,500
Total cancellations*	7,705	6,198	6,000	6,000
Estimated cost avoidance	\$427,628	\$343,989	\$333,000	\$333,000

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

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

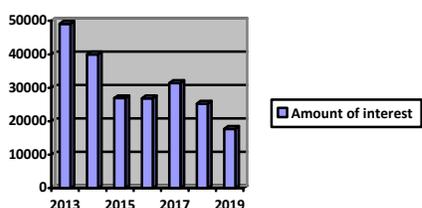
Objective 2: Bail Forfeitures

The District Attorney's Office vigorously prosecutes bail forfeitures in an effort to recover some of the losses incurred when offenders fail to appear for court. Failures to appear cause significant expense for the Sheriff's Department, the District Attorney, and for the Courts. Prosecuting bail forfeitures acts as a deterrent to other offenders, and improves safety by increasing offender accountability. The District Attorney's Office receives as revenue 20% of the projected interest on these bail forfeitures – for 2019, that figure is \$17,764.

Amount of bail forfeiture interest and principal collected during the year:

	2016	2017	2018	2019
Performance Measure:	Actual	Actual	Estimate	Target
Interest collected on bail forfeitures	\$126,202	\$88,822	\$100,000	\$100,000

Bail forfeiture interest credited to District Attorney:



Revenue allocated to the District Attorney's Office for bail forfeiture interest has decreased from \$49,100 in 2013 to \$17,764 for 2019.

Finance Pillar: Protect taxpayer investments

Objective 3: Case Resolution

Achieve case resolutions that maintain community safety and perpetrator accountability, assure conviction and avoid the high cost and risk of jury trials.

Number of adult criminal cases resolved without jury trials:

	2016	2017	2018	2019
Performance Measure:	Actual	Actual	Estimate	Target
Adult criminal cases resolved with plea agreements or other methods of conviction*	5,594	5,638	5,800	5,800

* The District Attorney's Office does not have control over the number of cases that may be referred for charges during the year, or ultimately whether a defendant accepts a plea agreement.

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

Quality Pillar: High standards of service excellence

Finance Pillar: Protect taxpayer investments

Evidence Based Decision Making (EBDM) Initiative

Objective 4: Restitution Procedures

Prioritize the treatment of restitution to assist victims to stabilize their lives and recover from the harmful impact of crime. Among many efforts to prioritize restitution, the Victim Assistance Program created a new Restitution Specialist position, fully funded by a Victims of Crime Act grant. The position started in 2017.

Up-Front Collection of Restitution

The DA's Office collects restitution owed to crime victims at the beginning of a case as a condition of plea agreements in order to reduce the hardship individuals experience due to the crime and to help restore financial well-being in a timely fashion, rather than after disposition of a case or during extended supervision.

Amount of restitution collected independently by the District Attorney's Office, and disbursed directly to victims:

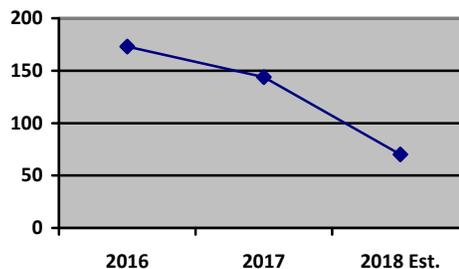
Performance Measure:	2016 Actual	2017 Actual	2018 Estimate	2018 Target
Restitution Collected	\$588,403	\$631,463	\$550,000	\$550,000

Assistance with Court-Ordered Restitution

Victim Assistance helps victims to present their restitution requests to Court – explaining restitution, helping victims to document their losses, and assisting with filing restitution affidavits. Since creating the Restitution Specialist position and piloting a Restitution Affidavit project in collaboration with the EBDM – Victims' Rights Workgroup, stipulations to the amount of restitution are being agreed upon much more frequently. The result is that fewer restitution hearings are held, saving a significant amount of time and money for the County. For those hearings still being held, it is frequently the insurance company that attends, rather than the victim – which saves the victim from finding childcare, transportation, time off work, and the intimidating experience of coming to Court. It also shortens the length of those hearings.

Number of restitution hearings held:

Performance Measure:	2016 Actual	2017 Actual	2018 Estimate
Restitution Hearings Held	173	144	70



The District Attorney's Office also disburses all restitution to victims for the Clerk of Courts Office.

Prosecution / Administrative Services

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	21.00	21.00	21.00	21.00	0.00
General Government	\$100,091	\$109,800	\$109,800	\$121,000	\$11,200
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$114,658	\$79,000	\$97,000	\$114,500	\$35,500
Interdepartmental	\$83,338	\$80,722	\$84,212	\$93,378	\$12,656
Other Revenue	\$10,790	\$7,200	\$8,000	\$8,000	\$800
Appr. Fund Balance	\$22,200	\$12,000	\$12,000	\$12,000	\$0
County Tax Levy (Credit)	\$1,617,232	\$1,643,400	\$1,643,400	\$1,677,810	\$34,410
Total Revenues	\$1,948,309	\$1,932,122	\$1,954,412	\$2,026,688	\$94,566
Personnel Costs	\$1,369,461	\$1,402,676	\$1,371,926	\$1,471,928	\$69,252
Operating Expenses	\$331,121	\$323,354	\$328,143	\$343,626	\$20,272
Interdept. Charges	\$227,264	\$206,092	\$206,927	\$211,134	\$5,042
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,927,846	\$1,932,122	\$1,906,996	\$2,026,688	\$94,566
Rev. Over (Under) Exp.	\$20,463	\$0	\$47,416	\$0	\$0

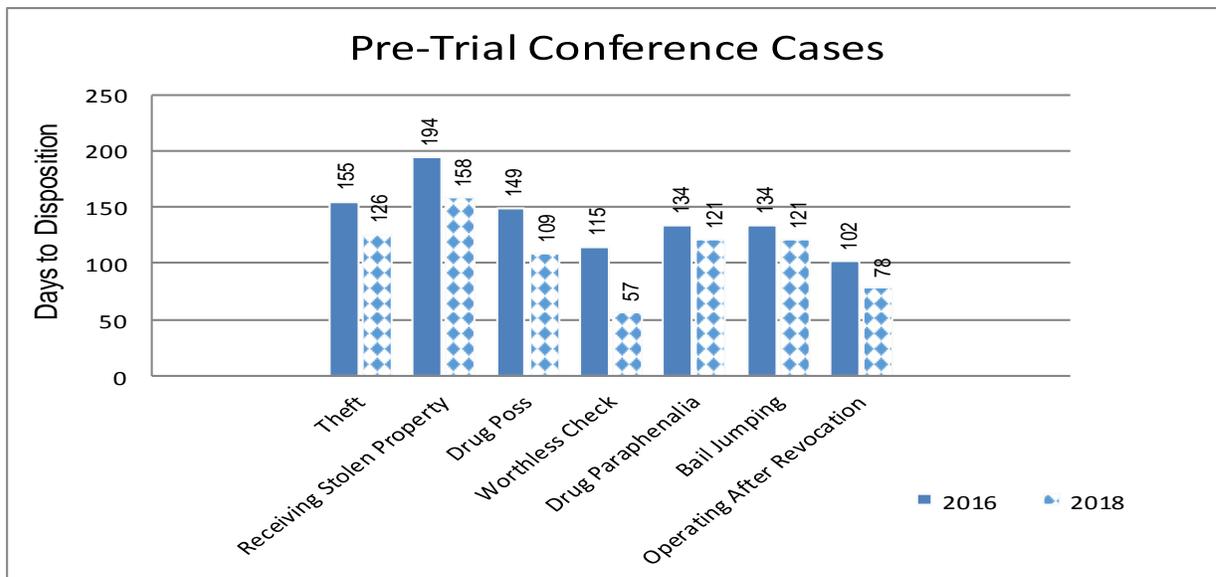
Program Highlights

General government revenues of \$121,000 are budgeted to reflect continuation of funding for a Violence Against Women Act (VAWA) STOP grant, reflecting an \$11,000 increase based on anticipated receipts in the program. Charges for services increase by \$36,000 for copy charges, based on a trend of increased receipts in that area. Interdepartmental revenue includes revenue received from the Sheriff's Department to pay for one special drug prosecutor position. Salary and benefit costs for the position are budgeted at \$81,400, an increase of \$10,600, and a Victim of Crimes Act (VOCA) grant administrative cost reimbursement increase of \$2,100. Other revenue is budgeted at \$8,000 for estimated extradition and miscellaneous case cost recoveries, an increase of \$800. Fund balance of \$12,000 is provided to assist the department with the replacement costs of prosecutor office furniture.

Personnel costs increase by \$69,300 to reflect cost to continue 21.00 FTE county-funded positions. Operating expenses increase by \$20,300, primarily related to increased actual expenses for the prosecutor position assigned to the VAWA STOP grant, increased VAWA grant expense for training/travel, and increased extradition expense. Interdepartmental charges increase by \$5,000, mainly related to increases in Risk Management charges and one Detective position assigned to the District Attorney by the Sheriff's Department.

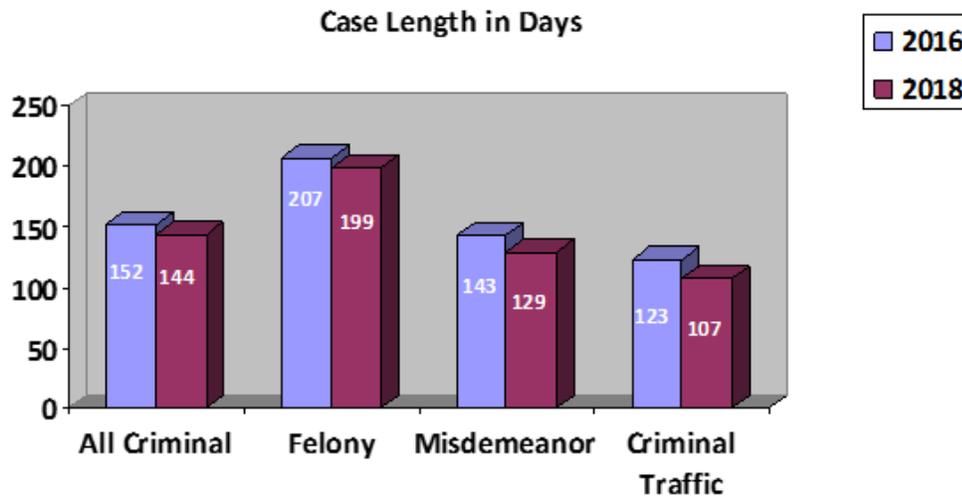
Activities

The District Attorney's Office is very involved in Evidence Based Decision Making (EBDM) efforts that align with all of the County Pillars and which prioritize efforts to improve the criminal justice system for all participants. The EBDM Case Processing Workgroup has reduced the time it takes for cases to progress through the justice system with the Pre-Trial Conference pilot program, which commenced in December, 2016. The DA's Office selects misdemeanor, victimless cases for the program, and those defendants meet with the prosecutor immediately before Court to attempt to reach a resolution

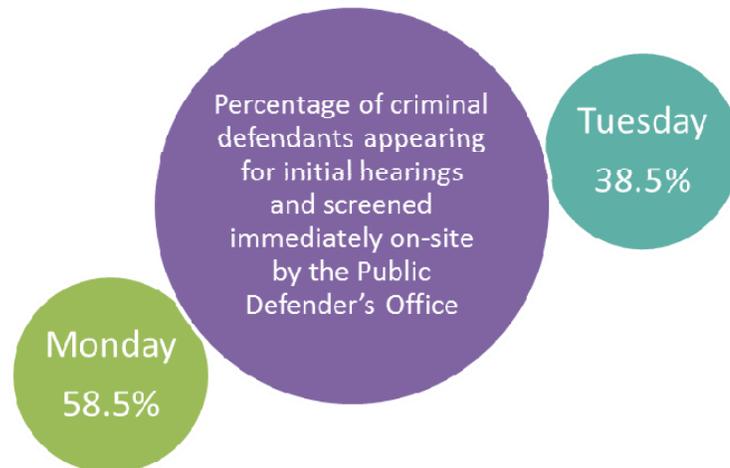


The Pre-Trial Conference Pilot Program has significantly reduced time in Court for the cases going through the program, and also for all criminal cases (by freeing up justice system professionals, resources, and Court time). This chart shows the average days to disposition a case lasted in 2016, before the pre-trial conference program started, compared to 2018 with the program operating.

Prosecution / Administrative Services (Continued)



Another EBDM initiative was established by the Case Processing Workgroup. Many defendants come to their initial appearance without having met with the Public Defender’s Office. The Court instructs those defendants to meet with the Public Defender to be screened, and then sets another Court date. Frequently, defendants appear a second time without having been screened and without an attorney, causing yet more delays. Under the new initiative, defendants coming to Court for an initial appearance on Mondays and Tuesdays can now meet with a Public Defender immediately, on-site at the Courthouse, and return to the Courtroom after doing so. This program saves the justice system a minimum of 1 Court hearing and 30 days of time, per defendant.



Program Description

The Wisconsin Constitution, and Chapter 950 of the Wisconsin Statutes mandate the rights of victims and witnesses of criminal offenses. The Victim/Witness Assistance Program ensures the provision of those rights through advocacy, information, referral, and trauma-sensitive supportive services. Victims and witnesses are kept informed of case progress to final disposition. Victims and witnesses receive assistance with participation in the justice system, accompaniment to court, and assistance with victim impact statements and informing the court of their wishes. Victim/Witness Specialists and Counselors assist with obtaining witness fees, restitution, crime victim compensation and other resources to help individuals restore financial well-being and recover from harm. Victims may also receive assistance with safety planning and temporary restraining orders.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.50	7.50	7.50	7.50	0.00
General Government	\$263,752	\$279,600	\$275,000	\$288,878	\$9,278
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$220	\$0	\$0	(\$220)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$31,381	\$28,240	\$25,740	\$22,264	(\$5,976)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$206,105	\$212,937	\$212,937	\$228,527	\$15,590
Total Revenues	\$501,238	\$520,997	\$513,677	\$539,669	\$18,672
Personnel Costs	\$479,113	\$491,848	\$477,470	\$509,516	\$17,668
Operating Expenses	\$4,973	\$13,417	\$5,982	\$14,029	\$612
Interdept. Charges	\$13,080	\$15,732	\$15,252	\$16,124	\$392
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$497,166	\$520,997	\$498,704	\$539,669	\$18,672
Rev. Over (Under) Exp.	\$4,072	\$0	\$14,973	\$0	\$0

Program Highlights

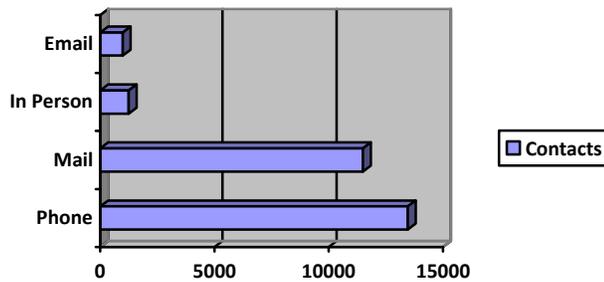
General government revenue is budgeted at 54% of budgeted expenditures for 2019. This reimbursement is sum-certain Statewide funding that varies depending upon request levels submitted by Victim/Witness Assistance programs throughout the State, and on funding available to the State from offender surcharges and other sources. Other revenues include a percentage of bail forfeiture interest of \$17,764, anticipated donations, and a phone line used by the Women's Center within the District Attorney's Office. Other revenue decrease of \$6,000 relates to a decrease in interest for bail forfeitures.

Personnel costs increases \$17,700 for cost to continue 7.50 FTE positions from 2018, which includes personnel turnover savings. Operating costs make up less than 3% of the Victim/Witness budget.

The Victim Witness Program continues to utilize volunteers and interns to provide additional services to victims without increasing personnel costs.

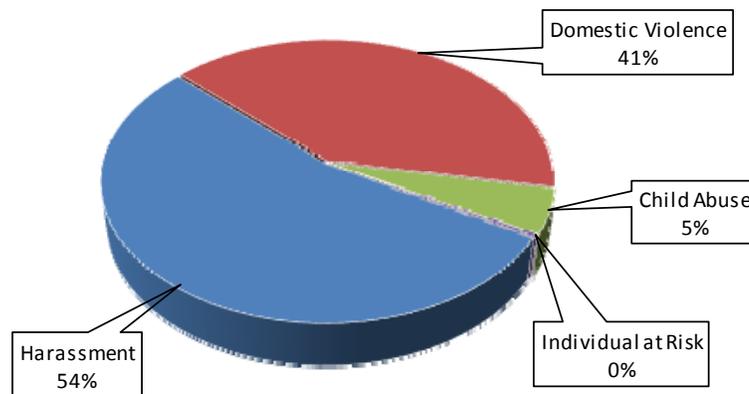
Activities

Victim Assistance provided at least 27,194 informational contacts to crime victims and witnesses on charged cases alone during 2017, an increase of 1,601 contacts on charged cases from the previous year. This number does not include individuals who called the office or came in for assistance related to crimes that were not charged, assistance with restraining orders, or contacts with victims for incidents that later developed into charges. It also does not include some multiple phone calls and visits by the same individual, or calls on behalf of victims to social workers, law enforcement, or other agencies.



In 2017, Victim Assistance staff members assisted citizens in completing petitions for 138 restraining orders. Victim/Witness professionals screen petitioners and respondents for safety and criminal histories, explain the process by which a temporary restraining order and an injunction are obtained, and assist petitioners in the completion of forms and statements. Victim/Witness staff also screened another 154 restraining order requests for assistance by The Women’s Center, and answered hundreds of phone calls related to questions about restraining orders.

Restraining Order Assistance - 2017



VOCA Grant/Program

Program Description

Mobile Victim Assistance counselors and volunteers provide 24-hour crisis response and trauma-informed services to victims at the scene of the crime, at the request of law enforcement. Victims receive emotional support, information about the criminal justice system, and referrals to community resources. A Homicide Specialist is also funded through the grant to provide victim assistance services and advocacy, as well as a support group to family members and friends of victims of homicide. Additionally, the VOCA programs include a support group for families and individuals victimized by abusive head trauma (shaken baby syndrome). Grant resources provided through the Victims of Crime Act (VOCA) fully fund (100%) of program expenditures, and allow the program to recoup 10% in indirect cost revenue.

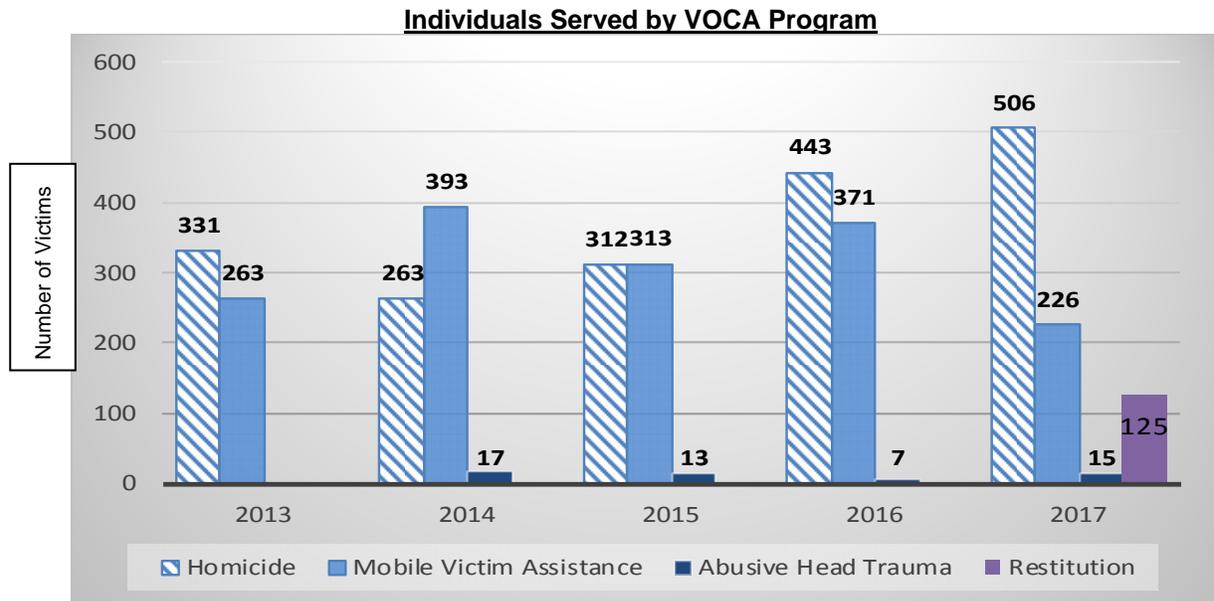
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	3.55	3.55	3.55	3.55	0.00
General Government	\$263,820	\$265,327	\$270,000	\$260,792	(\$4,535)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$263,820	\$265,327	\$270,000	\$260,792	(\$4,535)
Personnel Costs	\$229,877	\$245,385	\$217,217	\$240,892	(\$4,493)
Operating Expenses	\$20,296	\$8,540	\$33,400	\$6,545	(\$1,995)
Interdept. Charges	\$13,647	\$11,402	\$14,395	\$13,355	\$1,953
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$263,820	\$265,327	\$265,012	\$260,792	(\$4,535)
Rev. Over (Under) Exp.	\$0	\$0	\$4,988	\$0	\$0

Program Highlights

This program is 100% reimbursable by federal funds passed through the state. Personnel costs decrease to reflect a change in employee selection of benefits. Decreases in operating expenses reflect actual spending patterns for the past several years.

Activities

VOCA funded programs in the Victim/Witness department served 3,598 individuals during the last 5 years. The Abusive Head Trauma Support Group was not started until November, 2013, and the Restitution Specialist position started in 2017.



\$2,125,000
VOCA grant funds obtained by the Victim Assistance Program since 2005...

\$248,605
VAWA grant funds obtained in the past 3 years to fund an Assistant District Attorney...

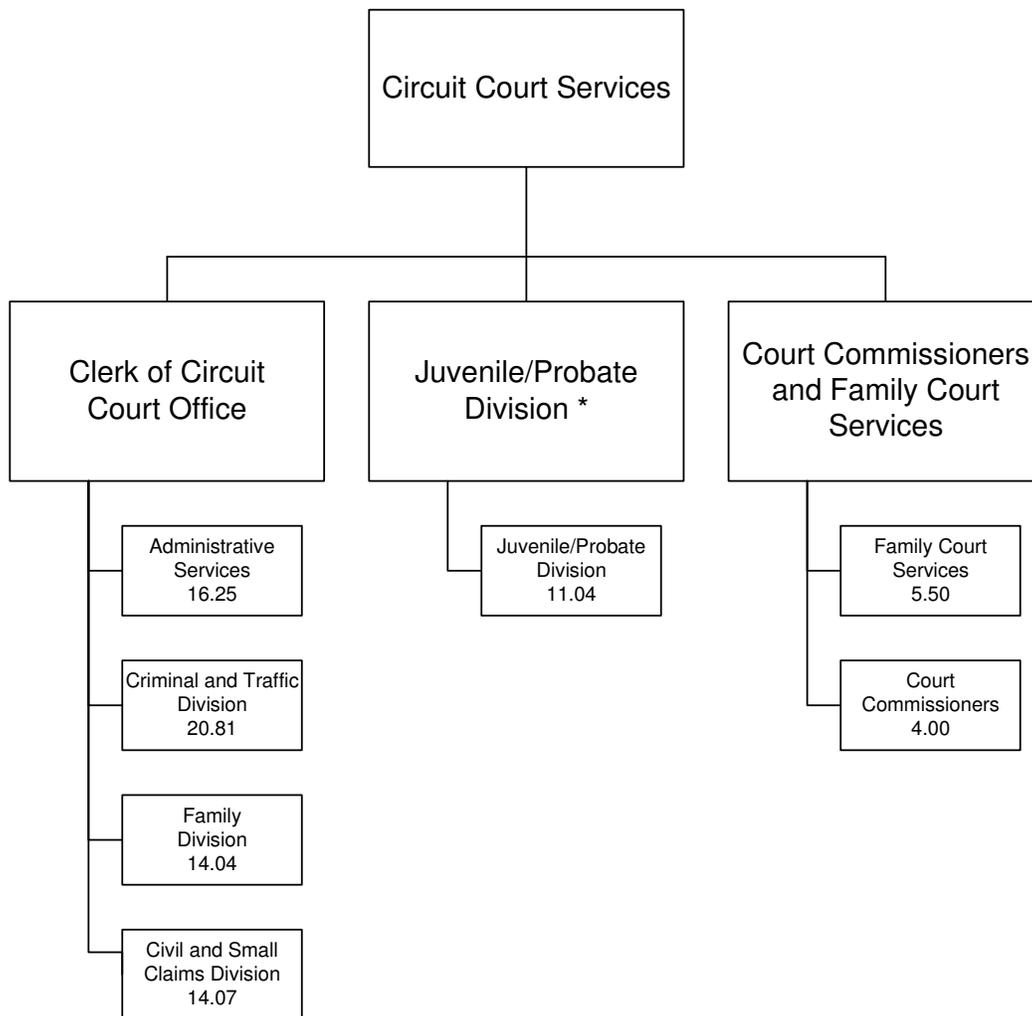


Intense grant efforts = ability to meet needs of the community without additional tax levy!

Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



85.71 TOTAL FTE'S

* The Juvenile Court Office and the Probate Court Office were merged in January 2017 per the directive of the Deputy Chief Judge.
 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 offices of the Clerk of Circuit Court, Juvenile/Probate Division, Court Commissioner, and Family Court Services coordinate and manage the legal, business, public service and communications, and financial operations of the Waukesha County Circuit Courts. The circuit courts are responsible for hearing and adjudicating all state, county and some municipal actions related to traffic, criminal, family, civil, juvenile, and probate law. State Circuit Court Judges and County Court Commissioners hear and dispose of cases. The collective goal of the Circuit Court Services is to support the operation of the courts and provide superior justice related services to all case participants and the general public. The business services and responsibilities of the courts are defined by state statute, circuit court rules county policies include:

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

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual (b)	Adopted Budget (b)	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,775,485	\$1,734,000	\$1,754,000	\$1,765,000	\$31,000	1.8%
Fine/Licenses	\$537,154	\$545,500	\$555,500	\$550,500	\$5,000	0.9%
Charges for Services	\$1,288,330	\$1,245,600	\$1,362,300	\$1,317,900	\$72,300	5.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$360,084	\$352,500	\$390,500	\$381,000	\$28,500	8.1%
Appr. Fund Balance (a)	\$27,400	\$45,000	\$45,000	\$20,000	(\$25,000)	-55.6%
County Tax Levy (Credit)	\$5,476,181	\$5,260,813	\$5,260,813	\$5,400,813	\$140,000	2.7%
Total Revenue Sources	\$9,464,634	\$9,183,413	\$9,368,113	\$9,435,213	\$251,800	2.7%
Expenditures						
Personnel Costs	\$5,669,759	\$6,033,251	\$6,028,548	\$6,205,288	\$172,037	2.9%
Operating Expenses	\$1,611,730	\$1,520,600	\$1,475,224	\$1,555,660	\$35,060	2.3%
Interdept. Charges	\$1,652,552	\$1,629,562	\$1,625,645	\$1,674,265	\$44,703	2.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$8,934,041	\$9,183,413	\$9,129,417	\$9,435,213	\$251,800	2.7%
Rev. Over (Under) Exp.	\$530,593	\$0	\$238,696	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	85.50	81.50	81.50	81.50	0.00
Extra Help	3.75	3.70	3.70	4.00	0.30
Overtime	0.21	0.21	0.21	0.21	0.00
Total FTEs	89.46	85.41	85.41	85.71	0.30

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Transition of microfilming from DOA	\$0	\$25,000	\$25,000	\$0
Furniture and equipment replacement plan	\$20,000	\$20,000	\$20,000	\$20,000
Jury Box Seating	\$7,400	\$0	\$0	\$0
Total fund balance appropriation:	\$27,400	\$45,000	\$45,000	\$20,000

(b) Delinquent recovery and payment plan revenues have been restated between charges for services and other revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective 1: Courtroom Procedures

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

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

Performance Measure:	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YE Projection	2019 Target
Criminal/Traffic Division Video Conference Events	445	604	565	594	666	646	675
*Juvenile/Probate Division Video Conference Events	204	296	313	300	281	325	360
Total	649	900	878	894	947	971	1,035

*The Juvenile and Probate Divisions merged on 1/17/17. Previous to that, the video use reported was for Juvenile cases only. The 2018 target includes a video use target for juvenile and probate cases.

Objective 2: Court-Wide eFiling Initiatives

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

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YE Projection	2019 Target
Civil-Large Claim Cases eFiled or Converted	100	301	3,638	2,309	2,240	2,500
Civil-Small Claim Cases eFiled or Converted	89	145	2,144	7,346	7,974	8,000
Family Cases eFiled or Converted	78	148	27,285	1,630	ALL	ALL
Paternity Cases eFiled or Converted	N/A	0	4,850	795	ALL	ALL
Criminal Cases eFiled or Converted	NA	NA	667	9326	ALL	ALL
Probate Cases eFiled or Converted	NA	NA	NA	61	614	620
Total	267	594	38,584	21,467	10,828	11,120

Note: Voluntary eFiling effective 8/1/13 for CV, SC, and FA cases and 4/19/16 for PA case. Voluntary eFiling for Criminal cases effective 11/15/16. Conversion to **mandatory** eFiling for CV, SC, FA, and PA cases on 11/15/16 when all cases were converted to electronic files, and conversion to **mandatory** eFiling for all Criminal cases on 3/1/17 when all Criminal cases were converted to electronic files. Voluntary eFiling for Formal and Informal Probate cases began 3Q 2017 and mandatory eFiling was rolled out in 2018. Voluntary eFiling will be available for Adult Commitments and Guardianships in 2018.

Finance Pillar: Protect taxpayers investmentObjective 3: Court Ordered Collections

Systematically apply payment enforcement procedures in an effort to collect court ordered financial obligations for court appointed Guardian Ad Litem (GAL) services.

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

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YE Projection	2019 Target
% of GAL Fees Paid by Litigants (Managed by the COC Business Center)	(84%)	(76%)	(79%)	(84%)	(85%)	(87%)
GAL Fees Paid by the County at Case Disposition	\$90,304 (16%)	\$165,773 (24%)	\$173,006 (21%)	\$154,737 (16%)	\$125,000 (15%)	\$137,000 (13%)
County GAL Fees Recovered Post Case Disposition	\$93,135	\$82,978	\$130,857	\$150,040	\$135,000	\$140,000
Recovery thru COC	14%	25%	37%	31%	30%	28%
Recovery thru DOA-C	86%	75%	63%	69%	70%	72%
Net Advanced by County	(\$2,831) (-3%)	\$82,795 (50%)	\$42,419 (25%)	\$4,697 (3%)	(\$10,000) (-8%)	(\$3,000) (-2%)

(a) New recovery efforts of customer deposits, payment plans, and receivable management began in 2013.

(b) Payment by litigants and repayment through Clerk of Court was not tracked prior to 2013.

Team Pillar: Best professionals serving the public in the best way

Objective 4: Document Imaging of Case Information

Continue document imaging in the Criminal/Traffic, Probate, and Family Divisions in an effort to improve court operations, expand services to litigants, increase operational efficiencies, reduce file retention cost, and accommodate information sharing throughout the justice system.

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

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YE Projections	2019 Target
# of Criminal/Traffic Division Documents Scanned	71,923	86,734	84,306	99,930	74,586	60,000
# of Probate Division Documents Scanned	30,442	72,770	72,060	51,334	53,600	55,000
# of Family Division Documents Scanned	37,067	54,413	96,923	74,924	59,474	85,000

Customer Service Pillar: High customer satisfaction

Objective 5: Survey Customers

Measure customer satisfaction of key programs and website to address customer needs, reduce staff time dedicated to customer related concerns, and increase overall customer satisfaction.

Number of on-line Juror Exit Surveys and Website Satisfaction Surveys received.

Performance Measure:	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 YE Projection	2019 Target
Online Juror Exit Surveys Received	57	134	178	163	400	350
Website Satisfaction Surveys Received	N/A	N/A	251	154	80	80

General Fund

Circuit Court Services

Activities

Administration Division	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Est.
Gross Annual Department Receipts	\$19,318,998	\$19,580,075	\$22,817,514	\$20,868,061	\$21,500,000
Total Receipt Transactions	53,303	53,444	56,912	59,886	62,500
E-payment Receipt Transactions	3,376	3,933	4,712	18,707	22,000
Gross E-payments Receipts (included above)	\$602,533	\$688,381	\$862,872	\$2,503,520	\$2,650,000
Total Disbursement Transactions	3,055	2,979	3,124	3,125	3,200
Net Sales by Credit Card	\$1,374,197	\$1,662,179	\$1,701,480	\$2,126,562	\$2,200,000
YE Funds Held in Trust (invested)/Ct. Order	\$277,626	\$292,894	\$300,138	\$59,516	\$55,000
Network Users Supported	132	132	125	126	122
Workstations/Printers/Scanners*	252	256	265	290	308

*The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2019, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed \$375,000.

Jury Program	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Est.
Total # of Jury Trials Started	67	51	81	81	92
Total Jury Days	106	106	139	149	170
Total Questionnaires Returned	7,860	7,666	8,680	10,607	10,676
Total Questionnaires Returned Online	5,344	5,385	6,323	7,488	7,748
% of Questionnaires Returned Online	68%	70%	73%	71%	73%

Criminal & Traffic Division	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
	Open	Disposed								
Felony Cases	1,514	1505	1,571	1459	1,569	1,458	1,772	1,585	1,775	1,650
Misdemeanor Cases	2,410	2,274	2,414	2,304	2,290	2,285	2,319	2,238	2,500	2,450
Criminal Traffic Cases	1,945	1,868	1,922	1,895	1,758	1,709	1,636	1,682	1,600	1,625
Traffic Cases	7,562	7,644	7,418	7,677	8,286	8,427	9,031	9,438	7,700	7,900
Forfeiture Cases	881	890	748	797	864	872	725	787	550	600
TOTAL CASES	14,312	14,181	14,073	14,132	14,767	14,751	15,483	15,730	14,125	14,225
	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
C/T Jury Trials Started	44		33		59		57		66	
C/T Jury Days	59		69		95		94		112	

Family Division	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
	Open	Disposed								
Divorce/Legal Separation Cases	1,202	1,316	1,165	1,191	1,168	1,106	1,157	1,157	1,175	1,150
Paternity Cases	383	393	402	436	367	363	373	399	310	460
Other Family Cases	390	433	418	412	372	359	422	437	360	350
TOTAL CASES	1,975	2,142	1,985	2,039	1,907	1,828	1,952	1,993	1,845	1,960
Post-Judgment Family Actions		2,419		2,359		2,359		2,421		2,375
Post-Judgment Paternity Actions		1920		1,778		1,977		2,268		1,935
TOTAL		4,339		4,137		4,336		4,689		4,310

General Fund

Circuit Court Services

Activities

Civil Division	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
	Open	Disposed								
Large Claim Foreclosures	563	685	552	561	462	510	355	557	434	526
Large Claim-All Other	1,984	2,072	1,954	1,914	1,873	1,822	1,910	2,135	1,956	2,094
Small Claim Contested	984	1066	876	946	785	879	707	796	744	830
Small Claim Uncontested	4,468	4,064	4,462	4,462	4,548	4,548	5,239	5,278	6,142	6,396
TOTAL CASES	7,999	7,887	7,844	7,883	7,668	7,759	8,211	8,766	9,276	9,846
	2013 Actual		2014 Actual		2015 Actual		2017 Actual		2018 Est.	
Civil Jury Trials Started	19		16		19		21		22	
Civil Jury Days	42		34		39		51		54	

Family Court Services	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Est.
Mediation Cases Opened	648	671	647	715	654
Custody/Visitation Studies Opened	136	92	104	112	142

Juvenile / Probate Division	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
	Open	Disposed								
Delinquency/Juvenile Protection (JIPS)	240	339	267	298	249	316	233	269	355	380
Child in Need of Protection(CHIPS)	112	108	126	120	168	154	117	154	146	155
Termination of Parental Rights	55	48	53	55	36	43	48	35	65	60
Other Juvenile	325	308	291	291	287	288	272	260	270	258
Juvenile Ordinance Violations	275	329	213	213	75	75	78	72	65	65
Adult Commitments	917	922	996	996	785	807	824	811	860	851
Formal Estate Actions	35	39	34	31	39	73	33	67	28	48
Informal Estate Actions	496	405	493	354	465	357	502	406	575	500
Trusts	22	13	20	12	31	23	23	19	20	18
Guardianships	266	261	313	300	294	281	272	272	265	265
Adult Adoptions	15	15	9	9	12	11	17	15	30	30
Other Probate	97	104	90	84	66	74	79	69	80	78
TOTAL CASES	2,855	2,891	2,905	2,763	2,507	2,502	2,498	2,449	2,759	2,708
	2014 Actual		2015 Actual		2016 Actual		2017 Actual		2018 Est.	
Juvenile/Probate Jury Trials	4		2		3		3		7	
Juvenile/Probate Jury Days	5		3		5		4		14	

Clerk of Courts-Administrative Services Division

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	14.25	16.25	16.25	16.25	0.00
General Government	\$1,170,843	\$1,157,000	\$1,162,000	\$1,170,000	\$13,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$270,730	\$285,000	\$285,000	\$280,000	(\$5,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$61,451	\$40,000	\$75,500	\$66,000	\$26,000
Appr. Fund Balance	\$27,400	\$45,000	\$45,000	\$20,000	(\$25,000)
County Tax Levy (Credit)	(\$107,718)	\$103,858	\$103,858	\$160,173	\$56,315
Total Revenues	\$1,422,706	\$1,630,858	\$1,671,358	\$1,696,173	\$65,315
Personnel Costs	\$1,123,483	\$1,295,043	\$1,271,438	\$1,387,177	\$92,134
Operating Expenses	\$179,692	\$188,800	\$160,060	\$172,560	(\$16,240)
Interdept. Charges	\$187,445	\$147,015	\$153,525	\$136,436	(\$10,579)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,490,620	\$1,630,858	\$1,585,023	\$1,696,173	\$65,315
Rev. Over (Under) Exp.	(\$67,914)	\$0	\$86,335	\$0	\$0

Program Highlights

General government revenues consist of state payments to support circuit court operations at the county level. These revenues, budgeted in our Administrative Services division, consist of a Circuit Court Support grant estimated at \$1.1 million for 2019 and reimbursement for a portion of the foreign language interpreters contracted for use in the circuit court. Interpreter reimbursement is budgeted at \$70,000 for 2019. In charges for services, statutory Clerk of Court fees are budgeted at \$190,000, which is unchanged from the 2018 budget. Proceeds of delinquent collection efforts directed on unpaid signature bond judgments is projected to decrease by \$5,000, to \$90,000 in 2019. Other Revenue consists of interest earnings on the business account, and has been increased by \$26,000 to reflect higher average invested balances and improving interest rates. Fund balance of \$20,000 is allocated in 2019 to sustain a furniture and equipment replacement program. This is a reduction of \$25,000 following a one-time allocation of fund balance in 2018 related to the transition of court related microfilm storage and customer assistance from the Department of Administration to the Circuit Courts.

Personnel costs for 16.25 FTE staff and temporary assistance is budgeted at \$1,387,200, which is \$92,100 higher than the 2018 budget, and represents basic cost to continue in this division. Of the total number of FTE staff, 0.75 FTE is temporary assistance funded to utilize non-sworn civilian bailiffs to support our juror program.

Operating expenses decrease a total of \$16,200 which includes the \$25,000 reduction in one-time funding for equipment needs related to storing and viewing court related microfilm, and is offset by increases of \$8,500 for anticipated business equipment costs, technology replacement costs, training expenses, and for a budgeted increase in the maintenance and support contract for courtroom audio and visual technologies.

Interdepartmental charges decrease \$10,600 and reflects a number of reductions in insurance related premiums and a reduction in fees charged for records storage.

Clerk of Courts-Criminal & Traffic Division

Program Description

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

	2017 Actual (a)	2018 Budget (a)	2018 Estimate (b)	2019 Budget	Budget Change
Staffing (FTE)	22.07	20.81	20.81	20.81	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$498,634	\$510,000	\$520,000	\$515,000	\$5,000
Charges for Services	\$441,567	\$390,100	\$440,100	\$410,100	\$20,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$44,955	\$45,000	\$50,000	\$45,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,530,162	\$1,443,895	\$1,443,895	\$1,491,267	\$47,372
Total Revenues	\$2,515,318	\$2,388,995	\$2,453,995	\$2,461,367	\$72,372
Personnel Costs	\$1,295,500	\$1,298,016	\$1,327,247	\$1,304,542	\$6,526
Operating Expenses	\$446,873	\$359,700	\$382,913	\$393,300	\$33,600
Interdept. Charges	\$768,131	\$731,279	\$754,329	\$763,525	\$32,246
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,510,504	\$2,388,995	\$2,464,489	\$2,461,367	\$72,372
Rev. Over (Under) Exp.	\$4,814	\$0	(\$10,494)	\$0	\$0

- a) Delinquent recovery and payment plan revenues have been restated between charges for services and other revenue to better reflect revenue type. The history has also been restated for comparability purposes.
- b) Divisional 2018 estimate reflects the potential for higher than budgeted expenses for legal service expenses for court appointed counsel and for defendant transportation expenses which the department is monitoring.

Program Highlights

Criminal/Traffic Division revenues derived from state and county civil forfeitures and from various criminal fines and service fees are generally stable and collectively have been increased \$5,000 to reflect some observed payment growth, possibly due to economic improvements. Fee receipts for services in alcohol-related driving offenses and cash bail forfeiture receipts are trending higher and are budgeted to increase a total of \$15,000 in the 2019 budget. Recoveries for court-appointed counsel have been increased by \$5,000 for 2019 based on current year trends.

Personnel costs are budgeted at \$1,304,500 for 20.81 FTE staff, including overtime (0.06 FTE) and temporary assistance (0.75 FTE) for imaging and records management efforts managed through this division. The 2019 personnel budget is projected at cost to continue for the exact same allocation of staff, overtime, and temporary assistance as the 2018 budget.

Operating expenses are budgeted to increase \$33,600 for 2019. This increase reflects case-driven increases in court-ordered legal services totaling \$32,000 and a modest increase in juror costs due to an uptick in divisional jury trials. These increases are partially offset by a \$5,000 reduction in interpreter expenses which are anticipated following an operational change to better coordinate services.

Interdepartmental charges for this division are budgeted to increase \$32,200, which mainly reflects increased charges for in-custody transportation services and for courtroom security services provided by sworn Sheriff personnel. Expenses for Criminal Division sheriff security and defendant transportation services combined increase to a total of \$710,000 in 2019. Due to the scheduled construction of a Secure Court Facility, anticipating changes are in daily workflow which may increase daily calendar completion and related security costs. Ways to mitigate this with Sheriff and Jail staff are being reviewed.

Clerk of Courts-Family Division

Program Description

Direct and coordinate customer services, office and court support, and record management services for all family related case matters handled by circuit court judges and judicial court commissioners. Initiate and maintain the official court record for all divorce, paternity, custody/visitation, and support enforcement cases filed with this division. Prepare all necessary court orders and dispositional judgments, create and receipt required case filing fees and financial assessments for service costs and fees as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

	2017 Actual (a)	2018 Budget (a)	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	16.04	14.04	14.04	14.04	0.00
General Government	\$451,287	\$435,000	\$440,000	\$445,000	\$10,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$52,489	\$58,000	\$48,000	\$48,000	(\$10,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$104,100	\$95,000	\$95,000	\$100,000	\$5,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$898,506	\$745,818	\$745,818	\$802,542	\$56,724
Total Revenues	\$1,506,382	\$1,333,818	\$1,328,818	\$1,395,542	\$61,724
Personnel Costs	\$786,751	\$830,131	\$830,676	\$892,684	\$62,553
Operating Expenses	\$198,067	\$188,150	\$159,900	\$171,900	(\$16,250)
Interdept. Charges	\$289,728	\$315,537	\$297,037	\$330,958	\$15,421
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,274,546	\$1,333,818	\$1,287,613	\$1,395,542	\$61,724
Rev. Over (Under) Exp.	\$231,836	\$0	\$41,205	\$0	\$0

- (a) Delinquent recovery and payment plan revenues have been restated between charges for services and other revenues to better reflect revenue type. The history has also been restated for comparability purposes.

Program Highlights

Family Division revenues, excluding tax levy, increase a total of \$5,000 from the adopted 2018 budget and total \$593,000. This increase results from an increase of \$10,000 for divisional IV-D program reimbursement and a net reduction of \$5,000 resulting from lower anticipated divisional guardian ad litem recoveries.

Personnel costs are budgeted at \$892,700 for 14.04 FTE staff, including overtime (0.04 FTE) and temporary assistance (1.00 FTE) for imaging and records management efforts as this division continues its strategic objective to back load paper records/case files. This will be a high priority effort in 2019, with construction efforts that will impact Family division file space.

Operating expenses are budgeted to decrease \$16,300 for 2019. This decrease directly results from a significant reduction in Guardian ad Litem expenses of \$18,000 due to efforts to pay ordered service costs promptly and to simultaneously pursue more aggressive cost recovery through the combined efforts of divisional judges and the Clerk of Court's Business Center.

Interdepartmental charges for this division are budgeted to increase \$15,400. This reflects an increase of \$19,400 in Court Security expenses for Family Court operations, and several related expense reductions for collections charges and postage. Budgeted Family division Sheriff security services costs totals \$289,000 in 2019.

Clerk of Courts-Civil Division

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	15.08	14.07	14.07	14.07	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$340	\$500	\$500	\$500	\$0
Charges for Services	\$157,316	\$150,000	\$170,000	\$160,000	\$10,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,114,525	\$1,017,068	\$1,017,068	\$1,022,037	\$4,969
Total Revenues	\$1,272,181	\$1,167,568	\$1,187,568	\$1,182,537	\$14,969
Personnel Costs	\$800,448	\$822,294	\$805,988	\$827,103	\$4,809
Operating Expenses	\$82,097	\$80,500	\$80,920	\$82,650	\$2,150
Interdept. Charges	\$258,989	\$264,774	\$252,399	\$272,784	\$8,010
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,141,534	\$1,167,568	\$1,139,307	\$1,182,537	\$14,969
Rev. Over (Under) Exp.	\$130,647	\$0	\$48,261	\$0	\$0

Program Highlights

Civil Division revenues are budgeted to increase \$10,000 to \$160,500. The increase is specifically attributed to an increase in Small Claims filings. Large Claims case filings and revenues have remained relatively constant.

Personnel costs are budgeted at \$827,100 for 14.07 FTE staff, including overtime (0.07 FTE) and temporary assistance (1.00 FTE) for imaging and records management efforts as this division continues its strategic objective to back load paper records/case files and assists in efforts to image Probate and Family documents/records and case files in 2019.

Operating expenses are budgeted to increase a total of \$2,200 for 2019. This reflects an increase of \$3,500 in interpreter funding, and is offset by several smaller reductions in divisional supply, training, and printing expenses.

Interdepartmental charges for this division are budgeted to increase \$8,000. An increase in Court Security funding of \$9,600 is offset by several smaller reductions for postage and records storage. Expenses for Civil Division Sheriff security services total \$230,000 in 2019.

Juvenile / Probate Division(*)

Program Description

Direct and coordinate customer services, office and courtroom support, and record management services for all Juvenile and Probate related case matters filed with this division and heard by circuit court judges and judicial court commissioners. Coordinate activities with Corporation Counsel and county Health and Human Service personnel. Prepare all necessary court orders and dispositional judgments, and create financial assessments for fines, forfeitures, restitution, costs and bail as ordered by the court. Schedule and coordinate court calendars for divisional court officials. Transmit the appropriate court case data to local, county, and state agencies as required and necessary.

	2017 Actual (a)	2018 Budget (a)	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	13.02	11.04	11.04	11.04	0.00
General Government	\$107,000	\$107,000	\$107,000	\$105,000	(\$2,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$156,198	\$160,000	\$175,500	\$177,500	\$17,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$149,578	\$172,500	\$170,000	\$170,000	(\$2,500)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,223,385	\$1,105,550	\$1,105,550	\$1,112,278	\$6,728
Total Revenues	\$1,636,161	\$1,545,050	\$1,558,050	\$1,564,778	\$19,728
Personnel Costs	\$602,844	\$706,540	\$715,149	\$695,746	(\$10,794)
Operating Expenses	\$688,382	\$677,850	\$664,541	\$708,200	\$30,350
Interdept. Charges	\$137,116	\$160,660	\$158,066	\$160,832	\$172
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,428,342	\$1,545,050	\$1,537,756	\$1,564,778	\$19,728
Rev. Over (Under) Exp.	\$207,819	\$0	\$20,294	\$0	\$0

(*) The Juvenile Court Office and the Probate Court Office were merged in January of 2017 per the directive of the Deputy Chief Judge. The financial history has been re-stated for easier comparison.

(a) Delinquent recovery and payment plan revenues have been restated between charges for services and other revenue to better reflect revenue type. The history has also been restated for comparability purposes.

Program Highlights

Juvenile and Probate Division revenues are budgeted at \$452,500 for the 2019 budget. Minor revenue reductions including (\$2,000) for state Guardian ad Litem reimbursement funds and (\$2,500) for statutory Probate copy fees are offset by a net increase of \$17,500 for internal Court and DOA- Collections recoveries for case related legal fees and medical services fees. This area is continuing to benefit from business improvements following the merger of these two separate offices, and integration of financial activities and receivable recovery efforts with the Clerk of Courts Business Center.

Personnel costs for the newly merged division are budgeted at \$695,700 for 2019. This supports 11.04 FTE staff, and includes overtime (0.04 FTE). No temporary assistance is budgeted in this division for paper document imaging, as they have completed all their identified juvenile case back-scanning. Probate records imaging will be coordinated with the assistance of staff from the Criminal Traffic and Civil Divisions. This division anticipates implementation of a partial electronic case filing initiative impacting several probate case types in 2018/2019.

Operating expenses are budgeted to increase by \$30,400 for 2019. Funding for court-ordered legal and medical services comprise \$26,000 of this increase.

Interdepartmental charges for this division are budgeted to increase \$200. An increase in budgeted Sheriff transportation charges of \$4,150 is offset by reductions of approximately \$3,975 for delinquent collection fees, copier replacement charges, and court security expenses. Budgeted expenses for Juvenile/ Probate Division Sheriff's security and defendant transportation services total \$97,900 in the 2019 budget.

Family Court Services

Program Description

The Family Court Services office provides services to the circuit court under sec. 767.11 of the state statutes. Upon judicial order, this office investigates family situations and advocates for the best interest of children whose parents are involved in divorce and paternity actions. Divisional staff provide evaluation and mediation services to assist case parties and the court in resolving child custody and physical placement disputes.

Family Court Services (FCS) County Fee Schedule			
Program Services provided per ss. 767.405 and fees established by the County Board per ss. 814.615			
<u>Mediation Services</u>	2017	2018	2019
Session 1	No Charge per state statute		
Subsequent Sessions	\$150 for Mediation Services	\$150 for Mediation Services	\$200 for Mediation Services
<u>Custody and Visitation Study</u>			
Studies performed to provide recommendation to the Court on child custody issues, visitation schedules, and child related special needs or concerns.			
	2017	2018	2019
Study Fees	\$1,500	\$1,600	\$1,600

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.00	5.20	5.20	5.50	0.30
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$38,180	\$35,000	\$35,000	\$35,000	\$0
Charges for Services	\$210,030	\$202,500	\$243,700	\$242,300	\$39,800
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$274,131	\$272,923	\$272,923	\$246,989	(\$25,934)
Total Revenues	\$522,341	\$510,423	\$551,623	\$524,289	\$13,866
Personnel Costs	\$479,951	\$489,905	\$481,463	\$503,067	\$13,162
Operating Expenses	\$10,621	\$14,650	\$15,290	\$15,350	\$700
Interdept. Charges	\$3,573	\$5,868	\$5,860	\$5,872	\$4
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$494,145	\$510,423	\$502,613	\$524,289	\$13,866
Rev. Over (Under) Exp.	\$28,196	\$0	\$49,010	\$0	\$0

Program Highlights

Family Court Services Division revenues are budgeted at \$277,300 for the 2019 budget. There are two significant changes to note. The first is an increase of \$14,800 in mediation service fees. This reflects an increase of \$50 to \$200 in mediation fees for additional sessions. The second is an increase of \$25,000 for court ordered child custody and visitation studies based on an increased in assigned cases. Fees for studies remain set at \$1,600 per case for 2019.

Personnel costs are budgeted at \$503,100 for 5.50 FTE staff in 2019. This increase reflects a change in personnel support from the 2018 budget due to the funding of additional 0.30 FTE social worker support. This will allow for flexibility in addressing seasonal case load changes to ensure timely support for court proceedings.

Operating expenses are budgeted to increase \$700 for 2019. This increase results from modest increases in various supply and operational costs.

Court Commissioners

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government	\$46,355	\$35,000	\$45,000	\$45,000	\$10,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$543,190	\$571,701	\$571,701	\$565,527	(\$6,174)
Total Revenues	\$589,545	\$606,701	\$616,701	\$610,527	\$3,826
Personnel Costs	\$580,782	\$591,322	\$596,587	\$594,969	\$3,647
Operating Expenses	\$5,998	\$10,950	\$11,600	\$11,700	\$750
Interdept. Charges	\$7,570	\$4,429	\$4,429	\$3,858	(\$571)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$594,350	\$606,701	\$612,616	\$610,527	\$3,826
Rev. Over (Under) Exp.	(\$4,805)	\$0	\$4,085	\$0	\$0

Program Highlights

Commissioner Division revenues are budgeted at \$45,000 for the 2019 budget. This is an increase of \$10,000 from 2018. This revenue is derived from a shared allocation of funds received for program services related to the state/federal IV-D program. This program enforces paternity responsibilities and provides legal assistance to ensure child support and other financial obligations are met.

Personnel costs are budgeted at \$595,000 for 4.00 FTE staff. There is no overtime and no temporary assistance budgeted in this division. Personnel expenses minimally increase by \$3,600 from the 2018 budget due to changes in benefit selection and greater than normal turnover within this group of employees.

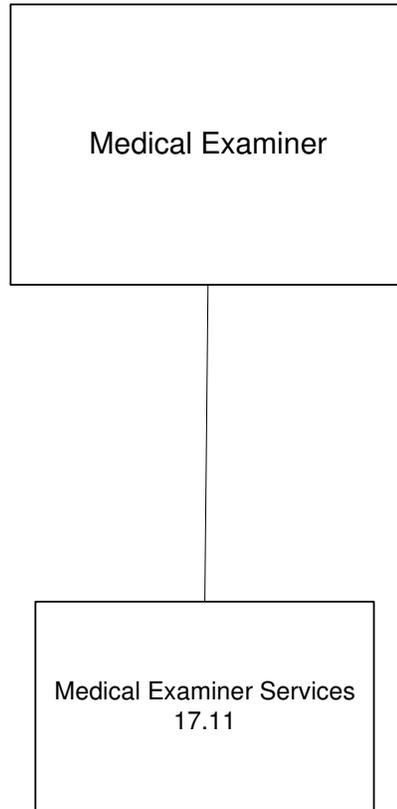
Operating expenses are budgeted at an increase of \$750 mainly for legal reference materials for 2019.

Interdepartmental charges for this division are budgeted to decrease \$570. This reflects off-setting budget decreases and increases for copier replacement and telecommunications charges allocated to this budget.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



17.11 TOTAL FTE'S

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

Statement of Purpose

The Waukesha County Medical Examiner's office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health, and welfare of the community. The office provides investigation, documentation, and medical evaluation of reportable cases. In 2015, the office was contracted to oversee medical examiner responsibilities and operations in Washington and Walworth Counties (the actual investigations are still conducted by staff in those counties).

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$442,760	\$514,825	\$551,820	\$562,825	\$48,000	9.3%
Charges for Services	\$658,581	\$677,686	\$677,236	\$842,911	\$165,225	24.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$85,993	\$86,644	\$86,644	\$0	(\$86,644)	-100.0%
Apr. Fund Balance	\$146,000	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$985,610	\$1,005,610	\$1,005,610	\$1,035,610	\$30,000	3.0%
Total Revenue Sources	\$2,318,944	\$2,284,765	\$2,321,310	\$2,441,346	\$156,581	6.9%
Expenditures						
Personnel Costs	\$1,738,506	\$1,807,238	\$1,806,376	\$1,925,184	\$117,946	6.5%
Operating Expenses	\$379,938	\$312,125	\$308,219	\$351,607	\$39,482	12.6%
Interdept. Charges	\$159,314	\$165,402	\$165,213	\$164,555	(\$847)	-0.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,277,758	\$2,284,765	\$2,279,808	\$2,441,346	\$156,581	6.9%
Rev. Over (Under) Exp.	\$41,186	\$0	\$41,502	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.00	16.00	16.00	16.00	0.00
Extra Help	0.33	0.34	0.34	0.30	(0.04)
Overtime	0.45	0.41	0.45	0.81	0.40
Total FTEs	16.78	16.75	16.75	17.11	0.36

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residentsObjective 1: Data Sharing

Improve community safety and health through data sharing.

Team Pillar: Best professionals serving the public in the best wayObjective 2: Interdepartmental Communication

Strengthen relationships with county departments to improve services to residents.

Finance Pillar: Protect taxpayer investmentsObjective 3: Death Investigation Partnerships

Maintain current and create new regional death investigation partnerships to provide efficient and fiscally responsible services.

Customer Service Pillar: High customer satisfactionObjective 4: Quality Communications

Provide quality customer service to decedent families, law enforcement, healthcare facilities, and funeral homes.

Quality Pillar: High standards of service excellenceObjective 5: Death Investigations

Provide highest quality death investigation services.

Medical Examiner Major Fees	2017	2018	2019(a)	% Change '18-'19
Cremation Permit Fee (each)	\$240	\$245	\$250	2.0%
Death Certificate Signing Fee (each)	\$80	\$81	\$82	1.2%
Disinterment Permit Fee (each)	\$65	\$65	\$65	-
Body Storage in the Morgue (per day after 1 st day)	\$50	\$50	\$50	-
Facility Use & Supervision – Tissue Recoveries	Up to \$1,545	Up to \$1,545		
<i>Pre/Post Recovery (per session)</i>	\$825	\$825		
<i>Facility Costs (per session)</i>	\$410	\$410		
<i>Supervision Fee (per session)</i>	\$310	\$310		
Tissue Recovery Costs(a)			Up to \$2,017	
<i>Site Cost (per session)</i>			\$1,781	
<i>After hours cost (per session)</i>			\$236	
Cornea Recovery Costs			Up to \$267	
<i>Site Cost (per session)</i>			\$209	
<i>After hours cost (per session)</i>			\$58	

- (a) The rates for tissue recoveries are recalculated and revised in 2019 based on a review of staff costs and resources utilized in the tissue recovery process. Pre/Post recover and facility costs are replaced with a flat site cost amount. Supervision fees are replaced with after hours costs. Cornea recoveries are added in the 2019 budget.

Medical Examiner Services

Program Description

The Medical Examiner’s office conducts independent medicolegal death investigations of referred cases under state statute. Investigations involve assessing the circumstances surrounding death and may include collecting a variety of information, autopsy or external examination of the decedent, and laboratory testing.

Cremation permits are also required under state statute and involve examination of the decedent and inquiry into the cause of death.

Program Highlights

Fines and licenses revenue is expected to increase approximately \$48,000, mainly due to an increase of \$5 or 2% in the cremation permit fee to \$250 as well as a small volume increase of permits issued based on increasing trends in prior year history and current year estimates.

Charges for services revenue is expected to increase approximately \$165,200, mainly due to increased annual contract amounts for medical examiner services provided to Walworth and Washington Counties of \$42,500 based on prior year costs, and increased tissue recoveries of approximately \$112,000. The department will no longer operate a fixed contract with any tissue recovery agency, and will transition towards a per-session model. The department revised the existing tissue recovery rates for staff time and facility usage (see previous page) following a review and evaluation of updated costs to the department. The increased amount also includes \$8,300 related to the recovery of cornea tissue, previously unbudgeted. The increase in tissue recoveries more than offsets the reduction of \$86,600 in Other Revenues related to the conclusion of the prior contract for tissue recoveries.

Personnel costs increase nearly \$118,000 or 6.5%, largely reflecting the cost to continue of 16.00 regular FTE staff. Salary costs increase \$72,400 or 5.3%, partly attributable to a salary adjustment for a 1.00 FTE specialized Deputy Medical Examiner who provides additional anthropologic services. Overtime costs increase approximately \$39,000 or 0.40 FTE, is largely in recognition of increasing caseloads.

Operating expenses are expected to increase by nearly \$39,500, mainly due to increasing medical services costs of \$23,000 as a result of rising lab and toxicology costs and increasing caseloads. In addition, computer equipment and software costs increase \$7,500 related to the purchase of high-speed desktop scanners for administrative staff and medical transcription software and microphones for pathologists and deputy medical examiners to use during examinations.

Activity - Workload Data	2010	2011	2012	2013	2014	2015	2016	2017	2018 Estimate	2019 Budget
Autopsies-Waukesha Co.	193	169	227	216	229	201	217	249	257	245
External Exams-Waukesha Co.*	181	169	163	181	185	203	217	203	218	210
Partner Autopsies	140	131	95	101	118	162	192	191	175	187
Partner Exams**	-	-	-	-	-	105	113	121	137	145
Total	514	469	485	498	532	671	739	764	787	787

Activity - Workload Data	2010	2011	2012	2013	2014	2015	2016	2017	2018 Estimate	2019 Budget
Non-Scene Cases Investigated	1,086	970	1,071	989	1,032	1,000	953	972	974	986
Scene Cases Investigated	337	320	348	371	366	375	413	432	511	500
Cremation Permits Issued	1,515	1,506	1,631	1,727	1,860	1,856	1,977	2,054	2,250	2,250

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

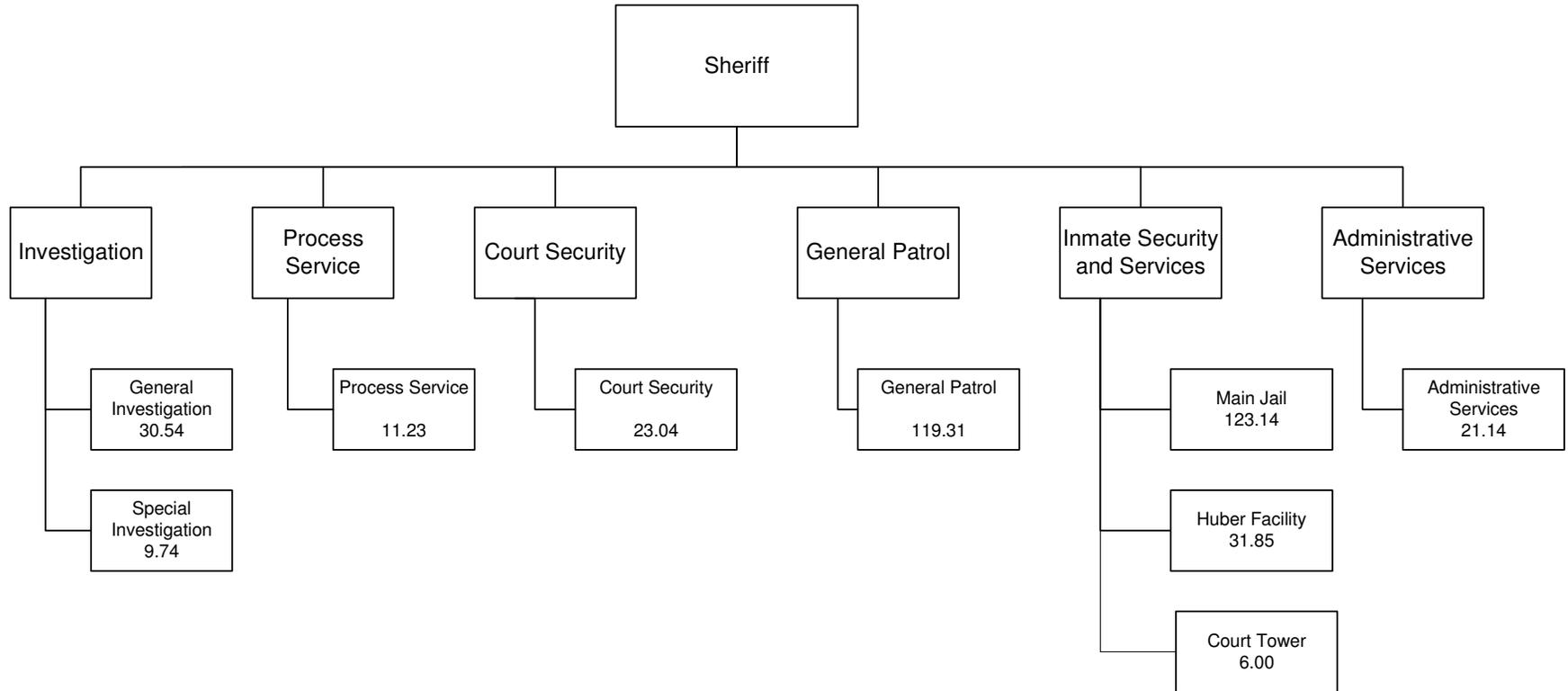
**Contract Exams line added in 2015. Some, but not all of these exams are done at the Waukesha facility.

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Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



378.99 TOTAL FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime, which may be impacted by rounding to the nearest thousandth.
2. See Stats/Trends Section for position detail.

Statement of Purpose

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

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate (c)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$404,737	\$309,084	\$341,095	\$384,442	\$75,358	24.4%
Fine/Licenses	\$3,195	\$3,500	\$3,500	\$3,500	\$0	0.0%
Charges for Services	\$8,471,660	\$8,439,924	\$8,301,936	\$8,736,001	\$296,077	3.5%
Interdepartmental (a)	\$1,545,921	\$1,540,228	\$1,617,072	\$1,617,790	\$77,562	5.0%
Other Revenue	\$1,499,930	\$1,566,548	\$1,573,422	\$1,613,198	\$46,650	3.0%
Appr. Fund Balance (b)	\$515,852	\$433,195	\$667,081	\$1,009,481	\$576,286	133.0%
County Tax Levy (Credit)	\$28,101,481	\$28,566,481	\$28,566,481	\$28,981,481	\$415,000	1.5%
Total Revenue Sources	\$40,542,776	\$40,858,960	\$41,070,587	\$42,345,893	\$1,486,933	3.6%
Expenditures						
Personnel Costs (c)	\$32,192,601	\$32,136,881	\$32,180,282	\$33,446,735	\$1,309,854	4.1%
Operating Expenses (c)	\$4,374,723	\$4,621,410	\$4,730,789	\$4,745,509	\$124,099	2.7%
Interdept. Charges	\$3,596,420	\$3,977,769	\$3,807,472	\$4,025,649	\$47,880	1.2%
Fixed Assets	\$115,850	\$122,900	\$133,599	\$128,000	\$5,100	4.1%
Total Expenditures	\$40,279,594	\$40,858,960	\$40,852,142	\$42,345,893	\$1,486,933	3.6%
Rev. Over (Under) Exp.	\$263,182	\$0	\$218,445	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	355.50	356.50	356.50	362.50	6.00
Extra Help	4.66	4.85	4.85	4.83	(0.02)
Overtime	10.91	11.04	11.04	11.65	0.62
Total FTEs*	371.07	372.39	372.39	378.99	6.59

* Detail may not sum to total due to position Full Time Equivalent (FTE) rounding to the nearest thousandth.

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

(b) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Carryovers, encumbrances, contingency fund transfers and ordinances	\$147,600	\$0	\$233,886	\$0
Federal drug seizure funds (reserved fund balance) for vehicle leases for the metro drug unit, non-corrections equipment replacement, and drug buy money	\$72,919	\$88,043	\$88,043	\$177,440
Annual bulletproof vests replacement program	\$10,000	\$10,000	\$10,000	\$10,000
Town of Lisbon additional patrol vehicle	\$43,200	\$0	\$0	\$0
Correctional Officer Positions	\$0	\$0	\$0	\$371,801
Jail assessment fee revenues received in prior years used to fund the jail equipment replacement program (\$125,000), and inmate medical (\$115,000 in 2019).	\$125,000	\$125,000	\$125,000	\$240,000
General Fund Balance used to fund the non-corrections equipment replacement program	\$117,133	\$134,875	\$134,875	\$150,240
Prior year donations for replacement of a motorcycle	\$0	\$15,277	\$15,277	\$0
Potential variations in the new jail medical contract	\$0	\$60,000	\$60,000	\$60,000
Total Fund Balance Appropriation:	\$515,852	\$433,195	\$667,081	\$1,009,481

- (c) The 2018 Estimate exceeds the 2018 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2017 Budget modifying the 2018 Budget and the appropriation of expenditure authority through ordinances.

Major Departmental Strategic Plan Objectives

Health & Safety Pillar: Ensure the well-being of residents

Objective 1: Crime Prevention

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

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

Performance Measure:	2017 Actual (a)	2018 Target	2018 Estimate	2019 Projection
Violent Crime	73	65	65	65
Burglary/Larceny	403	600	600	600

- (a) The 2017 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance. The information provided is preliminary information as the final report has not yet been released.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2017 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	78	77	135	203	213	73
Property Crimes	885	838	547	710	835	403

Objective 2: Student Resource Officer

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

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

Performance Measure:	2017-2018 School Year	2018 Target	2018 Estimate	2019 Target
SRO student contacts*	7,387	5,500	7,000	7,000

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

Objective 3: Internet Safety

Promote the safety of children from on-line perpetrators through the enforcement of child pornography laws. Engage in proactive and reactive investigations in order to develop child abuse and child exploitation cases for prosecution.

Amount of time dedicated to case development and the number of people arrested from enforcement efforts.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Projection
Amount of Time Dedicated to Case Development on internet crimes against children (ICAC)	713	800	800	900
Number of individuals arrested due to enforcement efforts	5	6	6	7

Objective 4: Illegal Drug Enforcement

Work with federal, state, and local law enforcement agencies to reduce illegal drug distribution and demand for illegal drugs. Work with the District Attorney's Office to prosecute individuals for drug related crimes.

Amount of time dedicated to case development and the number of people arrested from enforcement efforts.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Projection
Buy money spent on case development	\$80,827	\$80,000	\$80,000	\$87,300
# of Defendants	245	200	200	245
# of Felony Charges	572	340	340	400
Controlled Substances Seized/Purchased				
Marijuana	30,798 grams	30,000 grams	30,000 grams	30,000 grams
Heroin	47.2 grams	150 grams	150 grams	150 grams
Cocaine	953.7 grams	85 grams	85 grams	85 grams

Objective 5: Inmate and Staff Safety

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

Assaults on inmates and corrections staff.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Projection
Assaults between inmates - Actual	25	20	20	20
Assaults on Corrections Staff - Actual	4	0	0	0

Objective 6: Huber Workforce Initiative

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

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Projection
Number of Jail Days Saved	275	300	240	240
Value in \$ of service to the County (8 hours/day, 3 to 5 days/week at \$11.42/hr)	\$25,124	\$27,400	\$21,900	\$21,900

In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours. The number of hours available for this program is decreasing as Huber inmates are becoming employed.

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 18	Estimated Operating Impact	A=Annual T=One-Time
201615	Security System Recording & Display Equipment Replacement	2019	\$810,000	10%	TBD	A*
201702	Jail Video Visitation System Replacement	2019	\$525,000	10%	TBD	A*

*System maintenance and upgrade license fees.

Jail Equipment Replacement Plan

Program Description

The 2019 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program funded with \$125,000 of General Fund balance generated from prior years' jail assessment fee revenues. Below is a summary of the items that the Department is planning on purchasing with the 2019 funding.

<u>Category</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Office Equipment	\$11,000	\$10,500	\$11,200	\$10,500
Medical Equipment	\$700	\$5,100	\$11,700	\$2,400
Inmate Area Equipment	\$6,700	\$13,000	\$13,000	\$11,000
Laundry Equipment	\$27,500	\$23,200	\$26,900	\$200
Maintenance Items	\$50,800	\$21,600	\$15,350	\$45,700
Kitchen Equipment	\$28,200	\$8,500	\$34,200	\$41,000
Security Equipment	\$30,100	\$43,100	\$59,800	\$41,900
Total	\$155,000	\$125,000	\$171,950	\$152,700

Non-Corrections Equipment Replacement Plan

Program Description

The 2019 Sheriff's Department Budget includes funding for the purchase of equipment in program areas of the Department other than Jail and Huber. This program is partially funded with \$118,276 of reserved General Fund balance generated from prior year seized funds revenue and \$150,240 of General Fund balance. Below is a summary of the items that the Department is planning on purchasing with the funding.

<u>Category</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Investigative Equipment	\$88,565	\$4,965	\$10,765	\$12,315	\$16,215	\$15,115
Patrol Equipment	\$93,936	\$209,216	\$141,532	\$113,703	\$128,313	\$215,613
Medical Equipment					\$12,400	\$12,400
Public Safety Equipment		\$750	\$2,500	\$700	\$700	
Tactical Equipment	\$17,275	\$53,585	\$41,475	\$39,950	\$80,350	\$19,075
Total	\$199,776	\$268,516	\$196,272	\$166,668	\$237,978	\$262,203

Use of Seized Funds

Program Description

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

<u>Program</u>	<u>Amount</u>	<u>Description</u>
Special Investigations	\$13,419	Vehicle Lease
Special Investigations	\$40,745	Drug buy money
Special Investigations	\$5,000	Vehicle Payment to School Fund (Act 211)
Equipment Replacement Plan	\$118,276	Non-Jail Equipment Enhancements

Process / Warrant Service

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	11.23	11.23	11.23	11.23	0.00
General Government	\$2,957	\$3,818	\$3,818	\$3,818	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$232,332	\$340,000	\$234,836	\$315,000	(\$25,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$6,000	\$0	\$0	\$750	\$750
County Tax Levy (Credit)	\$568,171	\$641,791	\$641,791	\$699,983	\$58,192
Total Revenues	\$809,460	\$985,609	\$880,445	\$1,019,551	\$33,942
Personnel Costs	\$660,653	\$821,988	\$661,728	\$845,554	\$23,566
Operating Expenses	\$21,358	\$14,890	\$16,059	\$18,209	\$3,319
Interdept. Charges	\$146,784	\$148,731	\$148,805	\$155,788	\$7,057
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$828,795	\$985,609	\$826,592	\$1,019,551	\$33,942
Rev. Over (Under) Exp.	(\$19,335)	\$0	\$53,853	\$0	\$0

Program Highlights

General government revenue is from the State of Wisconsin's reimbursement for deputy training. Charges for services revenue decreases by \$25,000 to \$315,000 due to past revenue experience for process and warrant service. County tax levy is increasing by \$58,200 due to revenue reduction noted above and increasing personnel expenses due to cost to continue for 11.23 FTE, and an increase of \$750 of fund balance.

Personnel expenses of \$845,600 increase by \$23,600 due to cost to continue increases for 11.23 FTE. The Department is budgeting \$22,700 for 480 hours of overtime. Operating expenses increase by \$3,300 to \$18,200 as the Department is budgeting \$750 in expenditures for the sworn equipment replacement plan and \$2,100 increase in training expenses. Interdepartmental charges allocated to this program increase by \$7,100 primarily due to \$6,200 of higher risk management expenses due to claims experience.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Warrants Entered	4,727	5,000	5,000	5,000	0
Warrants Disposed	4,752	4,800	4,800	4,800	0

Court Security

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	23.06	23.06	23.06	23.04	(0.02)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$945,655	\$981,950	\$912,755	\$1,021,254	\$39,304
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,127,278	\$1,143,746	\$1,143,746	\$1,091,425	(\$52,321)
Total Revenues	\$2,072,933	\$2,125,696	\$2,056,501	\$2,112,679	(\$13,017)
Personnel Costs	\$2,218,634	\$2,125,696	\$2,083,079	\$2,112,679	(\$13,017)
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,218,634	\$2,125,696	\$2,083,079	\$2,112,679	(\$13,017)
Rev. Over (Under) Exp.	(\$145,701)	\$0	(\$26,578)	\$0	\$0

Program Highlights

Interdepartmental revenue is budgeted at \$1,021,300 due to anticipated security needs by Circuit Court Services and an increase in the per hour rate to provide the security. County tax levy for this division decreases by \$52,300 due to revenue increases and personnel cost decreases noted below.

Personnel costs decreases by \$13,000 to \$2,112,700 due to cost to continue for existing staff which includes a decrease in the number of staff budgeted for family health insurance based on the staff assigned to the program and a (0.01) FTE decrease in extra help. The Department is budgeting \$39,800 in overtime costs for 810 hours, or a decrease of (0.01) FTE. Operating and interdepartmental expenses related to court security are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Bailiff Hours	18,892	19,320	18,000	19,700	380
Average Bailiff Cost per Hour	\$48.23	\$49.50	\$49.50	\$50.50	\$1.00

General Investigations

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	30.39	30.54	30.54	30.54	0.00
General Government	\$35,996	\$26,160	\$44,706	\$45,160	\$19,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$125,359	\$121,110	\$123,134	\$127,182	\$6,072
Interdepartmental	\$112,897	\$113,181	\$114,723	\$117,603	\$4,422
Other Revenue	\$61,336	\$43,300	\$54,316	\$60,640	\$17,340
Appr. Fund Balance	\$8,015	\$88,565	\$88,565	\$4,965	(\$83,600)
County Tax Levy (Credit)	\$3,223,971	\$3,330,125	\$3,330,125	\$3,365,632	\$35,507
Total Revenues	\$3,567,574	\$3,722,441	\$3,755,569	\$3,721,182	(\$1,259)
Personnel Costs	\$2,929,004	\$3,030,712	\$2,935,942	\$3,116,197	\$85,485
Operating Expenses	\$99,714	\$174,191	\$172,988	\$89,005	(\$85,186)
Interdept. Charges	\$452,780	\$517,538	\$480,231	\$515,980	(\$1,558)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,481,498	\$3,722,441	\$3,589,161	\$3,721,182	(\$1,259)
Rev. Over (Under) Exp.	\$86,076	\$0	\$166,408	\$0	\$0

Program Highlights

General government revenue is from the State of Wisconsin's reimbursement program for officer training budgeted at \$4,200, the Justice Assistance Grant revenue budgeted at \$5,000, and revenue of \$36,000 to reimburse Departmental overtime spent on specific types of cases. Charges for services revenue is primarily for the detective position from the City of Pewaukee contract, from blood test fee revenue, and record check fees. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other revenue of \$60,600 is funding received through restitution payments. General Fund balance of \$5,000 is budgeted to fund the sworn equipment replacement program. County tax levy for this program area increases by \$35,500.

Personnel costs of \$3,116,200 increase by \$85,500. This includes cost to continue existing staff. The Department is budgeting \$62,200 for 1,123 hours of overtime coverage. Operating expenditures decrease by \$85,200 to \$89,000. This decrease is due to prioritization of sworn equipment replacement program funds in other programs. Interdepartmental charges decrease by \$1,600 due to decreases in cell phone charges, vehicle replacement, and vehicle fuel largely offset by increases in information technology charges and risk management charges due to claims experience.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Investigations Assigned	1,100	1,400	1,300	1,400	0
Len Bias Homicide Cases*	11	10	11	12	2
Hours dedicated to cyber crime taskforce	713	600	800	900	300

*Len Bias case: A case that is developed to prosecute the individual responsible for the sale of drugs that resulted in an overdose death.

Special Investigations

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.57	9.76	9.76	9.74	(0.02)
General Government	\$182,015	\$163,905	\$181,483	\$169,143	\$5,238
Fine/Licenses	\$2,785	\$3,000	\$3,000	\$3,000	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$28,363	\$25,000	\$28,000	\$25,000	\$0
Appr. Fund Balance	\$21,619	\$13,419	\$17,856	\$59,164	\$45,745
County Tax Levy (Credit)	\$1,138,498	\$1,192,330	\$1,192,330	\$1,203,177	\$10,847
Total Revenues	\$1,373,280	\$1,397,654	\$1,422,669	\$1,459,484	\$61,830
Personnel Costs	\$1,050,169	\$1,020,925	\$1,040,313	\$1,047,024	\$26,099
Operating Expenses	\$161,860	\$170,353	\$193,064	\$176,006	\$5,653
Interdept. Charges	\$205,503	\$206,376	\$216,860	\$231,454	\$25,078
Fixed Assets	\$26,401	\$0	\$0	\$5,000	\$5,000
Total Expenditures	\$1,443,933	\$1,397,654	\$1,450,237	\$1,459,484	\$61,830
Rev. Over (Under) Exp.	(\$70,653)	\$0	(\$27,568)	\$0	\$0

Program Highlights

General government revenues of \$169,100 consist of \$89,500 in Federal Byrne Grant funding which is the 2018 actual award level received, \$78,400 in High Intensity Drug Trafficking revenue (HIDTA), and \$1,300 of State of Wisconsin training revenue. Fine and license revenue consists of marijuana ordinance violation revenue. Other revenue of \$25,000 is to reimburse the County for overtime utilization by the Federal Drug Enforcement Agency (DEA). Appropriated Seized Fund Balance of \$59,200 includes \$40,745 for drug buy money, \$13,400 for vehicle lease, and \$5,000 to fund Wisconsin Act 211 for seized vehicles. County Tax Levy for this program area increases by \$10,800.

Personnel costs of \$1,047,000 increase by \$26,100 due to cost to continue for existing staff. Personnel costs also include 1.01 FTE temporary extra help costing \$34,500 to provide clerical assistance to the staff working in the division. Special Investigations is budgeting \$84,600 for overtime. This overtime amount budgeted includes \$30,000 of overtime and benefits associated with work done with HIDTA.

Operating expenses of \$176,000 increase by \$5,700 mainly due to an increase in HIDTA reimbursed equipment of \$5,000. Interdepartmental charges increase by \$25,100 to \$231,500 mainly due to increases central fleet repair/maintenance and legal charges to pay for a drug prosecutor. Fixed assets increase \$5,000 for the purchase of seized vehicles in compliance with Wisconsin Act 211.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Cases Investigated	235	280	150	150	-130
Felony Counts Referred	572	300	400	400	100

General Patrol

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	117.69	118.67	118.67	119.31	0.64
General Government	\$165,305	\$94,721	\$92,108	\$144,881	\$50,160
Fine/Licenses	\$410	\$500	\$500	\$500	\$0
Charges for Services	\$5,308,700	\$5,292,627	\$5,313,477	\$5,425,083	\$132,456
Interdepartmental	\$487,369	\$445,097	\$589,594	\$478,933	\$33,836
Other Revenue	\$7,195	\$36,900	\$21,574	\$10,000	(\$26,900)
Appr. Fund Balance	\$240,757	\$142,211	\$265,211	\$271,051	\$128,840
County Tax Levy (Credit)	\$7,673,457	\$7,787,485	\$7,787,485	\$7,953,894	\$166,409
Total Revenues	\$13,883,193	\$13,799,541	\$14,069,949	\$14,284,342	\$484,801
Personnel Costs	\$11,163,316	\$11,024,598	\$10,959,116	\$11,419,825	\$395,227
Operating Expenses	\$457,514	\$508,015	\$633,106	\$578,330	\$70,315
Interdept. Charges	\$1,936,809	\$2,212,028	\$2,070,484	\$2,190,187	(\$21,841)
Fixed Assets	\$36,772	\$54,900	\$43,500	\$96,000	\$41,100
Total Expenditures	\$13,594,411	\$13,799,541	\$13,706,206	\$14,284,342	\$484,801
Rev. Over (Under) Exp.	\$288,782	\$0	\$363,743	\$0	\$0

Program Highlights

General government revenue includes \$100,000 for the State Highway Safety grant, \$14,700 in reimbursement from the State for Training and \$30,100 for snowmobile and boat patrol reimbursement. Charges for services revenue increases by \$132,500 to \$5,425,100. The Department is budgeting to receive a total of \$203,600 in School Resource Officer (SRO) revenue from Arrowhead, Sussex Hamilton, and Kettle Moraine School Districts. This is an increase of \$17,800 from the 2018 budgeted level due to a cost sharing methodology between the Department and school districts. The DARE program revenue is budgeted at \$14,100 for full cost recovery of service to five schools contracting for service in the 2018-2019 school year including: Richmond, Stone Bank, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an increase of \$113,300 for municipal patrol contract and overtime revenue bringing the 2019 total contract revenue budgeted at \$5,263,800. Interdepartmental revenue increases by \$33,800 mainly due to Health and Human Services and Circuit Court Services decision on the amount to budget for transportation. Fund balance of \$271,100 includes \$261,100 for the sworn equipment replacement program and \$10,000 in General Fund balance for the annual purchase of replacement bulletproof vests. County tax levy for this program area increases by \$166,400 due to cost to continue increases noted below.

Personnel costs increase by \$395,200 for wages and employee benefit costs. The Department is budgeting \$571,800 in overtime to pay for 11,800 hours equivalent to 5.67 FTEs which is an increase from 2018 due to an increase in reimbursable overtime budgeted. Operating expenditures increase \$70,300 due to increases in equipment purchases mostly related to the equipment replacement plan. Interdepartmental charges decrease by \$21,800 mainly due to decreases in vehicle fuel of \$31,600, and vehicle replacement by \$38,450. These decreases are partially offset by increases in risk management costs of \$39,200 and information technology costs of \$8,300. The Department is budgeting a total of \$96,000 in fixed assets for the equipment replacement plan.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Citations	5,677	6,000	5,800	5,800	-200
D.A.R.E Students	188	200	225	200	0
Conveyance Hours	2,626	2,800	3,070	2,750	-50
Transport Hours	5,140	4,500	5,500	4,900	400

Inmate Security/Services-Jail

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	126.15	126.15	126.15	126.14	(0.01)
General Government	\$18,092	\$20,000	\$18,500	\$20,960	\$960
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,037,649	\$1,720,193	\$1,780,639	\$1,902,042	\$181,849
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,272,133	\$1,334,948	\$1,322,396	\$1,383,258	\$48,310
Appr. Fund Balance	\$183,685	\$182,000	\$282,424	\$271,500	\$89,500
County Tax Levy (Credit)	\$10,565,942	\$10,570,645	\$10,570,645	\$10,650,896	\$80,251
Total Revenues	\$14,077,501	\$13,827,786	\$13,974,604	\$14,228,656	\$400,870
Personnel Costs	\$10,129,251	\$9,879,124	\$10,546,432	\$10,172,002	\$292,878
Operating Expenses	\$3,271,569	\$3,341,293	\$3,361,334	\$3,484,608	\$143,315
Interdept. Charges	\$521,588	\$539,369	\$544,476	\$568,046	\$28,677
Fixed Assets	\$52,677	\$68,000	\$90,099	\$4,000	(\$64,000)
Total Expenditures	\$13,975,085	\$13,827,786	\$14,542,341	\$14,228,656	\$400,870
Rev. Over (Under) Exp.	\$102,416	\$0	(\$567,737)	\$0	\$0

Program Highlights

General government revenue of \$21,000 is from the State of Wisconsin to assist with funding law enforcement training. Charges for services revenue increases by \$181,800 to \$1,902,000 due to the Sheriff's Department budgeting for 32.22 federal inmates, at an anticipated rate of \$88/day which is a \$11/day increase from the current rate resulting in an additional \$129,400 in federal inmate revenue. The Sheriff's Department is budgeting to hold 19.17 inmates per day for the Wisconsin Department of Corrections, which is a slight increase from the 2018 budget level. The Department is budgeting for approximately 6,700 municipal inmate days, which is a decrease from the 2018 Budget by 300 inmates. Other revenue is increasing by \$48,300 mainly due to an increase in commissioned merchandise sales based on inmates purchasing history. Appropriated Fund Balance of \$271,500 includes General Fund Balance use of \$60,000 for potential variations in the new jail medical contract. Jail Assessment Fund Balance includes \$96,500 for the jail equipment replacement plan, and \$115,000 for inmate medical expenses. County Tax Levy for this program area increases by \$80,300.

Personnel costs of \$10,172,000 increase by \$292,900 due to the cost to continue wages and benefit levels of 126.14 FTE. The Department is budgeting \$268,200 for overtime for 6,531 overtime hours equivalent to 3.14 FTEs. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings due to continued high position turnover.

Operating expenditures increase by \$143,300 to \$3,484,600. This increase is due to an increase in merchandise purchased by inmates, inmate medical costs, and inmate food costs. The Department is budgeting \$645,400 for inmate food, \$612,000 for inmate commissary, and \$1.84 million for inmate medical. Interdepartmental charges are increasing by \$28,700 to \$568,000 mainly due to \$7,900 increases in information technology costs and \$21,500 increase in risk management costs. The Department is also budgeting \$4,000 in the fixed asset appropriation unit for replacement of jail equipment, which meets the fixed asset expenditure threshold. In total, the Department is budgeting \$96,500 in the jail program for equipment replacement based on equipment replacement needs.

Court Tower

Program Description

Provide staffing to accommodate interim courthouse operations while new court tower is under construction.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	6.00	6.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$371,801	\$371,801
County Tax Levy (Credit)	\$0	\$0	\$0	\$74,245	\$74,245
Total Revenues	\$0	\$0	\$0	\$446,046	\$446,046
Personnel Costs	\$0	\$0	\$0	\$446,046	\$446,046
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$446,046	\$446,046
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

Fund balance of \$371,801 provides for 5 new positions. Tax levy of \$74,245 funds a 6th position. Of the six positions three will be permanent and three will sunset.

Fund balance will be phased out over two years with additional tax levy in 2020 and 2021 resulting in three permanent positions fully funded.

When the court tower opens in 2021, fund balance for three temporary positions will be removed and the positions sunset.

Personnel expenditures of \$446,000 includes six correctional officers* to address interim courthouse operations while new court tower is constructed.

*uniform allowance included in Jail Services Division

Inmate Security/Services-Huber

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	31.85	31.85	31.85	31.85	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$679,081	\$875,194	\$761,865	\$875,194	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$110,363	\$119,300	\$135,935	\$123,700	\$4,400
Appr. Fund Balance	\$11,671	\$3,000	\$9,025	\$28,500	\$25,500
County Tax Levy (Credit)	\$2,018,459	\$2,063,475	\$2,063,475	\$2,047,415	(\$16,060)
Total Revenues	\$2,819,574	\$3,060,969	\$2,970,300	\$3,074,809	\$13,840
Personnel Costs	\$2,450,014	\$2,624,671	\$2,250,092	\$2,621,405	(\$3,266)
Operating Expenses	\$232,349	\$316,143	\$264,195	\$302,996	(\$13,147)
Interdept. Charges	\$112,688	\$120,155	\$117,792	\$127,408	\$7,253
Fixed Assets	\$0	\$0	\$0	\$23,000	\$23,000
Total Expenditures	\$2,795,051	\$3,060,969	\$2,632,079	\$3,074,809	\$13,840
Rev. Over (Under) Exp.	\$24,523	\$0	\$338,221	\$0	\$0

Program Highlights

Charges for services revenue remains the same for 2019. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for the 2019 budget is \$24.00 per day, which is the 2018 budgeted level. The County budgets for and retains approximately \$22.84 of the \$24.00 a day due to sales taxes remitted to the State. The 2019 Huber Board revenue is budgeted at the 2018 revenue level of \$860,200 as the Department is anticipating collecting the day rate from 103.18 inmates. Other revenue is budgeted to increase by \$4,400 to \$123,700 due to the historical data relating to vending and commissary revenue at Huber. Jail assessment fund balance of \$28,500 is for the purchase of equipment at Huber as part of the corrections equipment replacement plan. County tax levy for this program area decreases by \$16,100.

Personnel costs decrease slightly by \$3,300 due to correctional officer turnover and benefit elections. This also includes the cost to continue for 31.85 FTE staff. The Department is budgeting \$73,400 for 1,771 hours of overtime, which is the same as the 2018 Adopted Budget level.

Operating expenses decrease by \$13,100 to \$303,000 due to a decrease in ordered commissary and a decrease is projected equipment purchases. Interdepartmental charges are budgeted to increase by \$7,300 due to an increase in risk management costs and information technology costs. The Department is budgeting \$28,500 for equipment for the corrections equipment replacement plan primarily in the fixed asset appropriation unit.

Administrative Services

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	21.15	21.15	21.15	21.14	(0.01)
General Government	\$372	\$480	\$480	\$480	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$88,539	\$90,800	\$87,985	\$91,500	\$700
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$20,540	\$7,100	\$11,201	\$10,600	\$3,500
Appr. Fund Balance	\$44,105	\$4,000	\$4,000	\$1,750	(\$2,250)
County Tax Levy (Credit)	\$1,785,705	\$1,836,884	\$1,836,884	\$1,894,814	\$57,930
Total Revenues	\$1,939,261	\$1,939,264	\$1,940,550	\$1,999,144	\$59,880
Personnel Costs	\$1,591,560	\$1,609,167	\$1,703,580	\$1,666,003	\$56,836
Operating Expenses	\$130,359	\$96,525	\$90,043	\$96,355	(\$170)
Interdept. Charges	\$220,268	\$233,572	\$228,824	\$236,786	\$3,214
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,942,187	\$1,939,264	\$2,022,447	\$1,999,144	\$59,880
Rev. Over (Under) Exp.	(\$2,926)	\$0	(\$81,897)	\$0	\$0

Program Highlights

Charges for services revenue increased by \$700 to \$91,500 due to a slight increase in the budgeted copy and duplicating fees. Other revenue increases by \$3,500 due to an increase in towing revenue. General Fund balance decreases by \$2,250 due to purchases associated with the sworn equipment replacement plan. Tax Levy for this program increases by \$57,900.

Personnel costs increase by \$56,800 to \$1,666,000 for cost to continue of staff. Temporary extra help is budgeted at \$26,900 for 1.03 FTE staff for department shuttle drivers, which is the same as the 2018 budgeted FTE. The Department is budgeting \$6,600 for approximately 230 hours of overtime.

Operating expenses of \$96,400 includes office supplies of \$35,000, equipment/supplies and maintenance costs of \$21,200, training costs of \$11,900, subscriptions/memberships of \$4,400, and service costs of \$23,800. Operating expenses decrease slightly by \$200 due to small fluctuations in projected expenditures.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Accident Reports	2,392	2,500	2,400	2,400	-100
Incident Reports	4,854	5,000	4,900	4,900	-100

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Main Jail					
Jail Bookings	8,823	8,400	8,500	8,500	100
Federal Inmate Days	12,546	11,760	11,800	11,760	0
Other Inmate Days	141,227	138,620	140,405	140,445	1,825
Average Daily Population	421	412	417	417	5
Billable Probation/Parole Days	6,836	3,750	5,000	5,000	1,250
Billable Extended Supervision Sanct.	10,554	6,800	7,000	7,000	200
Huber Jail					
Total Huber Inmate Days	44,808	49,275	47,450	47,450	-1,825
Avg Huber Daily Population-Housed	123	135	130	130	-5
Avg Electronic Homebound	1	5	1	5	0
Meals Served for Jail and Huber facilities*	674,168	650,537	635,000	650,693	156

* New food provider started January 2018 which could contribute to meal count variations.

Fee Schedule

Correction Fees	2018	2019	Change
1 Federal Inmates (per day)	\$ 77.00	\$ 88.00	\$ 11.00
2 DOC Extended Supervision Sanctions (per day)	\$ 51.46	\$ 51.46	\$ -
3 DOC Extended Supervision Sanctions (per day for working Huber inmates)	\$ 27.46	\$ 27.46	\$ -
4 Probation and Parole Holds (per day)	*	*	
5 Huber/Electronic Monitoring Charge (per day)	\$ 24.00	\$ 24.00	\$ -
6 Municipal Holds (per day)	\$ 17.14	\$ 17.01	\$ (0.13)
7 Booking Fee (unemployed)	\$ 35.00	\$ 35.00	\$ -
8 Booking Fee (employed)**	\$ 11.00	\$ 11.00	\$ -
9 Huber Transfer Fee	\$ 50.00	\$ 50.00	\$ -
10 Disciplinary fee if Huber inmates are shipped to the Main Jail	\$ 50.00	\$ 50.00	\$ -
11 Medical Co-pay	\$ 25.00	\$ 25.00	\$ -
12 ID tag replacement/Lock Fee	\$ 5.00	\$ 5.00	\$ -
13 Parking Pass	\$ 15.00	\$ 15.00	\$ -
14 Electronic Monitoring Set Up Fee	\$ 50.00	\$ 50.00	\$ -
15 Medtox Drug Test (if positive result)	\$ 5.00	\$ 5.00	\$ -
16 Medtox Drug Challenge Test	\$ 40.00	\$ 40.00	\$ -
17 Walkaway Fee	\$ 100.00	\$ 100.00	\$ -
18 Enhanced Meals	\$ 6.00	\$ 6.00	\$ -
Administration Fees			
1 Accident Report	\$ 1.80	\$ 1.80	\$ -
2 Bartenders License	\$ 12.50	\$ 12.50	\$ -
3 Fingerprinting	\$ -	\$ -	\$ -
4 Mugshot	\$ 1.00	\$ 1.00	\$ -
5 Concealed and Carry ID Card	\$ 10.00	\$ 10.00	\$ -
6 Copy Fee	\$ 0.25	\$ 0.25	\$ -
7 CD Copy	\$ 10.00	\$ 10.00	\$ -
8 Microfilm Copy	\$ 0.55	\$ 0.55	\$ -
9 Background Check	\$ 5.00	\$ 5.00	\$ -
10 PBT Test Fee	\$ 5.00	\$ 5.00	\$ -
11 Vehicle Storage Fee	\$ 20.00	\$ 20.00	\$ -
12 Sheriff Sale Fees--Post and Hold Sale	\$ 150.00	\$ 150.00	\$ -
14 Writ of Execution Fee	\$ 75.00	\$ 75.00	\$ -
15 Service for Non-Sufficient Funds	\$ 30.00	\$ 30.00	\$ -
16 Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	\$ 60.00	\$ 60.00	\$ -
17 Notary Fee	\$ 1.00	\$ 1.00	\$ -
18 Witness Fee	\$ 16.00	\$ 16.00	\$ -
19 Blood Test Fee (dependant on hospital bill to department)	\$ 35.00	\$ 35.00	\$ -
20 Parking Citation	\$ 25.00	\$ 25.00	\$ -
21 Vehicle Lockout	\$ 50.00	\$ 50.00	\$ -

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

Health & Human Services

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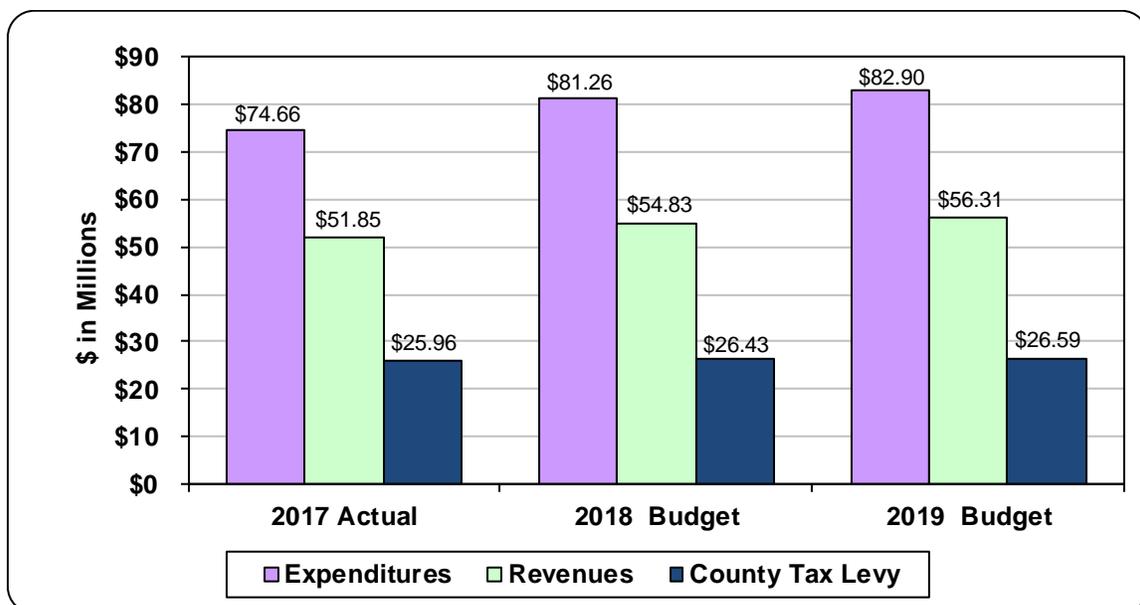
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HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

Not included in this functional area are the Health and Human Services related capital projects (see Capital Projects) and purchases of vehicles and major equipment replacements (see Vehicle/Equipment Replacement Fund in public works functional area, and End User Technology Fund in general administration functional area).



The 2019 expenditure budget for this functional area totals \$82,899,900, an increase of \$1,642,900 or 2% from the 2018 Budget. Budgeted revenues include \$430,800 of fund balance appropriations. Revenues budgeted in this functional area total \$56,314,800, an increase of \$1,488,500 or 2.7% from the 2018 budget. The Tax Levy necessary to fund this functional area totals \$26,585,100, an increase of \$154,400 from the 2018 Budget. Tax levy in this functional area is about 25% of the total county tax levy.

**** HEALTH AND HUMAN SERVICES ****

Functional Area Summary by Agency

	2017	2018	2018	2019	Change from 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%

*** TOTAL HEALTH & HUMAN SERVICES***

Revenues (a)	\$51,846,775	\$54,826,265	\$53,698,299	\$56,314,777	\$1,488,512	2.7%
County Tax Levy	\$25,958,853	\$26,430,708	\$26,430,708	\$26,585,074	\$154,366	0.6%
Expenditure	\$74,656,362	\$81,256,973	\$79,377,746	\$82,899,851	\$1,642,878	2.0%
Rev. Over (Under) Exp.	\$3,149,266	\$0	\$751,261	\$0	\$0	N/A

BREAKDOWN BY AGENCY**CORPORATION COUNSEL-CHILD SUPPORT**

Revenues (a)	\$2,224,938	\$2,235,182	\$2,168,689	\$2,260,651	\$25,469	1.1%
County Tax Levy	\$378,875	\$376,730	\$376,730	\$381,096	\$4,366	1.2%
Expenditure	\$2,507,832	\$2,611,912	\$2,529,528	\$2,641,747	\$29,835	1.1%
Rev. Over (Under) Exp.	\$95,981	\$0	\$15,891	\$0	\$0	N/A

HEALTH & HUMAN SERVICES

Revenues (a)	\$49,621,837	\$52,591,083	\$51,529,610	\$54,054,126	\$1,463,043	2.8%
County Tax Levy	\$25,579,978	\$26,053,978	\$26,053,978	\$26,203,978	\$150,000	0.6%
Expenditure	\$72,148,530	\$78,645,061	\$76,848,218	\$80,258,104	\$1,613,043	2.1%
Rev. Over (Under) Exp.	\$3,053,285	\$0	\$735,370	\$0	\$0	N/A

(a) The 2019 budget includes a total of \$430,845 of Fund Balance appropriations, which include: Health & Human Services General Funds of \$430,845. The 2018 budget includes a total of \$340,305 of Fund Balance appropriations, which include: Health & Human Services General Funds of \$340,305.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- **HHS Administrative Services division includes** \$150,000 of appropriated fund balance to provide one-time funding related to department wide initiatives for alternative placement services for high need clients. Personnel costs include the creation of 1.00 FTE Financial Analyst to address workload needs related to reporting compliance with state and federal funding sources and the creation of 1.00 FTE Information Technology Technician position. Also, 1.00 FTE Health and Human Services Coordinator position transferred from Public Health is reclassified to a Compliance Program Coordinator. These increases are offset by the abolishments of 1.00 FTE Administrative Assistant and 1.00 FTE Senior Administrative Specialist positions.
- **Economic Services Administration and Support Program** general government revenues includes a \$115,000 increase in Child Care Administration revenue related to a change in the state's reimbursement process.
- **Children and Family Services** general government revenues include state Child and Families allocation increases of \$107,500 which supports the growth in both Child Protective and Juvenile Justice cases. In addition, the In-Home Safety Services program revenue increases \$75,000. Fund balance appropriation increases by \$150,000 to provide one-time funding related to department wide initiatives for alternative placements.
- The **alternative care\ out-of-home care** budget expenses increase \$200,000, which includes a \$155,000 increase in foster care expenditures, and a \$70,000 increase in group home expenditures offset by a \$25,000 decrease in residential care center expenditures. Also, contracted services increases \$64,500 mostly related to a \$50,000 increase for In-Home Safety Services, and is partially offset by a \$37,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding.
- **Children with Special Needs Unit - Birth to Three program** - The Children Long Term Support (CLTS) case management revenue increases \$280,000, as a result of the Governor's proposal to eliminate the CLTS wait lists. The estimated higher volume of clients results in \$40,000 of increased parental fee collections and \$30,000 of increased reimbursement revenue for CLTS expenditures.
- Contracted staff costs increase by \$360,000, of which \$325,000 is related to the State's mandate to eliminate CLTS wait lists by the end of 2018, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served
- **The Family and Juvenile Services** state Child and Families allocation increases \$44,000 mostly due to an increase in revenue from the Independent Living Innovation grant related to youth employment initiatives of \$50,000. This also includes an increase in the state's Child and Families allocation of \$36,000, which was not anticipated in the 2018 budget. This increase is to support the growth in both Child Protective and Juvenile Justice cases. This is partially offset by a decrease in the Youth Aids allocation of \$40,000.

Personnel costs increase includes the creation of a Human Services Supervisor.

Juvenile Center operating expenses increase by about \$76,000 due to a contract increase related to a new mandate requiring children in shelter care to receive an immediate medical exam upon admission and shelter care contracted cost of living increases.

- **Aging & Disability Resource Center (ADRC) General Fund - Adult Protective Services** - Charges for services revenues are reduced \$56,000 related to a reduced number of clients that are budgeted to be protectively placed at hospitals. Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection to adults found to be legally incompetent and a danger to themselves or others.

Personnel costs include the creation of a 1.00 FTE Human Services Support Specialist offset by the unfunding of 1.00 FTE Social Worker.

Operating expenses includes \$119,800 attributable to reduced placement costs at the Clearview Rehabilitation Center. These reduced costs are partially offset by an increase of \$22,600 in the annual assessment fee for the Marsh Country Health Alliance for those clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced \$39,500 due to fewer costs associated with emergency protective placements.

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

- The **Aging & Disability Resource Center (ADRC) General Fund - Community Services** - General government revenues are budgeted to increase \$91,500, primarily due to a \$78,600 increase in the Alzheimer's grant, a \$29,300 increase in the State of Wisconsin Specialized Transportation grant and a \$5,800 increase in the Nutrition Services Incentive Program (NSIP) funding. These increases are offset by an \$18,900 decrease in Supportive Services Title IIIB funding, and a \$4,500 decrease in other state revenue grant funding.

Operating expenses are budgeted to increase about \$36,700, primarily due to an anticipated increase in the Alzheimer's grant costs of \$70,700 as a result of an increased state grant award. Transportation service expenses increase about \$48,700 due to a RideLine contract vendor rate increase as well as an increase in the number of budgeted taxi rides. These increases are offset by a decrease in taxi company operating assistance available dollars of \$50,000 due to a reduction in tax levy overmatch for the transportation grant. In home care decreases \$20,900 and respite personal care decreases \$17,700.

- The **Aging & Disability Resource Center (ADRC) Contract Fund** revenues increase about \$38,200 due to a \$72,700 increase in the ADRC grant funding. This is offset by a \$34,500 decrease for the Dementia Crisis Innovation Grant that ends in 2018.

Personnel costs are budgeted to increase approximately \$858,500. This mostly relates to the creation of 12.00 FTE for ten Senior ADRC Specialists and two Benefit Specialists approved by ordinance in 2018 that were previously contracted services.

Operating expenses decrease of \$829,100 mostly relates to a decrease of \$839,100 for the 12 contracted services positions that were converted to full time regular positions in 2018.

- **Mental Health Outpatient-Clinical** revenues (excluding tax levy) increase nearly \$205,000 or 4.8% to \$4.4 million, largely due to increases of \$111,500 in outpatient clinic revenues related to increased billing trends pertaining to the 24/7 crisis intervention program and efficiencies made to clinic scheduling practices to increase client access to providers and lessen no-shows. In addition, state mental health institute revenues are budgeted to increase \$64,400 to \$1.1 million, to better-reflect reflect prior-year experience and anticipated revenue collection; mainly for adults placed in the state institutes.
- **Mental Health Outpatient-Intensive** revenues (excluding tax levy) increase \$407,800 or 7% to \$6.26 million due to increases in the Comprehensive Recovery Services (CRS) program of nearly \$297,000 to \$610,600. This increase is driven by recognizing reimbursable revenues as identified by the Wisconsin Medicaid Cost Report settlement. These reimbursements were expanded in 2018 to include the CRS program. Other cost settlement revenue reimbursements from other programs increase \$75,000 in 2019.
- **Mental Health Center (MHC)** expenses increase \$525,400 or 7.6%, including a \$300,400 or 0.77 FTE personnel cost increase that includes the creation of 1.00 FTE clinical therapist, 1.00 FTE registered nurse, the transferring in of 0.40 FTE psychiatrist and 0.64 FTE registered nurse from the Mental Health Outpatient-Clinical program, and the increase of a part-time registered nurse by 0.16 FTE. These increases are partially offset by the transfer of 1.00 FTE administrative specialist to the administrative services division, decrease of 1.32 FTE extra-help clinical therapists, and 0.11 FTE extra-help registered nurse. The changes to add regular staff in lieu of temporary extra help reflect the challenges in hiring qualified medical staff to operate in a 24/7 environment with an increasing trend in client caseloads. Operating expenses increase \$119,400 or nearly 12% related to a \$38,000 increase in furniture/equipment repair and replacement, partly related to the department's 5-year replacement plan, \$30,000 increase in transcription services related to the digitization of notes as part of the electronic medical record project, \$22,600 in increased food service costs due to a new contract rate and higher census numbers, and a \$20,000 increase in contracted-temporary registered nurse coverage. Interdepartmental charges increase \$105,600, mainly as a result of several one-time building projects, including: \$30,000 for new digital security cameras to replace existing analog technology, \$25,000 as part of a multi-year facility painting project, \$20,000 for replacement carpeting, and \$6,000 for padded flooring in the group exercise room. Charges for services revenue increase \$207,300 or 6.6%, mostly related to increases in client fees based on past experience and current year estimates.
- **Criminal Justice Collaborating Council (CJCC)** expenses increase \$40,800 or 2.5%, largely due to \$31,000 increases reflecting revised rate adjustments with the county's service provider of several CJCC programs (e.g. Alcohol Treatment Court, Pretrial Screening, Pretrial Supervision, Drug Court, etc.), as well as a 1% cost to continue rate increase for the county's service provider of CJCC programs. The Substance Abuse and Mental

HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

Health Services Administration (SAMHSA) grant added in 2018 to expand substance abuse treatment capacity in the Waukesha County Drug Court, and the Treatment Alternatives and Diversion (TAD) grant allocation, both continue with slight increases in funding in the 2019 budget. These programs will continue to provide expanded case management and drug testing, residential and medication assisted treatment, and recovery coaching for up to 60 clients in 2019.

- **Public Health** grant revenue is budgeted to increase \$79,000 mainly due to a transfer of approximately \$91,200 of Preparedness grant revenue from the HHS Administrative Services Division to Public Health related to the transfer of emergency preparedness personnel. In addition, increases in the Communicable Disease grant of \$20,000 and the Preparedness grant of \$3,600 are offset by reductions in the WIC grant of \$29,400 and Immunization grant of \$6,400.

Public Health charges for services revenue is budgeted to decrease approximately \$48,600 mainly due to a \$50,000 decrease in Healthcheck due to lower client utilization, a decrease in tuberculosis case management and skin tests of \$7,500, a decrease in prenatal care coordination of \$6,000, decreases in immunizations and flu vaccinations of \$5,400. The decreases are partially offset by an increase in child at-risk case management of \$10,000, an increase in travel clinic of \$5,000, an increase in Perinatal Hepatitis B of \$4,000, and an increase in STD testing of \$2,000 due to increased utilization.

Public Health personnel costs decrease by approximately \$50,400 includes abolishing 1.00 FTE Public Health Nurse, abolishing 1.00 FTE Epidemiologist – Health Officer, unfunding 0.50 FTE of a WIC Program Nutritionist. Also, 1.00 FTE Health and Human Services Coordinator was refunded in 2018 and transferred to the HHS Administrative Services Division. This is offset by the creation of 1.00 FTE Health and Human Services Coordinator. Also, 1.00 FTE Programs and Projects Analyst position is transferred in from HHS Administrative Services for emergency preparedness, and that position is reclassified to a Health and Human Services Preparedness Coordinator.

Public Health operating expenses increase by \$41,300, which includes increases in medication and medical supplies costs of \$25,700, and contracted services of \$5,700.

- **Corporation Counsel-Child Support** federal and state funded program revenue sources are budgeted to increase \$29,800 or 1.1%. As the Division continues improving its collection rates to meet or surpass statewide performance targets, state-funded performance incentives increase \$13,500. State contract reimbursements increase about \$12,000 based on increased spending, and County tax levy increases \$4,400 or 1.2% to \$381,100.

Child Support personnel costs increase \$45,600 and includes the creation of a 1.0 FTE Senior Fiscal Specialist position at a cost of \$74,400. These costs are offset by the elimination of 0.69 FTE of temporary extra help.

**BUDGETED POSITIONS 2017-2019
SUMMARY BY AGENCY AND FUND**

HEALTH AND HUMAN SERVICES

Agency	Fund	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Budget	18-19 Change
CORPORATION COUNSEL	Child Support	27.65	28.25	28.25	29.15	0.90
HEALTH & HUMAN SERVICES General Fund						
	Administrative/Information Services	61.00	60.00	60.00	61.00	1.00
	Intake Support Services	68.00	68.00	68.00	73.00	5.00
	Children and Family Services	29.00	29.00	29.00	28.00	(1.00)
	Adolescent and Family Services	47.00	48.00	48.00	45.00	(3.00)
	Clinical Services	95.21	99.71	99.71	101.97	2.26
	Public Health	31.84	30.84	30.84	30.34	(0.50)
	Criminal Justice Collaborating Council	1.00	1.00	1.00	1.00	-
	Veterans Services	4.00	4.00	4.00	4.00	-
	ADRC	25.04	25.04	25.04	25.30	0.26
	Total H & HS General Fund	362.09	365.59	365.59	369.61	4.02
	Aging and Disability Resource Center	22.00	23.00	23.00	34.74	11.74
	H&HS Subtotal	384.09	388.59	388.59	404.35	15.76
	TOTAL REGULAR POSITIONS	411.74	416.84	416.84	433.50	16.66
	TOTAL EXTRA HELP	24.59	27.02	27.02	26.59	(0.43)
	TOTAL OVERTIME	2.50	3.45	3.45	3.44	(0.01)
	TOTAL BUDGETED POSITIONS	438.83	447.31	447.31	463.53	16.22

2019 BUDGET ACTIONS

Corporation Counsel - Child Support

Create: 1.00 FTE Senior Fiscal Specialist
 Transfer: 0.10 FTE Senior Administrative Specialist to Corporation Counsel
 Reduce: 0.01 FTE Overtime
 Reduce: 0.69 FTE Extra Help

Health and Human Services - General Fund

Create: 1.00 FTE Financial Analyst (Administrative Services)
 Create: 1.00 FTE Information Technology Tech (Administrative Services)
 Create: 1.00 FTE Human Services Supervisor (Adolescent and Family Services)
 Create: 2.00 FTE Psychiatric Nurse Practitioner (Clinical Services)
 Create: 1.00 FTE Clinical Therapists - Two (2) Regular Part Time (Clinical Services)
 Create: 1.00 FTE Registered Nurse (Clinical Services)
 Create: 1.00 FTE Clinical Therapist (Clinical Services)
 Create: 1.00 FTE Health and Human Services Coordinator (Public Health)
 Create: 1.00 FTE Human Services Support Specialist (ADRC)
 Increase: 0.10 FTE Registered Nurse (Clinical Services)
 Increase: 0.16 FTE Registered Nurse - Regular Part time (Clinical Services)
 Reclassify: 1.00 FTE Health and Human Services Coordinator to Compliance Program Coordinator (Administrative Services)
 Reclassify: 1.00 FTE Programs and Projects Analyst to HHS Preparedness Supervisor (Public Health)
 Abolish: 1.00 FTE Administrative Assistant (Administrative Services)
 Abolish: 1.00 FTE Sr. Administrative Specialist (Administrative Services)
 Abolish: 1.00 FTE Clinical Therapist Regular Full Time (Clinical Services)
 Abolish: 1.00 FTE Epidemiologist/County Health Officer (Public Health)
 Abolish: 1.00 FTE Public Health Nurse (Public Health)
 Unfund: 1.00 FTE Psychiatrist (Clinical Services)
 Unfund: 0.50 FTE WIC Program Nutritionist (Sunset-Public Health)
 Unfund: 1.00 FTE Social Worker (ADRC)
 Reduce: 1.11 FTE Extra Help (Intake Support Services)
 Reduce: 0.47 FTE Extra Help (Clinical Services)
 Transfer: 0.26 FTE Senior ADRC Specialist from ADRC Contract Fund
 Increase: 0.52 FTE Extra Help (Public Health)
 Increase: 0.52 FTE Extra Help (Veterans' Services)

Health and Human Services - Aging and Disability Resource Center Contract Fund

Transfer: 0.26 FTE Senior ADRC Specialist to ADRC General Fund
 Increase: 0.80 FTE Extra Help

2018 CURRENT YEAR ACTIONS

Corporation Counsel- Child Support

Increase: 0.50 FTE Attorney
 Reduce: 0.50 FTE Senior Attorney

Health and Human Services- Human Services

Refund: 1.00 FTE Health and Human Services Coordinator

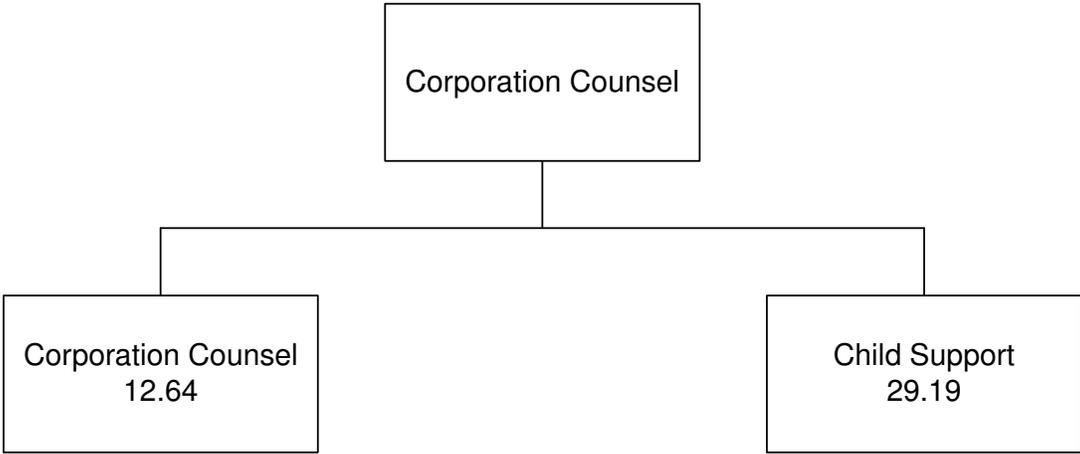
Health and Human Services - Aging and Disability Resource Center Contract Fund

Create: 10.00 FTE ADRC Specialist
 Create: 2.00 FTE Benefit Specialist

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.83 TOTAL FTE'S

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

Child Support

Statement of Purpose

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

Program Description

Under the umbrella of the Corporation Counsel Office, the Child Support Division provides financial, legal, case management, and clerical services for child support cases. Legal and case management activities include establishing paternity, establishing court-ordered obligations for child support and health insurance, locating absent parents, investigating delinquent child support cases, modifying support obligations as required by law, and enforcing support obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include entering court order information into the Kids Information Data System, generating and sending wage assignments to employers, conducting case audits, updating demographic information, adjusting accounts, researching suspended payments, resolving issues with the Wisconsin Support Collections Trust Fund, and answering customer service inquiries. Revenues are primarily generated from federally-funded administrative cost reimbursements and performance-based incentive funding passed through the state contract, incentives from medical support liability collections, and miscellaneous revenues from genetic test fees, client fees, copy fees, and vital statistics fees.

Financial Summary	2017 Actual	2018	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
		Adopted Budget			\$	%
Revenues						
General Government (a)	\$2,162,245	\$2,203,482	\$2,139,659	\$2,228,951	\$25,469	1.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$31,677	\$31,700	\$28,985	\$31,700	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$31,016	\$0	\$45	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$378,875	\$376,730	\$376,730	\$381,096	\$4,366	1.2%
Total Revenue Sources	\$2,603,813	\$2,611,912	\$2,545,419	\$2,641,747	\$29,835	1.1%
Expenditures						
Personnel Costs	\$2,051,796	\$2,184,193	\$2,128,209	\$2,229,750	\$45,557	2.1%
Operating Expenses	\$287,258	\$251,539	\$232,770	\$237,039	(\$14,500)	-5.8%
Interdept. Charges	\$168,778	\$176,180	\$168,549	\$174,958	(\$1,222)	-0.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,507,832	\$2,611,912	\$2,529,528	\$2,641,747	\$29,835	1.1%
Rev. Over (Under) Exp.	\$95,981	\$0	\$15,891	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	27.65	28.25	28.25	29.15	0.90
Extra Help	0.73	0.69	0.69	0.00	(0.69)
Overtime	0.05	0.05	0.05	0.04	(0.01)
Total FTEs	28.43	28.99	28.99	29.19	0.20

(a) General government revenues include the state General Purposes Revenue (GPR) of \$237,024 in 2017, \$236,000 in the 2018 adopted budget, and \$236,000 in the 2019 budget, which is eligible to be matched pursuant to state and county contract.

Program Highlights

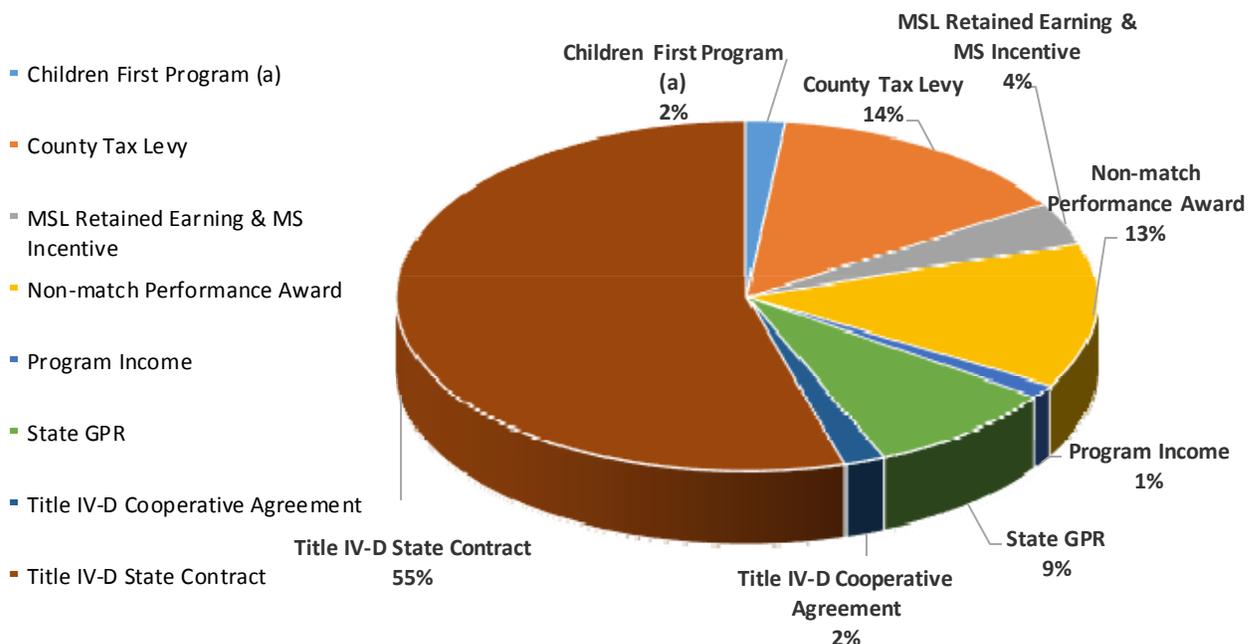
Child Support Division revenues are projected to increase \$29,800 or 1.1% to \$2,641,700. As the Division continues improving its collection rates to meet or surpass statewide performance targets, state-funded performance incentives increase \$13,500. State contract reimbursements increase about \$12,000 based on increased spending, and County tax levy increases \$4,400 or 1.2% to \$381,100.

Personnel costs increase \$45,600 or 2.1% to \$2,229,800. In addition to higher costs to continue, the countywide compensation study increases personnel expenses by \$8,800, and the Division creates a 1.00 FTE senior fiscal specialist position at a cost of \$74,400. These costs are offset by cost savings from position turnovers, a decrease of \$6,600 in health insurance costs due to changes in benefit selections, and a reduction of \$1,300 in overtime expenses. The Division also eliminates 0.60 FTE of temporary extra help at a savings of \$22,400, and transfers 0.10 FTE of a senior administrative specialist to Corporation Counsel at a reduction of \$5,300. In 2019, a total of 29.19 FTE positions are budgeted for the Child Support Division.

Operating expenses decrease \$14,500 or 5.8% to \$237,000. Fees previously paid to the state for technical support services are reduced by \$8,200, and lab fees are reduced by \$4,000 to reflect lower costs of paternity testing. To align with historic spending trends, the Division reduces \$2,500 in extradition, \$2,000 in contract services, and \$1,000 in tuition and registration, but increases court/paternity fees by \$3,200 to reflect rising costs of process service costs

Interdepartmental charges decrease \$1,200 or 0.7% to \$175,000, mainly due to decreases of \$2,000 in postage and \$2,000 in telephone costs, offset by increases of \$2,400 in computer maintenance and replacement, and \$400 in general/vehicle liability insurance.

**Waukesha County Child Support Program
2019 Revenue Budget of \$2.64 Million**



The above chart represents total estimated revenue in the 2019 Child Support program budget, which is primarily funded by the federal and state government through the Wisconsin Department of Children and Families. Included are title IV-D state contract administrative reimbursements of \$1,442,000, state GPR of \$236,000, a non-match performance award of \$350,000, retained earnings from Medical Support Liabilities (MSL) collection of \$100,000, and medical support incentives of \$3,000. The IV-D cooperative agreement with Circuit Courts produces approximately \$50,000, and the Children First program is allotted \$48,000^(a). Program income of \$31,700 includes copy fees, vital statistics fees, genetic test fees, and process service fees. The 2019 budget includes tax levy of \$381,096.

(a) The Children First program is included in the Child Support program, and contracts with an outside vendor to assist non-custodial parents in obtaining employment.

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Economic Stability

Bring increased economic stability to families in need by collecting consistent monthly child support in a cost-effective manner. The statewide goal for cost effectiveness is to collect at least \$5.00 for every dollar expended. In 2017, Waukesha County exceeded this goal by collecting approximately \$7.94 for every dollar expended.

In 2019, the Department of Children and Families will allocate state and federal incentive funds to the counties based on five performance measures, weighted as follows:

- Court order establishment: 20%
- Paternity establishment: 25%
- Cases with current support collected: 20%
- Cases with arrears balances collected: 15%
- Adjusted caseload: 20%

For Performance Measure #3 (Current Support Collection Rate), the county will receive approximately \$45.57 per case with current support collected. For Performance Measure #4 (Arrearage Collection Rate), the county will receive approximately \$21.95 per case that receives a payment toward an arrears balance during the federal fiscal year. A portion of unallocated funds will be distributed to county agencies based on earnings for all five measures. An additional portion of unallocated funds will be awarded to counties that have created partnerships with employment organizations.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Court Order Establishment Rate	93.06%	>80%	>80%	>80%
Paternity Establishment Rate	101.33%	>90%	>90%	>90%
Current Support Collection Rate	81.14%	>80%	>80%	>80%
Arrearage Collection Rate	81.06%	>80%	>80%	>80%

Performance Measure #1: Court Order Rate. This measure compares the number of IV-D cases with support orders to the total number of IV-D cases. In federal fiscal year (FFY) 2016, Waukesha County earned 100% of funding by obtaining a court order rate of 91.81%. Of the \$192,743 available on this measure, Waukesha County earned the full amount.

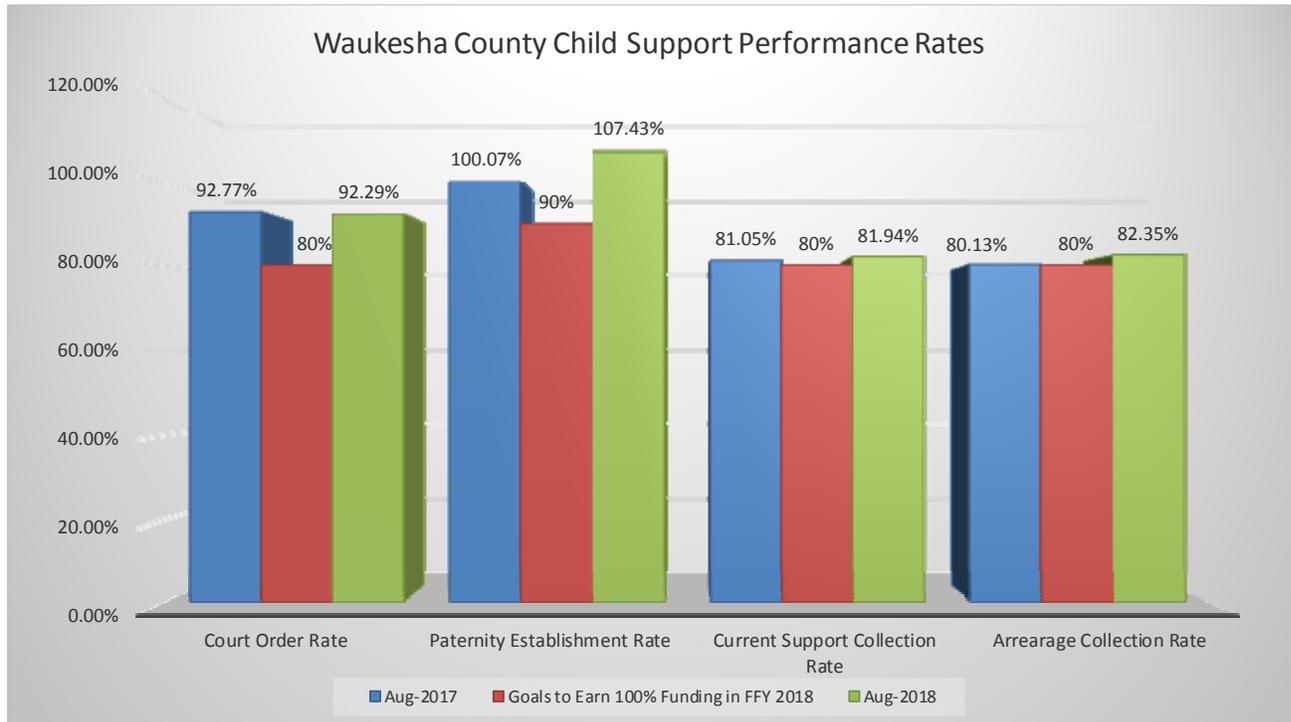
Performance Measure #2: Paternity Establishment Rate. This measure compares the total number of non-marital children for whom paternity has been established during the fiscal year to the total number of non-marital children during the preceding fiscal year. In FFY2016, Waukesha County earned 100% of funding by obtaining a paternity establishment rate of 109.74%. Of the \$240,929 available on this measure, Waukesha County earned the full amount.

Performance Measure #3: Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount collected, and is cumulative over the Federal fiscal year. In FFY2016, Waukesha County earned 100% of funding by obtaining a current support collection rate of 80.20%. Of the \$215,047 available on this measure, Waukesha County earned the full amount.

Performance Measure #4: Arrearage Collection Rate. This measure is the percentage of cases that received a payment on past due child support during the year. In FFY2016, Waukesha County achieved a rate of 79.6%. To obtain 100% funding on this measure, the county would have needed to reach a rate of 80%. Of a possible \$148,992 available, Waukesha County earned \$146,012 in 2018.

Performance Measure #5: . Adjusted Caseload. This measure reviews the number of open cases with activity in the last two years. In 2018, Waukesha County earned \$192,743 on this measure.

The chart below exhibits Waukesha County child support performance as of August 2018 compared to August 2017.



Customer Service Pillar: High Customer Satisfaction

Objective 2: Cooperative Communication

Maintain the highest standards of customer service excellence for the citizens of Waukesha County while continually increasing communication with the public, vendors, Child Support Division staff, and other county agencies to foster an atmosphere of cooperation. Facilitate customer-service surveys to monitor customer satisfaction and obtain feedback in areas for improvement. Participate in statewide workgroups, conferences, and committees to represent the interests of Waukesha county, and contribute to policies and practices that affect our customers.

Team Pillar: Best Professionals Serving the Public in the Best Way

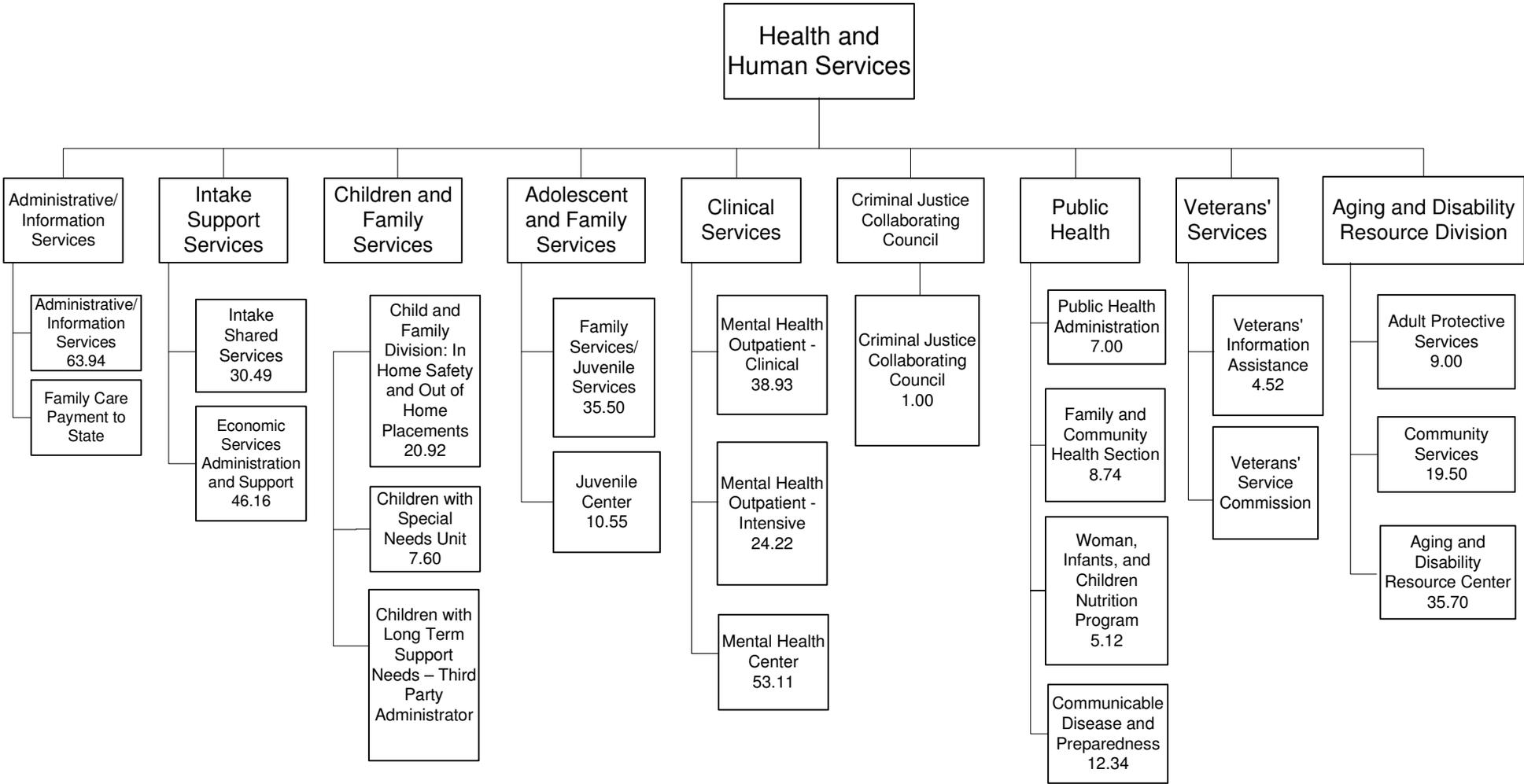
Objective 3: Professional Development and Employee Engagement

Ensure that all staff members receive the most up-to-date training and education in their respective areas. Utilize web-based and off-site trainings and workshops provided by the state, and collaborate with other child support agencies to obtain specialized, hands-on training, and best practices. Cross-train staff within the agency so that employees can provide services in all areas when absences or vacancies occur within the agency.

Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



434.34 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.

Health and Human Services

Statement of Purpose/Summary

All Funds

Statement of Purpose:

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

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

Health and Human Services - All Funds Summary

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
<u>General Fund</u>						
Revenues	\$45,838,954	\$48,892,563	\$47,726,808	\$50,226,824	\$1,334,261	3%
Appr. Fund Balance	\$666,570	\$340,305	\$366,104	\$430,845	\$90,540	27%
County Tax Levy/(Credit)	\$25,579,978	\$26,053,978	\$26,053,978	\$26,203,978	\$150,000	1%
Expenditures	\$69,032,217	\$75,286,846	\$73,411,520	\$76,861,647	\$1,574,801	2%
Rev. Over (Under) Exp.	\$3,053,285	\$0	\$735,370	\$0	\$0	N/A
<u>Aging and Disability Resource Center Contract Fund</u>						
Revenues	\$3,116,313	\$3,358,215	\$3,436,698	\$3,396,457	\$38,242	1%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,116,313	\$3,358,215	\$3,436,698	\$3,396,457	\$38,242	1%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
<u>All Funds</u>						
Revenues	\$48,955,267	\$52,250,778	\$51,163,506	\$53,623,281	\$1,372,503	3%
Appr. Fund Balance	\$666,570	\$340,305	\$366,104	\$430,845	\$90,540	27%
County Tax Levy/(Credit)	\$25,579,978	\$26,053,978	\$26,053,978	\$26,203,978	\$150,000	1%
Expenditures	\$72,148,530	\$78,645,061	\$76,848,218	\$80,258,104	\$1,613,043	2%
Rev. Over (Under) Exp.	\$3,053,285	\$0	\$735,370	\$0	\$0	N/A
<u>Position Summary (FTE)</u>						
Regular Positions	384.09	388.59	388.59	404.35	15.76	
Extra Help	23.87	26.33	26.33	26.59	0.26	
Overtime	2.45	3.40	3.40	3.40	0.00	
Total	410.40	418.32	418.32	434.34	16.02	

HEALTH AND HUMAN SERVICES (All Divisions)

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Revenues	\$11,602,692	\$11,658,799	\$11,680,577	\$11,525,954	(\$132,845)	-1.1%
County Tax Levy	(\$2,413,597)	(\$2,521,834)	(\$2,521,834)	(\$2,015,329)	\$506,505	N/A
Expenditures	\$8,686,905	\$9,136,965	\$8,969,117	\$9,510,625	\$373,660	4.1%
Rev. Over (Under) Exp.	\$502,190	\$0	\$189,626	\$0	\$0	N/A
Intake Support Services						
Revenues	\$5,382,518	\$4,923,872	\$4,697,660	\$4,941,616	\$17,744	0.4%
County Tax Levy	\$2,188,675	\$2,274,798	\$2,274,798	\$2,749,350	\$474,552	20.9%
Expenditures	\$6,938,607	\$7,198,670	\$7,277,652	\$7,690,966	\$492,296	6.8%
Rev. Over (Under) Exp.	\$632,586	\$0	(\$305,194)	\$0	\$0	N/A
Children and Family Services						
Revenues	\$5,281,085	\$10,171,578	\$8,547,242	\$10,773,555	\$601,977	5.9%
County Tax Levy	\$3,819,523	\$3,720,478	\$3,720,478	\$3,527,390	(\$193,088)	-5.2%
Expenditures	\$10,041,609	\$13,892,056	\$12,512,691	\$14,300,945	\$408,889	2.9%
Rev. Over (Under) Exp.	(\$941,001)	\$0	(\$244,971)	\$0	\$0	N/A
Adolescent and Family Services						
Revenues	\$3,963,584	\$4,010,586	\$4,013,190	\$4,058,604	\$48,018	1.2%
County Tax Levy	\$3,978,670	\$3,906,879	\$3,906,879	\$3,641,842	(\$265,037)	-6.8%
Expenditures	\$7,627,563	\$7,917,465	\$7,631,222	\$7,700,446	(\$217,019)	-2.7%
Rev. Over (Under) Exp.	\$314,691	\$0	\$288,847	\$0	-	N/A
Clinical Services						
Revenues	\$15,219,861	\$13,342,632	\$14,013,563	\$14,146,167	\$803,535	6.0%
County Tax Levy	\$12,332,155	\$12,637,315	\$12,637,315	\$12,358,810	(\$278,505)	-2.2%
Expenditures	\$25,353,393	\$25,979,947	\$26,196,124	\$26,504,977	\$525,030	2.0%
Rev. Over (Under) Exp.	\$2,198,623	\$0	\$454,754	\$0	\$0	N/A
Criminal Justice Collaborating Council (CJCC)						
Revenues	\$354,144	\$520,245	\$538,102	\$521,022	\$777	0.1%
County Tax Levy	\$1,077,870	\$1,095,467	\$1,095,467	\$1,135,502	\$40,035	3.7%
Expenditures	\$1,406,025	\$1,615,712	\$1,637,539	\$1,656,524	\$40,812	2.5%
Rev. Over (Under) Exp.	\$25,989	\$0	(\$3,970)	\$0	\$0	N/A
Public Health						
Revenues	\$1,098,597	\$1,045,645	\$978,451	\$1,075,878	\$30,233	2.9%
County Tax Levy	\$2,168,268	\$2,276,030	\$2,276,030	\$2,235,001	(\$41,029)	-1.8%
Expenditures	\$3,228,754	\$3,321,675	\$3,079,756	\$3,310,879	(\$10,796)	-0.3%
Rev. Over (Under) Exp.	\$38,111	\$0	\$174,725	\$0	\$0	N/A
Veterans' Services						
Revenues	\$19,610	\$18,145	\$13,000	\$16,645	(\$1,500)	-8.3%
County Tax Levy	\$302,801	\$302,719	\$302,719	\$310,512	\$7,793	2.6%
Expenditures	\$293,468	\$320,864	\$285,869	\$327,157	\$6,293	2.0%
Rev. Over (Under) Exp.	\$28,943	\$0	\$29,850	\$0	\$0	N/A
Aging and Disability Resource Center (ADRC)						
Revenues	\$6,699,746	\$6,899,581	\$7,047,825	\$6,994,685	\$95,104	1.4%
County Tax Levy	\$2,125,613	\$2,362,126	\$2,362,126	\$2,260,900	(\$101,226)	-4.3%
Expenditures	\$8,572,206	\$9,261,707	\$9,258,248	\$9,255,585	(\$6,122)	-0.1%
Rev. Over (Under) Exp.	\$253,153	\$0	\$151,703	\$0	\$0	N/A
Total All H&HS Divisions						
Revenues	\$49,621,837	\$52,591,083	\$51,529,610	\$54,054,126	\$1,463,043	2.8%
County Tax Levy	\$25,579,978	\$26,053,978	\$26,053,978	\$26,203,978	\$150,000	0.6%
Expenditures	\$72,148,530	\$78,645,061	\$76,848,218	\$80,258,104	\$1,613,043	2.1%
Rev. Over (Under) Exp.	\$3,053,285	\$0	\$735,370	\$0	\$0	N/A
Position Summary All Funds (FTE)						
Regular Positions	384.09	388.59	388.59	404.35	15.76	
Extra Help	23.87	26.33	26.33	26.59	0.26	
Overtime	2.45	3.40	3.40	3.40	0.00	
Total	410.40	418.32	418.32	434.34	16.02	

HEALTH AND HUMAN SERVICES POSITIONS (All Divisions)

Financial Summary	2017 Actual	2018		2019 Budget	Change From 2018	
		Adopted Budget	2018 Estimate		Adopted Budget \$	%
Administrative/Information Services (Includes Family Care - Payments to State)						
Regular Positions	61.00	60.00	60.00	61.00	1.00	1.7%
Extra Help	2.79	2.79	2.79	2.79	0.00	0.0%
Overtime	0.15	0.15	0.15	0.15	0.00	0.0%
Total	63.94	62.94	62.94	63.94	1.00	1.6%
Intake Support Services						
Regular Positions	68.00	68.00	68.00	73.00	5.00	7.4%
Extra Help	3.16	3.66	3.66	2.55	-1.11	-30.4%
Overtime	1.10	1.10	1.10	1.10	0.00	0.0%
Total	72.26	72.76	72.76	76.65	3.89	5.3%
Children and Family Services						
Regular Positions	29.00	29.00	29.00	28.00	-1.00	-3.4%
Extra Help	0.52	0.52	0.52	0.52	0.00	0.0%
Overtime	-	-	-	-	0.00	N/A
Total	29.52	29.52	29.52	28.52	-1.00	-3.4%
Adolescent and Family Services						
Regular Positions	47.00	48.00	48.00	45.00	-3.00	-6.3%
Extra Help	0.35	0.35	0.35	0.35	0.00	0.0%
Overtime	0.18	0.70	0.70	0.70	0.00	0.0%
Total	47.53	49.05	49.05	46.05	-3.00	-6.1%
Clinical Services						
Regular Positions	95.21	99.71	99.71	101.97	2.26	2.3%
Extra Help	11.20	13.31	13.31	12.84	-0.47	-3.5%
Overtime	1.02	1.45	1.45	1.45	0.00	0.0%
Total	107.43	114.47	114.47	116.26	1.79	1.6%
Criminal Justice Collaborating Council (CJCC)						
Regular Positions	1.00	1.00	1.00	1.00	0.00	0.0%
Extra Help	-	-	-	-	0.00	N/A
Overtime	-	-	-	-	0.00	N/A
Total	1.00	1.00	1.00	1.00	0.00	0.0%
Public Health						
Regular Positions	31.84	30.84	30.84	30.34	-0.50	-1.6%
Extra Help	3.03	2.34	2.34	2.86	0.52	22.2%
Overtime	-	-	-	-	0.00	N/A
Total	34.87	33.18	33.18	33.20	0.02	0.1%
Veterans' Services						
Regular Positions	4.00	4.00	4.00	4.00	0.00	0.0%
Extra Help	-	-	-	0.52	0.52	N/A
Overtime	-	-	-	-	0.00	N/A
Total	4.00	4.00	4.00	4.52	0.52	13.0%
Aging and Disability Resource Center (ADRC)						
Regular Positions	47.04	48.04	48.04	60.04	12.00	25.0%
Extra Help	2.81	3.36	3.36	4.16	0.80	23.8%
Overtime	-	-	-	-	0.00	N/A
Total	49.85	51.40	51.40	64.20	12.80	24.9%
Total All H&HS Divisions						
Regular Positions	384.09	388.59	388.59	404.35	15.76	4.1%
Extra Help	23.87	26.33	26.33	26.59	0.26	1.0%
Overtime	2.45	3.40	3.40	3.40	0.00	0.0%
Total	410.40	418.32	418.32	434.34	16.02	3.8%

General Fund Health and Human Services Summary

Fund Purpose

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

Health and Human Services - General Fund Summary

Financial Summary	2017	2018	2019	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$30,941,725	\$35,063,469	\$33,485,754	\$35,619,439	\$555,970	1.6%
Fine/Licenses	\$343,994	\$378,746	\$378,746	\$378,746	\$0	0.0%
Charges for Services	\$8,740,593	\$7,901,038	\$8,210,267	\$8,441,294	\$540,256	6.8%
Interdepartmental	\$550	\$725	\$725	\$550	(\$175)	-24.1%
Other Revenue	\$5,812,092	\$5,548,585	\$5,651,316	\$5,786,795	\$238,210	4.3%
Appr. Fund Balance	\$666,570	\$340,305	\$366,104	\$430,845	\$90,540	26.6%
County Tax Levy	\$25,579,978	\$26,053,978	\$26,053,978	\$26,203,978	\$150,000	0.6%
Total Revenues Sources	\$72,085,502	\$75,286,846	\$74,146,890	\$76,861,647	\$1,574,801	2.1%
Expenditures						
Personnel Costs	\$32,317,357	\$34,063,539	\$33,494,763	\$34,784,917	\$721,378	2.1%
Operating Expenses	\$33,000,012	\$37,503,530	\$36,177,635	\$38,088,083	\$584,553	1.6%
Interdept. Charges	\$3,714,848	\$3,719,777	\$3,739,122	\$3,988,647	\$268,870	7.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$69,032,217	\$75,286,846	\$73,411,520	\$76,861,647	\$1,574,801	2.1%
Rev. Over (Under) Exp.	\$3,053,285	\$0	\$735,370	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	362.09	365.59	365.59	369.61	4.02
Extra Help	23.87	26.17	26.17	25.63	(0.54)
Overtime	2.45	3.40	3.40	3.40	0.00
Total	388.40	395.16	395.16	398.64	3.48

**HHS Strategic Plan Scorecard
County Pillars with HHS Strategic Plan Objectives**

Customer Service Pillar: High Customer Satisfaction

RESPONDING TO CUSTOMERS (Objective 1) Respond to customers in an effective manner within divisional standards for timeliness.

ELECTRONIC HEALTH RECORDS (Objective 2) Improve continuity of care by continued sequential implementation of an electronic health record management system by division or functionality by December 2019.

Quality Pillar: High Standards of Service Excellence

DATA ANALYTICS (Objective 3) Measure accomplishment toward the department's Mission and Strategic Plan Objectives using data analytics each quarter through the last quarter of 2019.

SERVICES TO CITIZENS (Objective 4) Continuously improve services to citizens experiencing, or at-risk of experiencing, an event or condition that threatens their well-being, with service assessment processes through December 2019.

Team Pillar: Best Professionals Serving the Public in the Best Way

EMPLOYEE RETENTION (Objective 5) Increase employee retention by 2% by December 2019.

STAKEHOLDER CONTACTS (Objective 6) Increase education, communication and advocacy contacts with federal, state, and local policymakers and stakeholders by 10% by December 2019.

Health & Safety Pillar: Ensure the Well Being of Citizens

PREVENTION STRATEGIES (Objective 7) Increase department prevention strategies by 5% to promote community, family, and individual well-being by December 2019.

COLLECTIVE IMPACT (Objective 8) Increase health and human service resources, service linkages, and collaborations by 5% with community partners to broaden the collective impact by December 2019.

COMPREHENSIVE PLANS (Objective 9) Develop four comprehensive plans by December 2019 to address the health and human service concerns identified in the HHS environmental scan and budget driver trends.

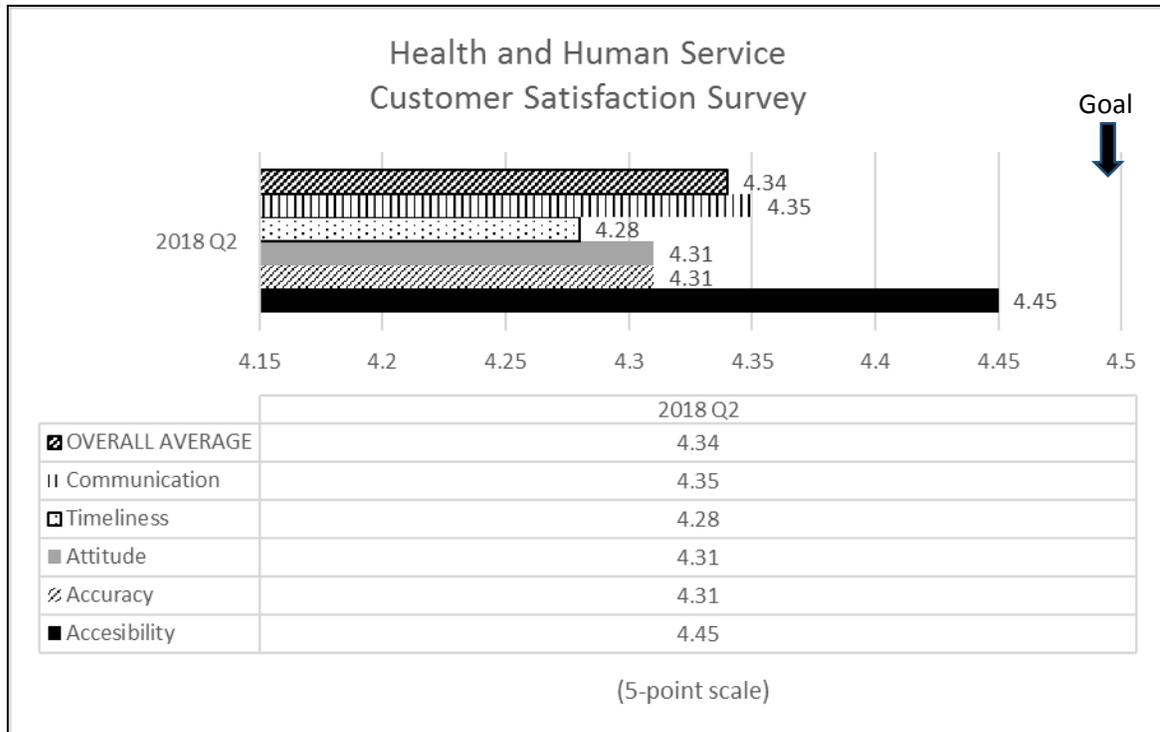
Finance Pillar: Protect Taxpayers Investment

REGULATORY REQUIREMENTS (Objective 10) Demonstrate that regulatory requirements are met for each revenue source by its associated reporting period.

Objective 1: RESPONDING TO CUSTOMERS. Respond to customers in an effective manner within divisional standards for timeliness.

The County goal for all departments is to achieve at least 4.5 (out of 5) on each measure in the Customer Service Satisfaction Survey. The 2018 Q2 baseline data for HHS, from 4/23/18-6/30/18, show 66 surveys completed online and/or at kiosks, representing 17.4% of all 378 surveys completed county-wide during the same period.

Average HHS Customer Satisfaction Rating established baseline is 4.34 overall.

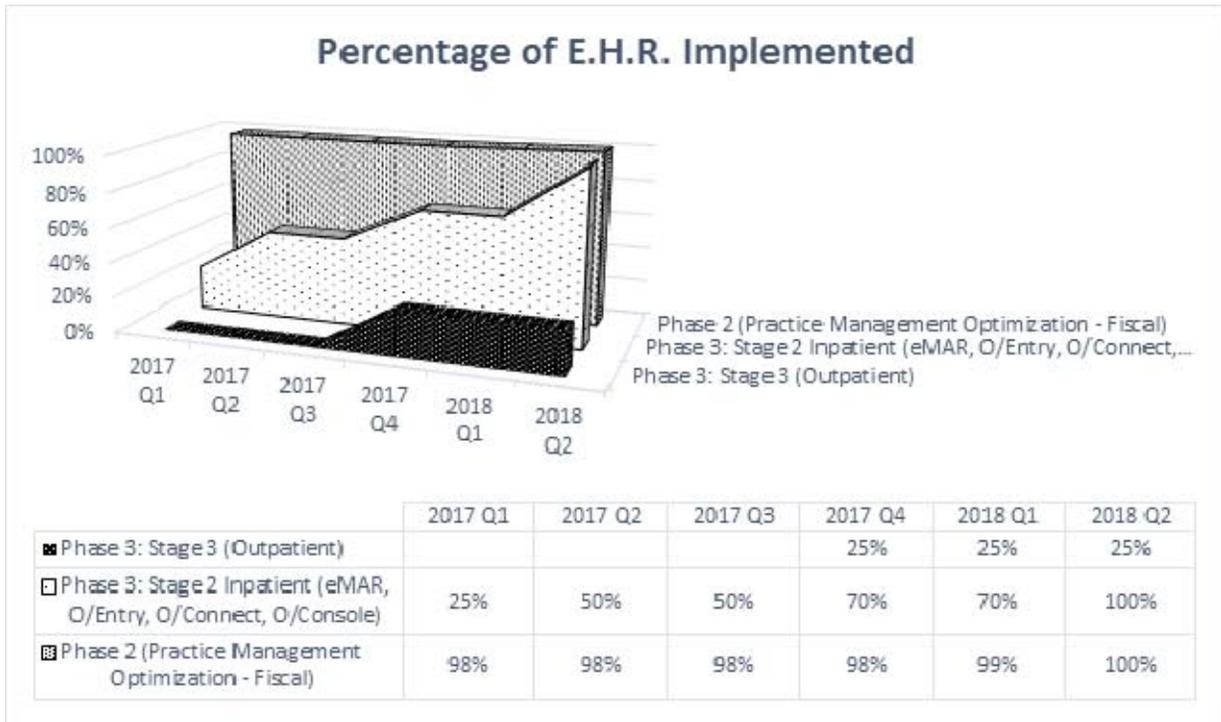


Objective 2: ELECTRONIC HEALTH RECORDS. Improve continuity of care by continued sequential implementation of an electronic health record (EHR) management system by division or functionality by December 2019.

Key implementation milestones for the EHR project have been tracked by HHS Business Application Support (BAS) Unit and the DOA-IT and for completion by Phases and Stages. There will be 5 or 6 Phases each with varying numbers of Stages.

At the end of 2018 Q2:

- Phase 1 (Move Avatar to the Cloud) is 100% complete
- Phase 2 is 100% complete:
 - Stage 1 (Elimination of PeopleLink, Implementation of Managed Service Organization [MSO]) is complete
 - Stage 2 (Practice Management Optimization – Fiscal) is complete
- Phase 3 is in progress:
 - Stage 1 (Admissions, inpatient documentation, progress notes for clinical therapists) is 100% complete
 - Stage 2 Inpatient (Electronic Medication Administration Record [eMAR], Order Entry, OrderConnect, Order Console) is 100% complete
 - Stage 3 (Outpatient) is 25% complete

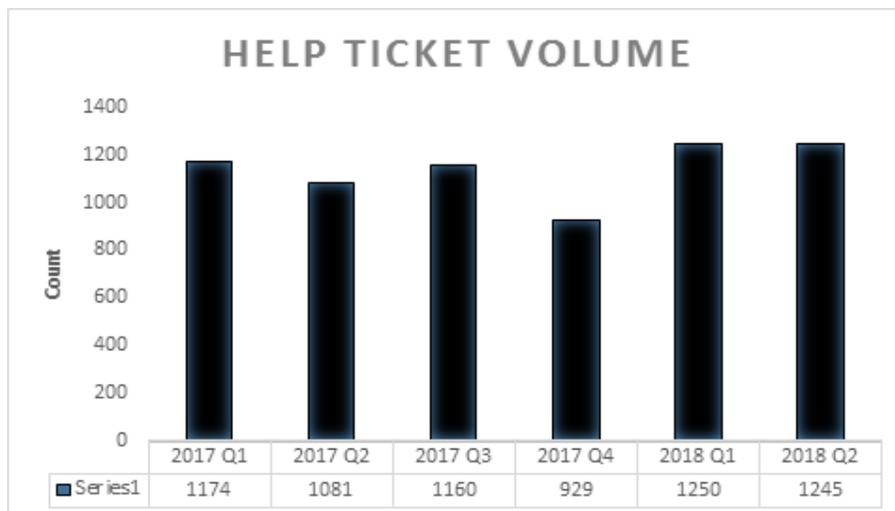


Data provided by DOA-IT Project Management Status Report

Objective 3: DATA ANALYTICS. Measure accomplishment toward the department’s Mission and Strategic Plan Objectives using data analytics each quarter through the last quarter of 2019.

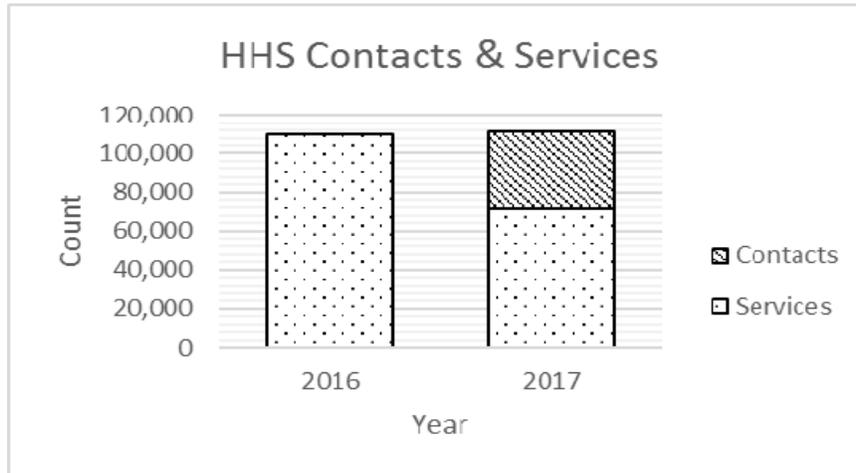
A data framework will be created in 2018 to track qualitative and quantitative data which will facilitate analysis thereby enhancing productivity and increasing efficiencies to meet departmental and Strategic Plan goals.

The HHS Help Ticket system, managed by the BAS Unit, categorizes reported topics, tracks all actions, and measures time from request to resolution. Within the last 6 Quarters, the volume of Help Tickets averaged 88 per week.



Objective 4: SERVICES TO CITIZENS. Continuously improve services to citizens experiencing, or at-risk of experiencing, an event or condition that threatens their well-being, with service assessment processes through December 2019.

HHS serves a high volume of clients annually: approximately 110,000 adults and children. Future quality improvement efforts will enhance service to citizens. Program specific activities are highlighted in the division budget pages.



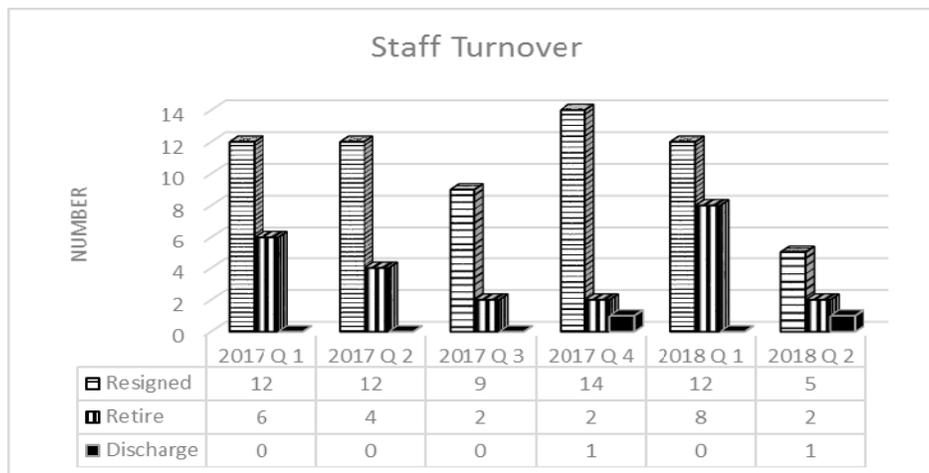
Objective 5: EMPLOYEE RETENTION. Increase employee retention by 2% by December 2019.

The work accomplished between HHS staff members and clients is based on building relationships. Employee retention creates a positive work environment, strengthens commitment to the County, as well as improves the outcomes of the clients through dependable, consistent staff/client relationships. Minimizing staff turnover also reduces recruitment and training costs.

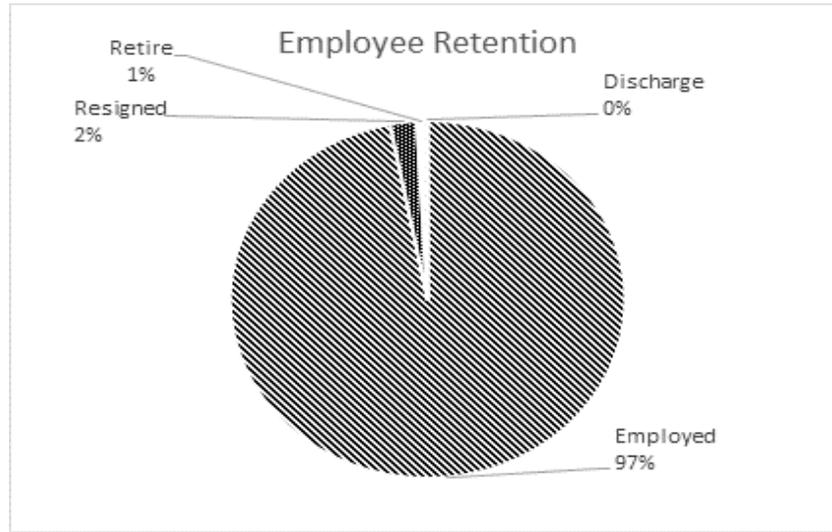
During 2018, HHS leadership conducted 34 Stay Interviews of randomly selected high-performing staff to discover key indicators contributing to their decision to continue employment with the county. Themes that emerged during these interviews include:

- Flexibility in daily schedule
- Supervisor availability
- Training opportunities
- Importance of work-life balance

The themes uncovered in the Stay Interviews will help us reduce staff departures rates and improve rates of retention in the coming years. Below is a comparison of staff turnover during the past six quarters.



Overall departure rates reflect a minimal percentage when compared to the retention rates.

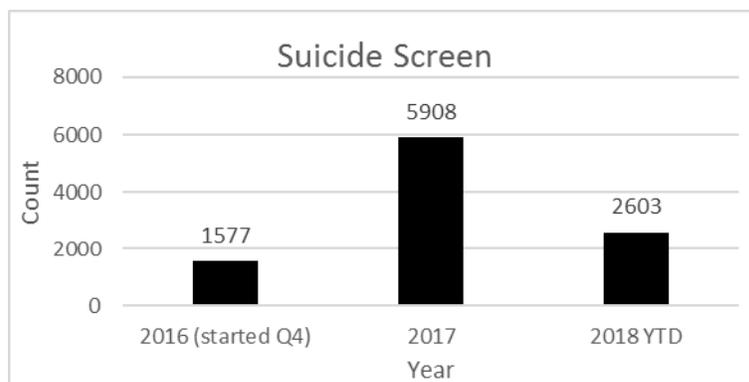


Objective 6: STAKEHOLDER CONTACTS. Increase education, communication and advocacy contacts with federal, state, and local policymakers and stakeholders by 10% by December 2019.

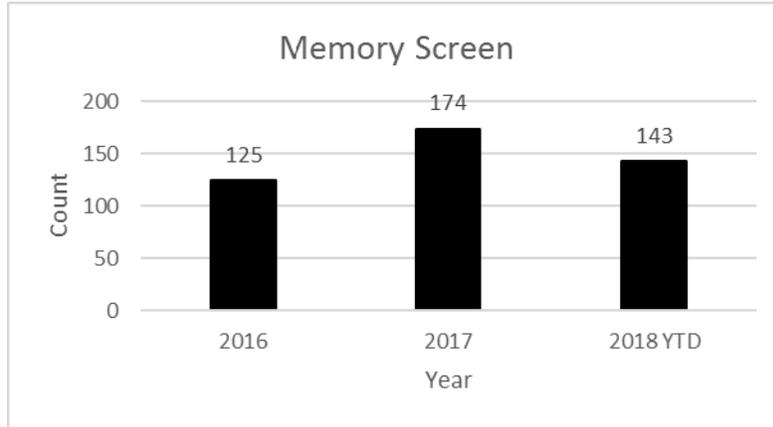
Current data related to stakeholder contacts is broad and does not lend itself to analysis. A clear definition of stakeholder related to “education, communication and advocacy” along with a data collection methodology to address duplication (i.e. multiple staff citing the same contact) will be required before this measure can be presented with accuracy.

Objective 7: PREVENTION STRATEGIES. Increase department prevention strategies by 5% to promote community, family, and individual well-being by December 2019.

The Public Health Division’s 2018 CHIPP process chose to focus efforts on suicide prevention as part of its mental health action plan. Suicide prevention and intervention requires a standard assessment method. HHS employees at the Outpatient Clinic, Crisis Unit, and Inpatient Mental Health Center began use of a standardized screening to identify those at risk of suicidal behavior during Q4 2016. The 2018 data reflects screenings through Q2.



In alignment with the State's Dementia Capable Initiatives, within the Aging and Disability Resource Center (ADRC), all Specialists are trained to provide memory screens. Memory screens are face-to-face screens that addresses memory, language skills, thinking ability and other intellectual functions. While these screens do not yield a diagnosis, they are useful in determining when an individual should be referred to a physician or healthcare professional. The ADRC began using the screen in Q2 of 2016.



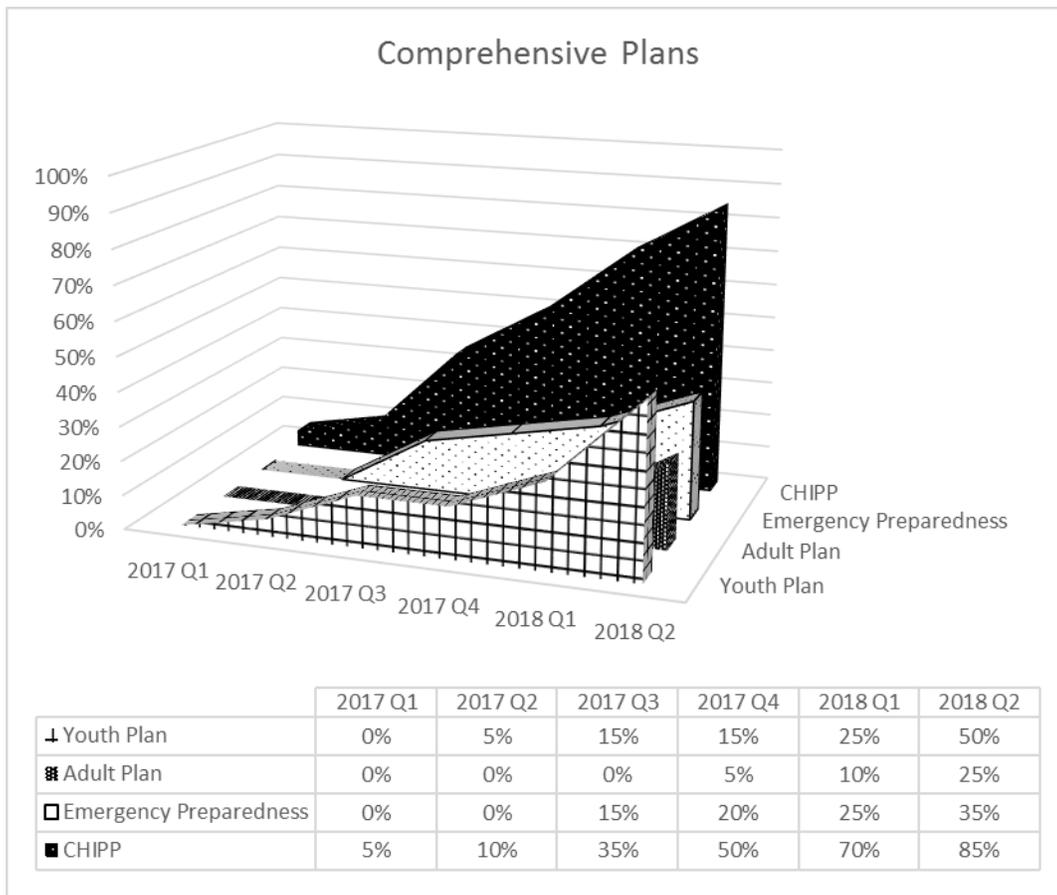
Objective 8: COLLECTIVE IMPACT. Increase health and human service resources, service linkages, and collaborations by 5% with community partners to broaden the collective impact by December 2019.

Collective Impact is defined as a cross-section of diverse community members, who work together to learn, adapt, and improve systems through a common agenda to address a specific social issue. In 2017, sixteen Collective Impact initiatives were identified. Data will be tracked through 2019 to determine whether a 5% increase is realized.

Objective 9: COMPREHENSIVE PLANS. Develop four comprehensive plans by December 2019 to address the health and human service concerns identified in the HHS environmental scan and budget driver trends.

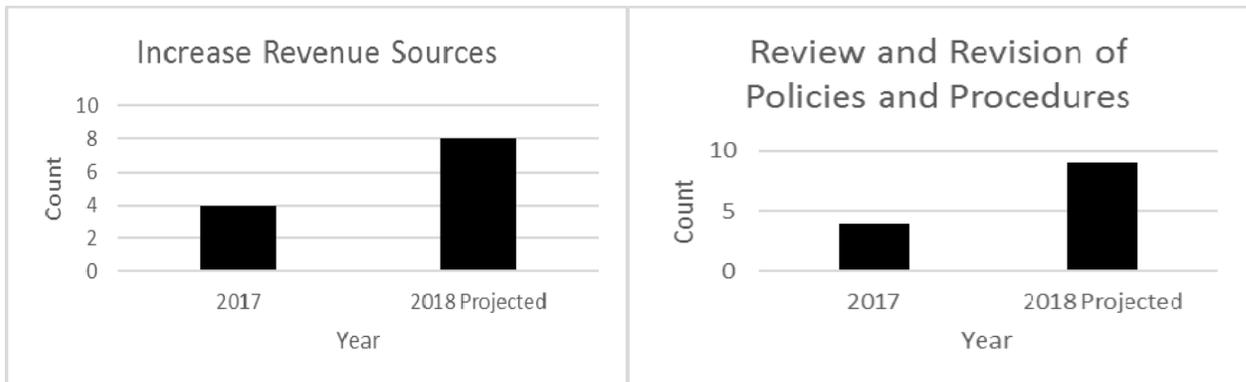
Of the four comprehensive plans identified, three are in the early- to mid-stages of development. The chart below represents the output of the work teams. In 2019, the measures will be of the outcomes of the four plans.

1. The Public Health Division's 2018 CHIPP plan has completed its assessment to identify the top three county health priorities, developed action plans, and is poised to begin implementation within the County.
2. The Emergency Preparedness Plan encompasses the Shelter Plan, Family Assistance Center Plan, Volunteer Reception Center Plan and Business Continuity planning. The overarching process for these plans includes drafting the plans, training staff, exercising, and adapting. The plans are at varying degrees of completion.
3. The Adult plan is being developed through the Dementia Crisis Innovation Grant and will provide a plan and recommendations for intervention for individuals in behavioral crisis to remain safe in the community.
4. The Youth Plan includes a foster parent recruitment effort, developing therapeutic alternatives to sanctions (known as Positive Youth Initiatives), in-home safety service, independent living and the recruitment and licensing of Level 5 therapeutic foster homes.



Objective 10: REGULATORY REQUIREMENTS. Demonstrate that regulatory requirements are met for each revenue source by its associated reporting period.

To maximize reimbursement, and to improve data decision making, program integrity, and operational effectiveness, the department reviewed and revised agency policies and procedures in 2017 and 2018. This evaluation of internal and external processes has improved compliance with regulatory requirements.



Administrative Services

Program Description

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

Major functions and responsibilities include the processing of client and provider payments, contract administration of vendor purchased services, commercial carrier contract negotiation, monitor and analyze legislative initiatives, billing and service coding for Medicare, Medical Assistance, commercial insurance carriers and responsible parties, and liaison to Human Resources. Administrative Services monitors HHS compliance with the Health Insurance Portability & Accountability Act (HIPAA) Privacy Security/Health Information Technology for Economic and Clinical Health (HITECH) Act compliance, corporate compliance oversight, client medical records management and centralized administrative support. The division coordinates the annual budget process along with monitoring budget variances and reporting of business data analytics. Department specific business application support, computer training and system administration, along with Department-wide data collection, analysis and reporting to various outside entities are coordinated and supported through this area.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	63.94	62.94	62.94	63.94	1.00
General Government	\$8,778,092	\$8,601,103	\$8,601,103	\$8,509,758	(\$91,345)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$24,062	\$23,000	\$23,000	\$23,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$291,225	\$330,078	\$340,078	\$330,078	\$0
Appr. Fund Balance	\$4,695	\$200,000	\$211,778	\$158,500	(\$41,500)
County Tax Levy (Credit)	(\$2,413,597)	(\$2,521,834)	(\$2,521,834)	(\$2,015,329)	\$506,505
Total Revenues	\$6,684,477	\$6,632,347	\$6,654,125	\$7,006,007	\$373,660
Personnel Costs	\$4,497,096	\$4,725,969	\$4,530,668	\$4,979,137	\$253,168
Operating Expenses	\$864,492	\$1,034,832	\$1,065,331	\$1,063,388	\$28,556
Interdept. Charges	\$820,699	\$871,546	\$868,500	\$963,482	\$91,936
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,182,287	\$6,632,347	\$6,464,499	\$7,006,007	\$373,660
Rev. Over (Under) Exp.	\$502,190	\$0	\$189,626	\$0	\$0

Program Highlights

General government revenues decrease by \$91,300 to approximately \$8,509,800. This is primarily related to a transfer of approximately \$91,200 of Preparedness grant revenue to Public Health related to the transfer of emergency preparedness personnel. Other funding in general government revenue that had minimal or no funding increases include indirect cost recovery from the Aging and Disability Resource Center (ADRC) State Contract of \$669,800, Basic County Allocation of \$7,606,500, the Income Maintenance Allocation of \$115,000, ADRC Older American grants of \$64,300, and Public Health Preparedness Grants of \$16,000.

Charges for services revenue from record copy services budgeted at \$23,000 remains unchanged from the 2018 budget.

Administrative Services (cont.)

Other revenues are budgeted to remain unchanged from the 2018 budget at \$330,100. This includes Wisconsin Medical Assistance Cost Reporting (WIMCR) program reimbursements and reflects the current funding distribution between actual costs incurred in HHS programing.

Fund balance decreases by \$41,500 to approximately \$158,500. The appropriated fund balance includes \$150,000 to provide one-time funding related to department wide initiatives for alternative placement services for high need clients and \$8,500 for one-time building projects to increase safety and compliance with HIPAA regulations.

Personnel costs increase by approximately \$253,200 to \$4,979,100. This increase reflects the creation of 1.00 FTE financial analyst to address workload needs related to reporting compliance with state and federal funding sources. The transfer in of 1.00 FTE health and human services coordinator position from Public Health and the reclassification of this position to a compliance program coordinator. Also, 1.00 FTE information technology technician position was created, the transfer in of a 1.00 FTE administrative specialist from the Mental Health Center and the cost to continue for 63.94 FTE. This cost to continue also includes a \$75,400 increase for a compensation study wage adjustment. These increases are offset by the transfer out of 1.00 FTE programs and projects analyst (preparedness staff) to Public Health, and the abolishment of 1.00 FTE administrative assistant and 1.00 FTE senior administrative specialist positions.

Operating expenses increase by \$28,600 to approximately \$1,063,400, primarily as result of an increase in contracted services of \$39,200 for training software to increase compliance with HIPAA and other regulations across the Department and Avatar maintenance fees. This is offset by a decrease of \$9,400 in managed print services, outside printing, and office supplies related to contracting for billing statement production and mailing, and a decrease of \$1,100 in food service costs.

Interdepartmental charges are higher by \$91,900 to \$963,500 primarily due to increased allocations of approximately \$47,000 for workers compensation, \$13,600 for insurance costs, \$8,400 for copier replacement charges, \$6,600 for legal charges, \$6,000 for end user technology computer charges, and \$5,200 for phone costs. Building maintenance increases by \$8,500 for one-time projects, which is offset by fund balance. These increases are partially offset by decreases in postage, office supplies, and records storage of approximately \$3,600 due to contracted mail service for billing statements.

Family Care Payments to the State

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,504,618	\$2,504,618	\$2,504,618	\$2,504,618	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

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

Intake and Shared Services

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	26.60	26.60	26.60	30.49	3.89
General Government	\$1,263,771	\$1,337,053	\$1,218,578	\$1,218,578	(\$118,475)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,235	\$0	\$148	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,694	\$1,000	\$2,525	\$2,500	\$1,500
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,982,244	\$2,024,095	\$2,024,095	\$2,626,880	\$602,785
Total Revenues	\$3,249,944	\$3,362,148	\$3,245,346	\$3,847,958	\$485,810
Personnel Costs	\$2,052,700	\$2,146,750	\$2,537,512	\$2,643,446	\$496,696
Operating Expenses	\$1,193,617	\$1,139,658	\$1,101,381	\$1,119,343	(\$20,315)
Interdept. Charges	\$75,545	\$75,740	\$73,990	\$85,169	\$9,429
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,321,862	\$3,362,148	\$3,712,883	\$3,847,958	\$485,810
Rev. Over (Under) Exp.	(\$71,918)	\$0	(\$467,537)	\$0	\$0

Program Highlights

General government revenues are budgeted to decrease \$118,500 to \$1,218,600. This is due to a decrease in the Child Care Administration revenue of \$171,000 which is being transferred to Economic Support Services as a result of a change in how the reimbursement is claimed back to the State. This is offset by an increase in the state Kinship funding allocation of \$52,500.

Other revenue increases \$1,500 due to increased donations for volunteer services fundraising efforts.

Personnel costs are budgeted to increase \$496,700. This is primarily due to a realignment of the three child welfare service divisions resulting in a transfer in of 4.00 FTE Social Worker positions from Adolescent and Family Services program. Also, 1.00 FTE Human Services Supervisor is transferred in from Adolescent and Family Services to better align work responsibilities. In addition, this includes the cost to continue for 30.49 FTE. This is partially offset by the decrease of \$40,700 or 1.11 FTE in extra help expenditures.

Operating expenses are budgeted to decrease \$20,300. This is due to the elimination of a \$23,000 contracted services expense, which will be assumed by staff, and \$25,000 in Child Care Administration expenses due to a reduction in marketing expenses. This is due to a reduction of \$15,000 for crisis day care based on trend. This is partially offset by a \$40,000 increase in Kinship Care payments for ongoing voluntary and new court-ordered families.

Interdepartmental charges increase by \$9,400, primarily due to an increase in cell phone user fees related to a 2018 initiative to purchase cell phones in order to meet compliance requirements with HIPAA and for worker safety.

Intake and Shared Services (cont.)

Program Activities

Activities-(Workload data)	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Intake (Access) # of Referrals	5,592	5,200	5,650	5,500	300
Child Abuse/Neglect Reports	1,749	2,000	1,992	2,000	0
Children Assessed For Abuse/Neglect	773	850	828	850	0
Home & Financial Management Cases (a)	25	15	15	0	(15)
Kinship Care Assessments/Reassessments	220	222	234	222	0
Kinship Care Funded Placements of children (Avg. Monthly)	220	188	210	200	12
Kinship Care Waiting List, # of children	15	20	40	20	0
Crisis Intervention: Child Protective/Health Welfare/ JCI # of contacts	1,570	1,350	1,408	1,400	50
Crisis Respite Child Day Care, # of children	92	110	118	110	0
Family Day Care: # Certified Homes	10	12	8	10	(2)
Volunteer Transportation: Miles Driven (b)	51,850	84,000	54,400	54,000	(30,000)

- a) Home & Financial Management Cases are transitioning to Familycare providers or other public representative payees and this service will no longer be provided at Waukesha County.
- b) Volunteer Transportation has reduced significantly over the past couple years due to less available volunteer drivers and lower utilization.

Economic Services Administration and Support

Program Description

Waukesha County is a member of the Moraine Lakes (ML) Consortium that includes the following counties: Fond du Lac, Ozaukee, Walworth, and Washington. Fond du Lac County is the lead agency with fiscal responsibility for the ML Consortium. Waukesha County administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Wisconsin Home Energy Assistance Program. Program benefit services are provided either directly or through a purchase of service contract based on eligibility for applicable program offerings. Additionally, Economic Support has responsibility to work closely with the FoodShare Employment and Training (FSET) agency to ensure participants are meeting the work requirements associated with the FSET program.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	45.66	46.16	46.16	46.16	0.00
General Government	\$4,069,469	\$3,550,819	\$3,441,409	\$3,685,538	\$134,719
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$45,349	\$35,000	\$35,000	\$35,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$206,431	\$250,703	\$250,703	\$122,470	(\$128,233)
Total Revenues	\$4,321,249	\$3,836,522	\$3,727,112	\$3,843,008	\$6,486
Personnel Costs	\$3,006,455	\$3,275,973	\$2,999,253	\$3,283,413	\$7,440
Operating Expenses	\$417,897	\$365,613	\$372,694	\$369,190	\$3,577
Interdept. Charges	\$192,393	\$194,936	\$192,822	\$190,405	(\$4,531)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,616,745	\$3,836,522	\$3,564,769	\$3,843,008	\$6,486
Rev. Over (Under) Exp.	\$704,504	\$0	\$162,343	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$134,700 to \$3,685,500. This is primarily due to a \$115,000 increase in Child Care Administration revenue as a result of a change in how the reimbursement is claimed back to the State. This also includes a \$13,600 increase in fraud investigation funding, and a \$6,100 increase in Low Income Home Energy Assistance Program (LIHEAP) funding.

Other revenues for overpayment collection of state incentives remains the same at \$35,000.

Personnel costs increase by about \$7,400, mainly due to cost to continue 46.16 FTE positions, offset by ongoing vacancy and turnover.

Operating expenses are budgeted to increase by \$3,600, primarily due to a \$6,100 increase in LIHEAP expense, offset by minor reductions in mileage and supplies.

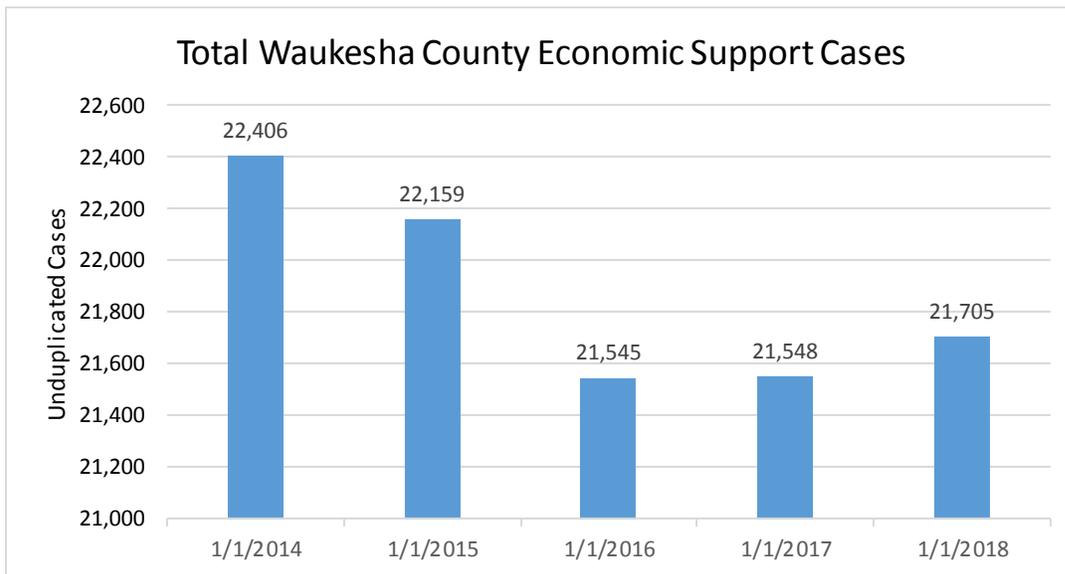
Interdepartmental charges decrease by about \$4,500, mainly due to decreases in records storage fees and postage.

Economic Services Administration and Support (cont.)

Program Activities

Waukesha County Economic Support Data	Caseload	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total unduplicated caseload (a)		22,352	21,500	22,000	21,500	0
Total Medical Assistance cases (b)		18,884	18,800	19,000	19,200	400
Total Food Share Cases (c)		8,043	8,500	8,400	8,200	(300)
W-2 Child Care Average Monthly Cases (d)		848	865	850	900	35
Call Center average speed of answer (e)		8.63 minutes	5 minutes	5 minutes	5 minutes	0
Application processing timeliness (e)		98.43%	95%	95%	95%	0

- (a) WEBI Income Maintenance Management Report-Active Case Summary
- (b) WEBI Income Maintenance Management Report-IM Case Summary Report (duplication of case numbers may occur between programs)
- (c) WEBI Income Maintenance Management Report-IM Case Summary Report (duplication of case numbers may occur between programs)
- (d) WEBI Child Care-Report #7
- (e) State benchmarks average speed of answer is 10 minutes and application processing at 95% minimum



**Children & Family Division:
In-home Safety/Out of Home Placement Services**

Program Description

This program area is comprised of the Child and Family Services Unit and the Permanency Services/Alternate Care Unit, which provides in-home safety services to families with children who have been abused or neglected or are at-risk of abuse and neglect. Also, services are provided to prevent imminent placements, reunify families, or establish an alternate permanent plan. Alternate Care placements include court ordered placements with relatives, foster homes, treatment foster homes, group homes, residential care centers, and supervised independent living settings. Placement prevention services provide an alternative to high cost placements. Services provided to parents help prepare for family preservation, reunification, or termination of parental rights and adoptions.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	24.52	21.77	21.77	20.92	(0.85)
General Government	\$451,376	\$586,928	\$711,038	\$763,888	\$176,960
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$154,941	\$166,825	\$167,825	\$168,975	\$2,150
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$81,606	\$92,844	\$93,444	\$92,844	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$150,000	\$150,000
County Tax Levy (Credit)	\$3,875,285	\$3,812,509	\$3,812,509	\$3,690,231	(\$122,278)
Total Revenues	\$4,563,208	\$4,659,106	\$4,784,816	\$4,865,938	\$206,832
Personnel Costs	\$2,059,507	\$1,863,393	\$1,921,522	\$1,811,761	(\$51,632)
Operating Expenses	\$2,781,788	\$2,525,970	\$2,834,937	\$2,754,638	\$228,668
Interdept. Charges	\$260,483	\$269,743	\$270,117	\$299,539	\$29,796
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,101,778	\$4,659,106	\$5,026,576	\$4,865,938	\$206,832

Rev. Over (Under) Exp.	(\$538,570)	\$0	(\$241,760)	\$0	\$0
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Program Highlights

General government revenues increase by \$177,000 to \$764,000, primarily due to an increase in the state Child and Families allocation of \$107,500 which was not anticipated in the 2018 budget. This increase supports the growth in both Child Protective and Juvenile Justice cases. There is an increase of \$75,000 due to In-Home Safety Services program revenue which is a new funding source. This is offset by a \$5,500 decrease in IV-E Legal Services revenue.

Charges for services revenue increases by \$2,100 based on trend. Other revenue includes Social Security Income/Social Security (SSI/SS) collections from clients for cost of care and is budgeted to remain at the 2018 level.

Fund balance appropriation increases by \$150,000 to provide one-time funding related to department wide initiatives for alternative placements.

Personnel costs are budgeted to decrease by \$51,600. This is primarily due to a realignment of the three child welfare service divisions resulting in a transfer out of 1.00 FTE clinical therapist to Adolescent and Family Services and an offsetting shift of 0.15 FTE social worker from the Children with Special Needs Program to better align staff costs with the program where their revenue is generated.

Operating expenses are budgeted to increase by \$228,700 to \$2,754,600. This is primarily due to an increase in the out-of-home care budget of \$200,000, which includes a \$155,000 increase in foster care expenditures, and a \$70,000 increase in group home expenditures offset by a \$25,000 decrease in residential care center expenditures. Contracted services increases \$64,500 mostly related to a \$50,000 increase for In-Home Safety Services, and is partially offset by a \$37,000 reduction to the respite services contract due to fewer children receiving services as more children are receiving respite through the Children's Long Term Support or Children's Community Option Program funding.

Interdepartmental charges increase by about \$29,800 primarily due to an increase in cell phone user fees related to a 2018 initiative to purchase cell phones in order to meet compliance requirements with HIPAA and for worker safety.

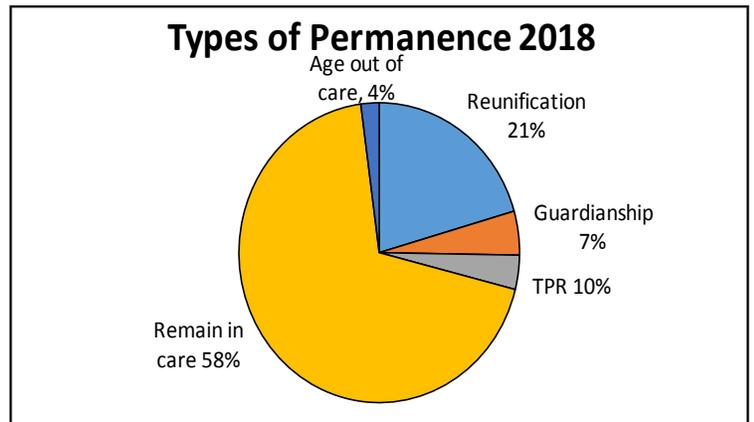
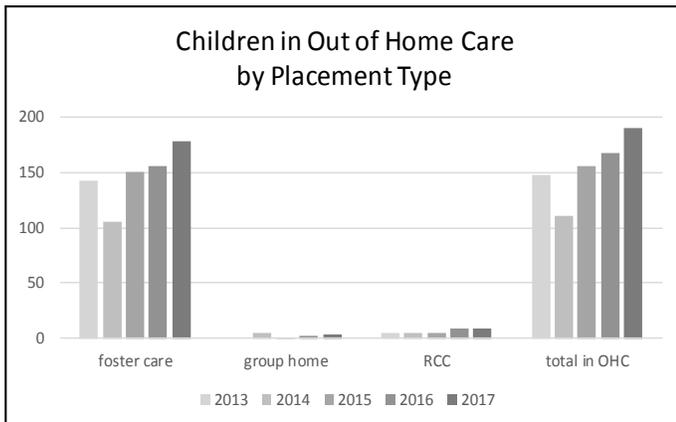
**Children & Family Division: In-home Safety/
Out of Home Placement Services (cont.)**

Program Activities

Activity	2017 <u>Actual</u>	2018 <u>Budget</u>	2018 <u>Estimate</u>	2019 <u>Budget</u>	Budget <u>Change</u>
<u>Total Foster Care</u>					
Total Children in Foster Care	172	175	179	175	0
Days of Care	33,917	28,870	36,000	33,493	4,623
Foster Care expenditures	738,584	595,000	807,009	750,000	155,000
<u>Total Group Home</u>					
Total Children in Group Home	3	1	4	3	2
Days of Care	501	281	820	677	396
Group Home Care expenditures	101,500	60,000	154,314	130,000	70,000
<u>Total Residential Care Center</u>					
Total Children in Residential Care	9	8	8	8	0
Days of Care	2,246	2,609	2,339	2,291	(318)
Residential Care Center expenditures	1,034,835	950,000	926,140	925,000	-25,000
Terminations of parental rights (# of cases)	7	12	16	13	1

Child and Family Unit Activity

	2017 <u>Actual</u>	2018 <u>Budget</u>	2018 <u>Estimate</u>	2019 <u>Budget</u>	Budget <u>Change</u>
Total # Families Served	200	225	234	235	10
<u>Total children in:</u>					
Foster Care	178	175	179	175	0
Group Home	3	1	4	3	2
Residential Care Center	9	8	8	8	0
Number of New Cases	77	85	90	100	15
In Home	34	25	40	40	15
Out of Home	43	60	50	60	0



**Children with Special Needs Unit
(Includes Birth to Three Program)**

Program Description

The Children with Special Needs unit includes the following three (3) program areas: Birth to Three, Children’s Long-Term Support, and Children’s Community Options Program (CCOP). The Birth to Three program is a public/private partnership with Lutheran Social Services (LSS). It provides early intervention services to parents with children from birth to age three with special needs, who demonstrate at least 25% delay in one or more areas of development, or have a diagnosed condition which will likely result in developmental delays. Examples include Downs Syndrome, Autism, Spina Bifida, and Cerebral Palsy.

Another area includes the federal/state Medicaid Home and Community Based Service Waiver for Children’s Long Term Support (CLTS Waiver funding). It provides fully funded and locally-matched tax levy funding for children diagnosed with severe and chronic disabilities to purchase supports and services that enable these children to remain living safely at home and in their communities.

Finally, the Children’s Community Options Program provides fully funded State dollars to parents of children with disabilities to purchase goods or services that enable the child to remain safely living at home. This funding can also be used as local match for the CLTS waiver program.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.00	7.75	7.75	7.60	(0.15)
General Government	\$1,792,754	\$3,072,287	\$2,982,438	\$3,345,154	\$272,867
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$165,544	\$231,775	\$231,775	\$231,775	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$99,935	\$287,707	\$287,707	\$287,707	\$0
Appr. Fund Balance	\$140,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$55,762)	(\$92,031)	(\$92,031)	(\$162,841)	(\$70,810)
Total Revenues	\$2,142,471	\$3,499,738	\$3,409,889	\$3,701,795	\$202,057
Personnel Costs	\$420,274	\$680,738	\$697,952	\$660,907	(\$19,831)
Operating Expenses	\$2,081,398	\$2,775,073	\$2,670,911	\$2,996,018	\$220,945
Interdept. Charges	\$43,230	\$43,927	\$44,237	\$44,870	\$943
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,544,902	\$3,499,738	\$3,413,100	\$3,701,795	\$202,057

Rev. Over (Under) Exp.	(\$402,431)	\$0	(\$3,211)	\$0	\$0
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Program Highlights

General government revenues are budgeted to increase by \$272,900 to \$3,345,000. This is mainly due to a \$280,000 increase in Children’s Long Term Support (CLTS) case management revenue and a \$73,000 increase in the State’s reimbursement of indirect costs, as a result of the State mandate to eliminate CLTS wait lists and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. This is offset by a reduction of \$80,000 in CLTS local match revenue that was eliminated due to the increase in CLTS State match allocation.

Charges for services revenue budget remains the same.

Other revenue which includes reimbursement through the Third Party Administrator for credit card purchases made for CLTS clients remains the same based on trend.

Personnel costs decrease by about \$20,000 primarily due to shifting 0.15 FTE positions from Children with Special Needs to Children and Family program to better align staff costs with the program where their revenue is generated.

Children with Special Needs Unit (cont.)

Operating expense is budgeted to increase by \$221,000. This is mostly due to increased contracted service costs of \$360,000, of which \$325,000 is related to the State's mandate to eliminate CLTS wait lists by the end of 2018, and the subsequent increased volume of both contracted staff and CLTS Waiver clients served. Also, the Birth to Three contract is increased \$35,000. These increases are offset by a \$20,000 decrease for developmentally disabled (DD) Centers due to decreased utilization. This is also offset by a reduction of \$121,500 in CLTS local match expense that was eliminated due to the increase in CLTS State match allocation.

Interdepartmental charges increase by \$900 mainly due to increased computer maintenance charges.

Program Activities

(Includes Birth to Three Program)

Birth to Three Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total # children enrolled on Oct. 1st	222	225	233	237	12
Total # children served in B-3	522	550	550	564	14
Total daily count (B-3 + eligibility)	274	270	289	295	25
Total # children served in Trauma At-risk	56	45	56	60	15
Total # children served in Centralized Intake	627	690	673	700	10

Childrens Long Term Support (CLTS) Waiver Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total # of Children Served:	551	685	826	938	253
CLTS Waiver	484	660	701	828	168
Children's COP Program	67	25	125	110	85
New Waiver cases opened	114	350	320	210	(140)
Waiver cases closed	89	40	81	65	25
Number of kids on waiting list for Children's COP Program or waiver support *	322	100	120	0	(100)

* Due to State mandate wait list will be eliminated in 2019.

**Children with Long-Term Support Needs (CLTS)
Third Party Administrator (Informational Only)**

Program Description

During 2010, the Centers for Medicare and Medicaid Services required that renewal of the Children's Long-Term Support (CLTS) Waiver must comply with federal regulations for implementing a standardized, statewide Medicaid Management Information System for processing provider claims and encounter level data reporting no later than December 31, 2011. The State of Wisconsin Department of Health Services selected Wisconsin Physicians Service (WPS) as the contracted vendor for the Third Party Administrator (TPA) claims implementation. All County Waiver Agency (CWA) claims were paid through WPS, removing claims from being recorded on the county financial records. Early in 2013, the State issued an opinion that payments made by the TPA to service providers are grant expenditure and must be treated as such in 2013 and future audits, and must also be included on the Schedule of Expenditure of Federal and State Awards (SEFSA).

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$2,394,929	\$5,733,212	\$4,073,015	\$5,733,212	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,394,929	\$5,733,212	\$4,073,015	\$5,733,212	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$2,394,929	\$5,733,212	\$4,073,015	\$5,733,212	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,394,929	\$5,733,212	\$4,073,015	\$5,733,212	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

Program Highlights

General government revenues and operating expenses are budgeted to remain at 2018 levels. There is no tax levy impact to this transaction as the revenue and expenses are pass-through required by the State of Wisconsin and are informational-only transactions.

Family Services & Juvenile Services

Program Description

Provide court supervision, and treatment to delinquent youth, as well as juveniles and children in need of protection or services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism, and promoting family and public safety. Services include regularly scheduled family and individual meetings, collaboration with schools and academic programs, provision of alternatives to traditional sanctions (i.e., Positive Youth Initiative), monitoring compliance with court orders and school attendance, conflict resolution, case coordination, group counseling, and independent living training/preparation. Intensive tracking, home detention, youth accountability groups, mediation, and electronic monitoring are provided through contracts. In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home, and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are provided.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	37.50	38.50	38.50	35.50	(3.00)
General Government	\$3,534,183	\$3,576,183	\$3,571,787	\$3,620,201	\$44,018
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$150,969	\$158,200	\$167,200	\$164,200	\$6,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$66,075	\$54,802	\$64,802	\$64,802	\$10,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,457,255	\$2,425,301	\$2,425,301	\$2,069,704	(\$355,597)
Total Revenues	\$6,208,482	\$6,214,486	\$6,229,090	\$5,918,907	(\$295,579)
Personnel Costs	\$3,476,052	\$3,648,769	\$3,282,486	\$3,402,232	(\$246,537)
Operating Expenses	\$2,117,605	\$2,307,920	\$2,338,379	\$2,237,812	(\$70,108)
Interdept. Charges	\$237,458	\$257,797	\$262,253	\$278,863	\$21,066
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,831,115	\$6,214,486	\$5,883,118	\$5,918,907	(\$295,579)
Rev. Over (Under) Exp.	\$377,367	\$0	\$345,972	\$0	\$0

Program Highlights

General government revenues are budgeted to increase by \$44,000 to \$3,620,200 mostly due to an increase in revenue from the Independent Living Innovation grant related to youth employment initiatives of \$50,000, and includes an increase in the state's Child and Families allocation of \$36,000, which was not anticipated in the 2018 budget. This increase is to support the growth in both Child Protective and Juvenile Justice cases, and is partially offset by a decrease in the Youth Aids allocation of \$40,000.

Charges for services revenues for billable client services, such as juvenile center and supervision, will increase by \$6,000 due to increasing utilization of services.

Other revenue includes projected Social Security Income/Social Security (SSI/SS) collections from clients for cost of care and are budgeted to increase by \$10,000 based on trend.

Personnel costs are budgeted to decrease by about \$246,500 to \$3,402,200. This is primarily due to a realignment of the three child welfare service divisions resulting in a transfer of 4.00 FTE social workers to Intake and Shared Services and an offsetting transfer in of 1.00 FTE clinical therapist from Child and Family Services. Also, this includes the creation of a human services supervisor and the transfer of a human services supervisor to Intake and Shared Services.

Operating expenses are budgeted to decrease by about \$70,000. This is due to a transfer of \$50,000 to the Juvenile Center contracted services for shelter care to fund a new mandate requiring children in shelter care to receive an immediate medical exam upon admission. The remaining \$20,000 is a reduction of contracted services to partially fund a new supervisor position created due to the realignment of the three child welfare divisions mentioned above.

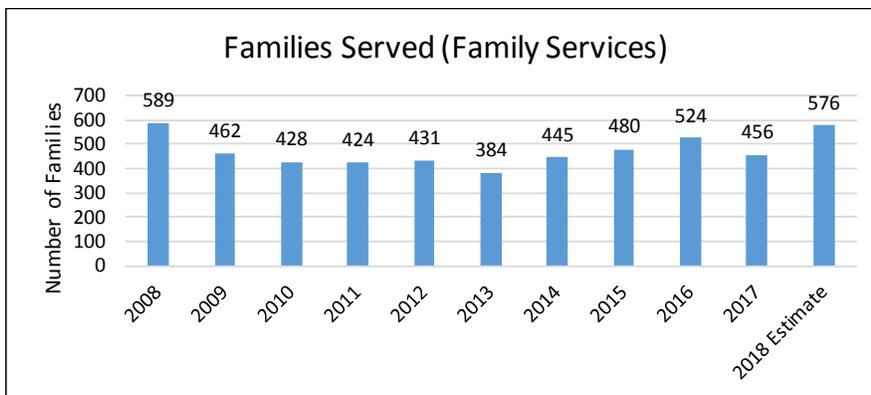
Interdepartmental charges increase by approximately \$21,000. This is primarily due to an increase in cell phone user fees related to a 2018 initiative to purchase cell phones in order to meet compliance requirements with HIPAA and for worker safety.

Family Services & Juvenile Services (cont.)

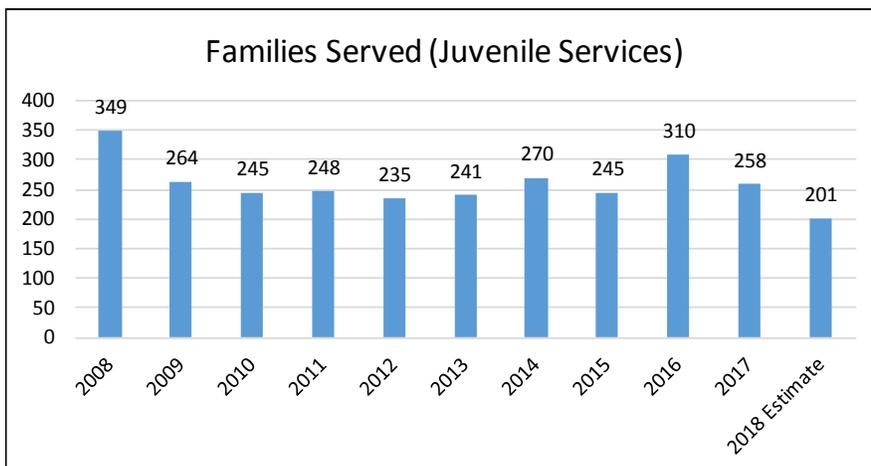
Program Activities

	2017 <u>Actual</u>	2018 <u>Budget</u>	2018 <u>Estimate</u>	2019 <u>Budget</u>	Budget <u>Change</u>
Number of families served (Family Services) (a)	456	489	576	485	(4)
Number of families served (Juvenile Services)	258	273	201	274	1
Custody Intake Decisions (b)	238	344	198	332	(12)
Court Intake Referrals (c)	681	670	824	571	(99)
Days of Care of juveniles in State correctional institutions	110	498	365	474	(24)
Total State charges for correctional institution placement	\$41,332	\$198,586	\$143,638	\$198,586	0

- The 2018 Estimate reflects a change in the structure of the division. Three Juvenile Service workers were moved to the Family Service units. This restructure was the result of a larger child welfare reorganization to better meet the needs of clients based upon current referral trends.
- (a)
- (b) Custody Intakes have fluctuated historically and can be significantly affected by a relatively small group of youth who have repeated acting out behavior at home and/or run away from home.
- (c) The 2018 estimated number of Court Intakes may be artificially inflated over the 2018 estimate due to a significant spike in the number of referrals in March 2018. It is unclear if this trend will continue or if this spike was situational. Truancy referrals continue to be the largest source of referrals; however, this year school threats / disorderly conduct referrals have also increased.

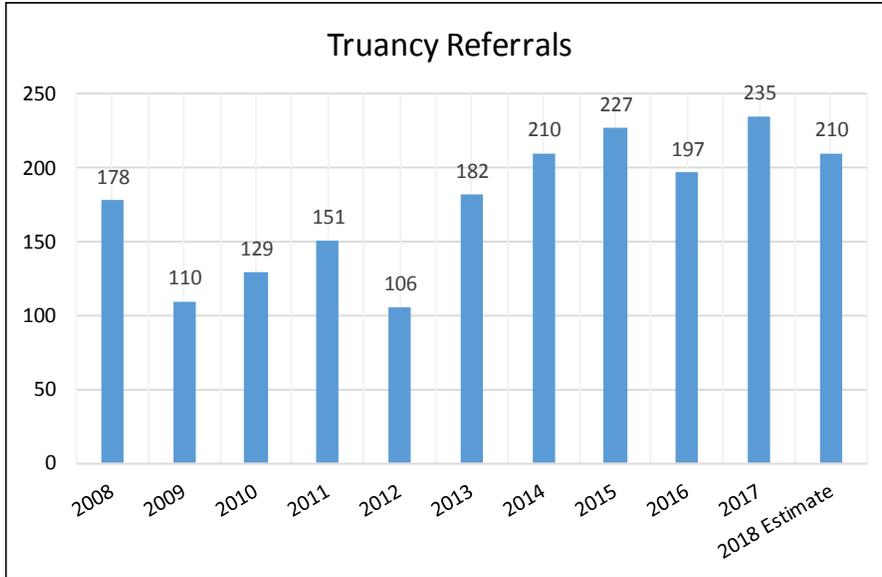


HHS continues to serve more truants, "uncontrollable youth", and voluntary youth than delinquents.

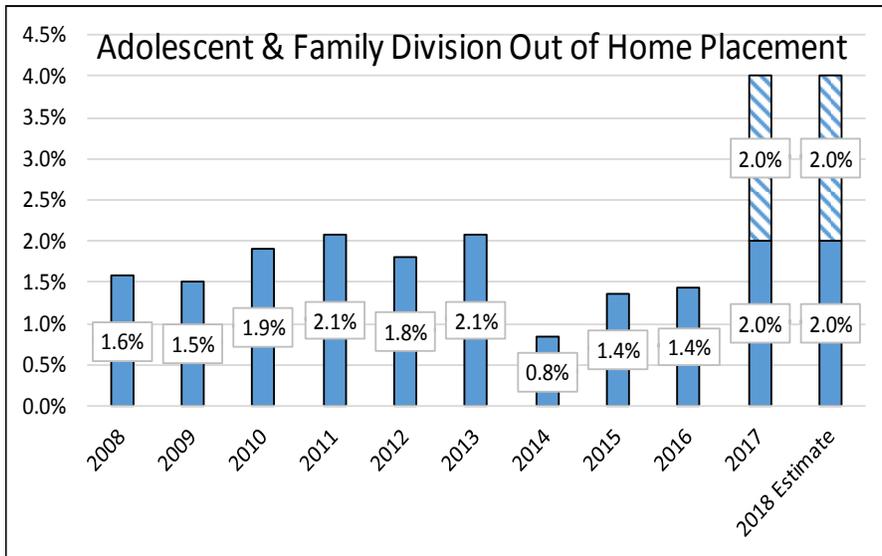


About a third of our clients are defined as delinquent. This percentage has been consistent even as overall numbers of cases vary. This percentage is consistent with national trends.

Family Services & Juvenile Services (cont.)

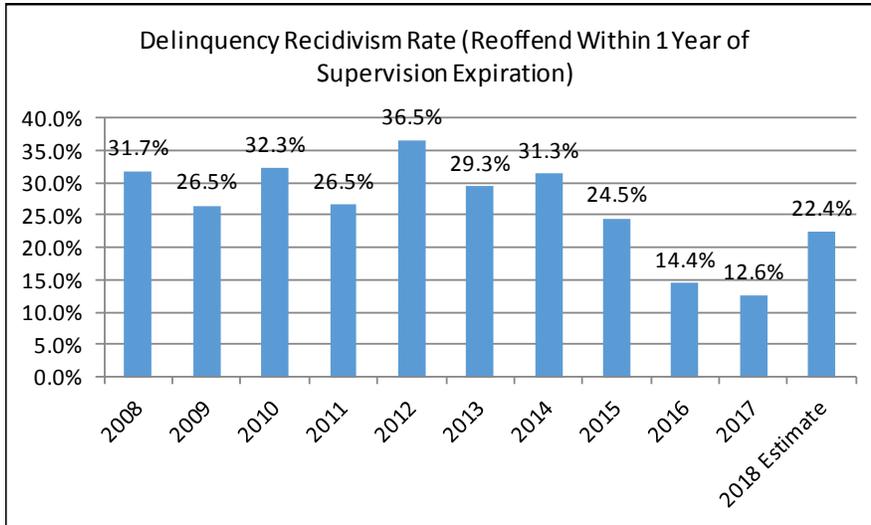


The number of truancy referrals fluctuates from year to year. Overall, truants continue to represent the majority of the referrals received in the division.



The Division has maintained a low out of home placement rate over the past 10 years when compared to the total number of clients served. The 2017 estimate and 2018 budgeted rates reflect an increase. This increase is entirely related to a change in formula. In the past youth in residential care were not included in this formula. As of 1/1/2018, all youth in out-of-home placement are included in the reported percentage. NOTE: if we used the old formula the rate for 2017 would have been 2% which is consistent with historical placement rates.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend following intervention. The recidivism rate has decreased over the past few years. The 2018 estimate is based upon a 5-year rolling average which is why it is higher than the 2016 and 2017 actual percentages.

Alternate Care Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total children in foster care	19	25	18	18	(7)
Days of Care	4,644	4,307	3,945	3,945	(362)
Foster Care expenditures	\$350,835	\$349,844	\$273,754	\$289,844	(60,000)
Total youth in group homes	4	1	6	4	3
Days of Care	367	206	941	496	290
Group Home expenditures	\$73,600	\$39,440	\$203,677	\$109,440	70,000
Total youth in Residential Care Centers	15	14	14	14	0
Days of Care	2,244	2,102	2,054	2,039	(63)
Residential Care Centers expenditures	\$816,140	\$753,200	\$734,069	\$743,200	(10,000)

Juvenile Center

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in boy's secure detention at the Juvenile Center. Physical custody determinations are provided by Juvenile Center supervisory staff. On grounds schooling is provided, as well as daily structured activities. Nursing, dietician, and physician services are provided through contracts. Female secure detention services are purchased from the Washington County Juvenile Detention Facility. Lad Lake, Inc. provides male and female shelter care services through a contract at a licensed facility located in Dousman, WI.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	10.03	10.55	10.55	10.55	0.00
General Government	\$41,401	\$41,401	\$41,401	\$41,401	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$140,956	\$180,000	\$168,000	\$168,000	(\$12,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$30,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,521,415	\$1,481,578	\$1,481,578	\$1,572,138	\$90,560
Total Revenues	\$1,733,772	\$1,702,979	\$1,690,979	\$1,781,539	\$78,560
Personnel Costs	\$774,344	\$732,617	\$766,711	\$731,427	(\$1,190)
Operating Expenses	\$960,913	\$929,161	\$940,206	\$1,004,935	\$75,774
Interdept. Charges	\$61,191	\$41,201	\$41,187	\$45,177	\$3,976
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,796,448	\$1,702,979	\$1,748,104	\$1,781,539	\$78,560
Rev. Over (Under) Exp.	(\$62,676)	\$0	(\$57,125)	\$0	\$0

Program Highlights

General government revenues from Youth Aids and the Child and Families Allocation remain at the 2018 budget level.

Charges for services related to days of care billed to clients decrease by \$12,000. This is based on a trend of lower census and billable days.

Personnel costs are budgeted to decrease by about \$1,200 due to vacancy and turnover.

Operating expenses increase by about \$76,000 due to a contract increase related to a new mandate requiring children in shelter care to receive an immediate medical exam upon admission and the shelter care contracted cost of living increase.

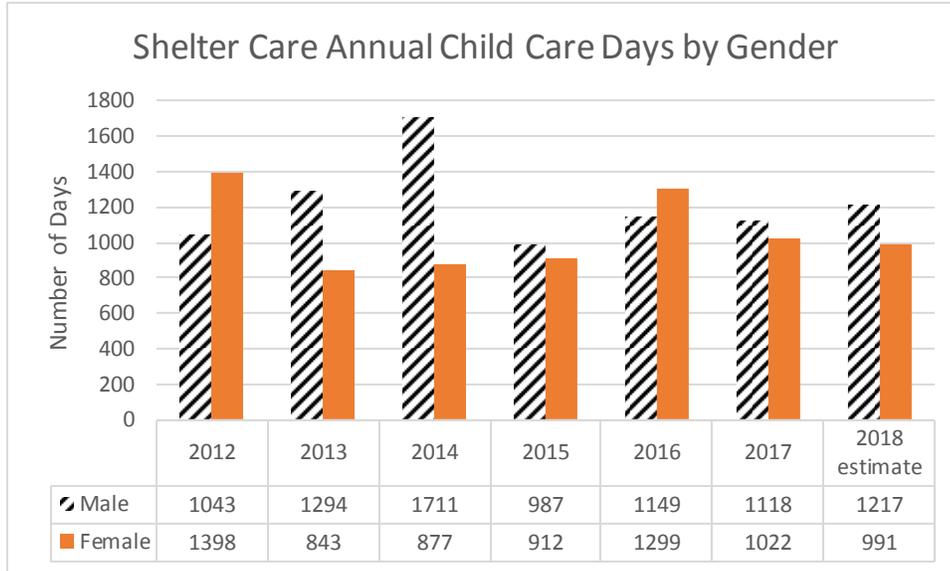
Interdepartmental charges are budgeted to increase by \$4,000 due to Sheriff Department transportation costs.

Juvenile Center (cont.)

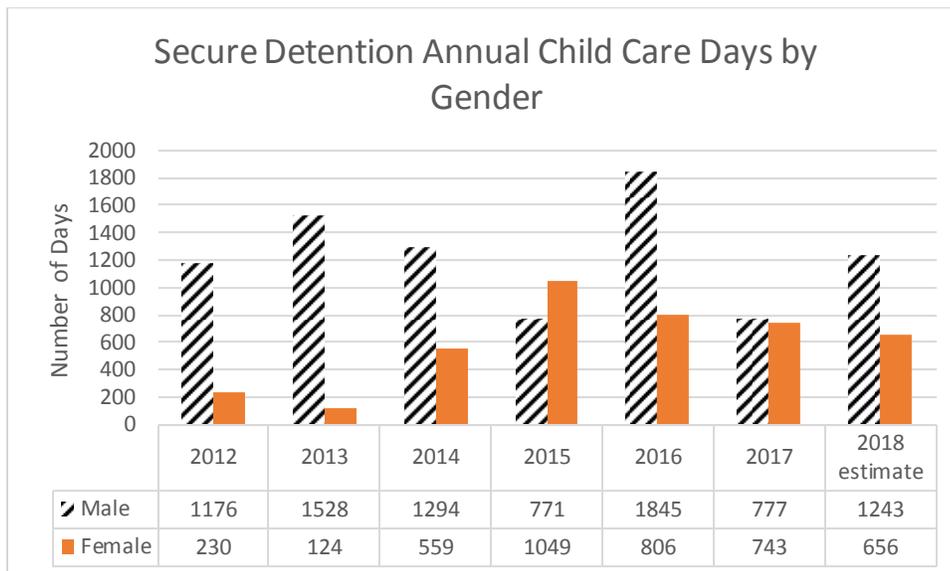
Program Activities

Activity	2017 <u>Actual</u>	2018 <u>Budget</u>	2018 <u>Estimate</u>	2019 <u>Budget</u>	Budget <u>Change</u>
<u>Contracted Non-Secure Detention/Shelter Care at Lad Lake</u>					
# of Days of Care – County Residents	2,140	2,686	2,002	2,144	(542)
# of Days of Care– Out of County Residents	0	0	0	0	0
Total # of Days of Care	2,140	2,686	2,002	2,144	-542
Average daily population	5.9	6.37	5.53	5.92	-0.45
<u>Secure Detention at Waukesha County Juvenile Center (Males Only)</u>					
# of Days of Care – County Residents	777	981	610	915	(66)
# of Days of Care – Out of County Residents	0	247	164	328	81
Total # of Days of Care	777	1,228	774	1,243	15
Average daily population at center	2.36	2.78	1.69	2.67	-0.11
<u>Contracted Secure Detention at Washington County Facility (Females Only)</u>					
# of Days of Care	697	887	168	433	(454)
Average daily population	1.9	2.43	1.69	2.33	-0.10

Juvenile Center (cont.)



While the number of child care days for both genders has fluctuated over this period, the total child care days for males has, with the exception of 2012 and 2016, been higher than that for females. In 2018, the shelter has been at capacity on several occasions.



The number of child care days has consistently been higher for males than for females, with the exception of 2015. This reflects the placement by the Adult Court of two adolescent females for extended periods of time in the Washington County Secure Detention Facility. The spike in male secure in 2016 was the result of long term stays by a few males.

Mental Health Outpatient-Clinical

Program Description

The Clinical Services Division provides behavioral medicine, treatment, and support services to citizens of Waukesha County who are experiencing symptoms of mental health and substance use disorders. The service delivery system is consistent with State Statute Chapter 51 requirements and applicable state and federal regulations. The array of services creates a continuum of care, including diagnostic services, medication management, crisis intervention, individual and group therapy, case management, independent living training, peer support, residential rehabilitation, and acute psychiatric inpatient treatment. Services are individualized to maximize each client's independence, recovery, self-management of symptoms, and to prevent relapse.

The Mental Health Outpatient-Clinical program provides state certified outpatient mental health clinic services, substance use services, and crisis intervention services serving children, youth, and adults. The staff includes the professional services of psychiatrists and advanced practice nurse practitioners for psychotropic medication management. Support services are available to uninsured clients to access patient assistance programs and low-cost medication plans. Access to specialized inpatient services at state mental health institutes, including geropsychiatry, child psychiatry, and secure placements for adults are initiated and monitored through the outpatient clinic.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	36.03	38.01	38.01	38.93	0.92
General Government	\$1,190,699	\$1,102,827	\$1,267,425	\$1,065,366	(\$37,461)
Fine/Licenses	\$343,994	\$378,746	\$378,746	\$378,746	\$0
Charges for Services	\$1,196,016	\$1,082,612	\$1,195,144	\$1,260,606	\$177,994
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,433,439	\$1,660,845	\$1,660,845	\$1,725,207	\$64,362
Appr. Fund Balance	\$260,000	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$5,268,821	\$6,072,896	\$6,072,896	\$5,830,601	(\$242,295)
Total Revenues	\$10,692,969	\$10,297,926	\$10,575,056	\$10,260,526	(\$37,400)
Personnel Costs	\$3,771,841	\$4,222,679	\$4,111,963	\$4,182,675	(\$40,004)
Operating Expenses	\$5,996,908	\$5,741,393	\$6,010,977	\$5,741,549	\$156
Interdept. Charges	\$317,291	\$333,854	\$331,614	\$336,302	\$2,448
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$10,086,040	\$10,297,926	\$10,454,554	\$10,260,526	(\$37,400)
Rev. Over (Under) Exp.	\$606,929	\$0	\$120,502	\$0	\$0

Program Highlights

General government revenues decrease by \$37,500 to \$1,065,400 due to changes in grant funding. The conclusion of the Juvenile Crisis grant in June 2019 results in a decrease of \$42,000. Additionally, the State Targeted Response to the Opioid Crisis grant was renewed with an increase of \$4,000 in 2019. Continuing is the \$225,000 state grant award for the prevention of drug overdose, the Black and Hispanic Urban block grant of \$100,000, Coordinated Service Teams grant of \$60,000, Mental Health Block grant of \$109,469, and the Substance Use block grant of \$421,473.

Charges for services increase \$178,000 or 16.4% over the 2018 budget to \$1,260,600. This is mostly attributable to clinical revenues increasing \$111,100 based on current year to date actuals due to increased billing for 24/7 crisis intervention services, as well as continued improvements to scheduling practices to maximize client access to providers for mental health services. In addition, client fees related to substance abuse programming is budgeted to increase \$66,200 as a result of the State Targeted Response to the Opioid Crisis (STROC) grant funding for Substance Use treatment.

Mental Health Outpatient-Clinical (cont.)

Other revenue is budgeted to increase \$64,400 driven by an increase in state collections for adults treated at the state mental health institutes due to a higher percentage of clients with insurance or third party payors.

Personnel costs are budgeted to decrease \$40,000 to \$4,182,700 driven by the costs to continue 38.93 FTE staff assigned to this program, as well as the addition of 1.05 FTE extra help clinical therapist positions to assist with providing 24/7 crisis intervention services. Transfers to the Mental Health Center program include 0.64 FTE registered nurse, 0.09 FTE extra help weekend registered nurse, and 0.40 FTE psychiatrist. One full-time clinical therapist position was abolished and replaced with two 0.50 part-time positions. A 1.00 FTE psychiatrist position was unfunded and replaced with 2.00 FTE advanced psychiatric nurse practitioner positions.

Operating expenses remain relatively flat in the 2019 budget. Expenses for adults and children at the state mental health institutes decrease by \$235,000 as days of care decrease due to the release of some long term clients to other facilities. Utilization of the state developmental disability centers results in an increase \$47,800. Costs for contracted psychiatrists increase \$114,200 due to market rate adjustments. Tuition and registration increases \$18,000 for Behavioral Health Training Partnership.

Interdepartmental charges increase by \$2,400 in 2018 due to a reduction in collection charges of \$39,800, offset by increases in transportation charges of \$23,600, and increases in cell phone costs of \$4,400 to meet compliance requirements with HIPAA and for worker safety.

Program Activities

Activity – MH Outpatient Clinical	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Outpatient – MH - Unduplicated count	4,448	4,200	4,500	4,500	300
Outpatient - AODA - Unduplicated count	1,012	1,000	1,100	1,100	100
Service Contacts (2017 is July-December)					
Mental Health / Therapy	7,644	*	14,000	14,000	*
Crisis Intervention	1,405	*	3,200	3,200	*
Substance Use Treatment	8,898	*	17,500	17,500	*
Residential and Inpatient Services					
Clients Receiving Detox	30	50	30	30	(20)
Detoxification: Days of Care	79	130	79	79	(51)
AODA Residential: Days of Care	6,142	5,388	5,774	5,830	442
State Institutes Payments: Days of Care (children)	1,042	921	500	353	(568)
State Institutes Payments: Days of Care (adults)	1,724	1,680	2,568	2,058	378
Mobile Crisis Intervention					
In Person Risk Assessment	1,612	1,700	1,700	1,850	150
Crisis Inbound Calls	3,825	4,500	4,200	4,400	(100)

*New reported measure for 2019 Budget

Mental Health Outpatient-Intensive

Program Description

The Mental Health Outpatient-Intensive program (located at the Mental Health Center) is comprised of two units. The Treatment and Support Services Unit (TSSU) provides an array of community based mental health services to residents of Waukesha County through the state certified program, Comprehensive Community Services (CCS). The second unit is the state certified Community Support Program (CSP). Additional services are provided through Targeted Case Management (TCM) and Community Recovery Services (CRS) benefits for eligible clients.

Residential care in group homes, adult family homes, and institutional settings is provided through contracts with multiple specialized programs throughout Wisconsin.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	22.29	24.12	24.12	24.22	0.10
General Government	\$694,852	\$692,352	\$692,352	\$692,352	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,342,604	\$2,490,239	\$2,741,542	\$2,757,049	\$266,810
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,326,687	\$2,666,454	\$2,732,411	\$2,807,411	\$140,957
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$3,519,525	\$2,970,714	\$2,970,714	\$2,599,957	(\$370,757)
Total Revenues	\$9,883,668	\$8,819,759	\$9,137,019	\$8,856,769	\$37,010
Personnel Costs	\$2,109,485	\$2,363,577	\$2,230,442	\$2,380,274	\$16,697
Operating Expenses	\$5,991,473	\$6,220,074	\$6,081,126	\$6,237,564	\$17,490
Interdept. Charges	\$233,369	\$236,108	\$236,109	\$238,931	\$2,823
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$8,334,327	\$8,819,759	\$8,547,677	\$8,856,769	\$37,010
Rev. Over (Under) Exp.	\$1,549,341	\$0	\$589,342	\$0	\$0

Program Highlights

General government revenue remains flat in the 2019 budget. Revenues include the Community Mental Health Services grant at \$603,700 and state funding for the Community Support Program, maintained at 2018 budgeted levels of \$88,600.

Charges for services revenues are budgeted to increase by approximately \$266,800. This reflects a budgeted increase in client fee revenue for services billed to Medicaid for the CCS program by \$249,200 to \$1,799,200, based on an estimate of total expenses for which reimbursement is available under the state's fee for service reimbursement model. CRS client fee revenue decreases by \$18,000 to \$295,400 based on prior-year actual revenues. Community Support Program revenue is budgeted to increase by \$35,500 to \$662,400 based on prior-year actual and current year trended revenues.

Other revenue increases by \$141,000 to reflect the prior year revenue for CCS and CRS Program cost settlements. Prior to 2018, all CCS program revenues were budgeted for in the charges for services revenue category. The 2018 budget is adjusted where these particular revenues are received and tracked moving forward. CCS prior year cost settlement is expected to decrease by \$249,200 as a result of increased charges for services. Wisconsin Medicaid Cost Reporting (WIMCR) reimbursement has been expanded to include the CRS program resulting in a revenue increase of \$315,200.

Personnel costs are budgeted to increase \$16,700 to \$2,380,300. This reflects the cost to continue for existing staff of 24.12 FTE and the addition of 0.10 FTE for a part-time registered nurse.

Mental Health Outpatient-Intensive (cont.)

Operating expenses are budgeted to increase by \$17,500. The increase is largely due to an increase of \$40,200 to \$2,967,700 in residential care services for clients that do not qualify for the CCS, CRS, or any other partially reimbursable programs. Residential care and treatment for clients in the CCS program increase \$68,000. This increase is largely offset by a decrease in CRS program related costs by \$93,200 to \$1,262,100 as changes in CRS rules resulted in some clients and placements becoming ineligible to continue in program.

Interdepartmental charges are budgeted to increase by \$2,800 mostly due to increases in technology maintenance and replacement charges, and deployment of cell phones to meet compliance requirements with HIPAA and for worker safety.

Program Activities

	2017	2018	2018	2019	Budget
Activity – MH Outpatient Intensive	Actual	Budget	Estimate	Budget	Change
CCS (Comprehensive Community Services) Number of Clients	140	136	160	160	24
TCM (Targeted Case Management) Number of Clients	76	70	80	80	10
CSP (Community Support Program) Number of Clients	183	188	185	185	(3)
CCS Program Days	9,442	10,585	8,907	8,907	(1,678)
CRS Program Days	3,982	5,475	3,820	3,820	(1,655)
Specialized Residential Program Days	11,083	6,570	7,812	7,812	1,242
Total Residential Days of Care	24,507	22,630	20,539	20,539	(2,091)
CCS Hours of Care	4,753	5,600	5,547	5,547	(53)
CRS Hours of Care	3,594	3,351	3,512	3,512	161
Total Residential Hours of Care	8,347	8,951	9,059	9,059	108

Mental Health Center

Program Description

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and state/federal reporting including federal/state Medicare cost report requirements. This program provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The inpatient hospital program of the Mental Health Center provides 24-hour care including assessment, intervention, diagnosis, and treatment for individuals with acute and persistent mental illnesses requiring: diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. Alcohol detoxification management services are also provided. The facility has a capacity of 28 adults on two 14 bed units, and serves court-involved and voluntary patients.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	49.11	52.34	52.34	53.11	0.77
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,207,350	\$3,151,097	\$3,214,672	\$3,358,430	\$207,333
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$224,220	\$117,460	\$130,426	\$101,000	(\$16,460)
County Tax Levy (Credit)	\$3,543,809	\$3,593,705	\$3,593,705	\$3,928,252	\$334,547
Total Revenues	\$6,975,379	\$6,862,262	\$6,938,803	\$7,387,682	\$525,420
Personnel Costs	\$4,956,689	\$5,043,349	\$5,326,185	\$5,343,740	\$300,391
Operating Expenses	\$1,045,229	\$1,000,931	\$1,055,495	\$1,120,359	\$119,428
Interdept. Charges	\$931,108	\$817,982	\$812,213	\$923,583	\$105,601
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$6,933,026	\$6,862,262	\$7,193,893	\$7,387,682	\$525,420
Rev. Over (Under) Exp.	\$42,353	\$0	(\$255,090)	\$0	\$0

Program Highlights

Charges for services increase by \$207,300 to \$3,358,400 driven by revenues related to the 28-bed psychiatric hospital where days of care are expected to increase from 6,450 to 7,200 days based on trends. Revenue for copy and duplicating fees is budgeted to remain flat at \$3,000.

General Fund balance decreases by \$16,500. Projects totalling \$101,000 will support \$20,000 for new carpeting, \$20,000 for replacement of furniture, \$30,000 for security cameras, \$25,000 for wall painting, and \$6,000 for new rubberized flooring in the group room.

Personnel costs increase by \$300,400 or nearly 6% to \$5,343,700, which includes the cost to continue for 53.11 FTE. Changes includes 1.00 FTE administrative specialist that has been reallocated to the Administration division. An additional 1.00 FTE registered nurse for Utilization Review was created to pursue higher reimbursement from third party payors and is funded by an increase in revenue and a reallocation of 0.64 FTE registered nurse from the Outpatient-Clinical Services program. A 0.20 FTE extra help registered nurse was replaced with a 0.20 FTE part-time registered nurse. An extra help weekend registered nurse is increased 0.09 FTE as a transfer from the Outpatient-Clinical Services program. 1.00 FTE clinical therapist has been added, offset by a decrease in 1.32 FTE extra help clinical therapist to provide more consistent coverage across the seven day week. A psychiatrist who had been partially assigned to the Outpatient-Clinical Services program has been assigned full time to the Mental Health Center for an increase of 0.40 FTE.

Mental Health Center (cont.)

Operating expenses increase approximately \$119,400, primarily due to \$20,000 in contract temporary help for an registered nurse, \$38,300 for furniture replacement and building repairs, \$22,600 for food service related to new contract and higher census, and \$30,000 in increased transcription expenses related to electronic medical records reviews.

Interdepartmental charges increase by approximately \$105,600. This increase is mostly due to \$81,000 of building maintenance expenses (offset with fund balance) to support \$30,000 for security cameras, \$25,000 for wall painting, \$20,000 for new carpeting, and \$6,000 for new flooring in the group room. Collection charges increase \$29,000 as revenues are also expected to increase. There is a 22% charge on all revenue gained through the collections department.

Program Activities

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Target	Budget Change
Days of Care	6,311	6,450	7,133	7,200	750
Admissions	685	850	681	681	(169)
Discharges	680	850	681	681	(169)
Average Length of Stay (Days)	9	7.7	10.5	10.5	2.8

Criminal Justice Collaborating Council (CJCC)

Program Description

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that, taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$302,087	\$465,681	\$486,867	\$469,889	\$4,208
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$52,057	\$44,564	\$41,235	\$41,133	(\$3,431)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$10,000	\$10,000	\$10,000	\$0
County Tax Levy (Credit)	\$1,077,870	\$1,095,467	\$1,095,467	\$1,135,502	\$40,035
Total Revenues	\$1,432,014	\$1,615,712	\$1,633,569	\$1,656,524	\$40,812
Personnel Costs	\$114,404	\$119,695	\$118,206	\$121,460	\$1,765
Operating Expenses	\$1,275,626	\$1,456,499	\$1,472,977	\$1,495,001	\$38,502
Interdept. Charges	\$15,995	\$39,518	\$46,356	\$40,063	\$545
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,406,025	\$1,615,712	\$1,637,539	\$1,656,524	\$40,812
Rev. Over (Under) Exp.	\$25,989	\$0	(\$3,970)	\$0	\$0

Program Highlights

General government revenues increase by approximately \$4,200 or less than 1% to \$469,900, mainly due to the continuation of the Substance Abuse and Mental Health Services Administration (SAMHSA) grant, expanding substance abuse treatment capacity in the Waukesha County Drug Court. General government revenues also include state Department of Corrections (DOC) revenue for the Community Service Options (CSO) program of \$24,300, a \$200 increase over the 2018 budget. The Treatment Alternatives and Diversion (TAD) grant funding of \$140,000 continues in 2019 as well.

Charges for services is budgeted to decrease by \$3,400 to \$41,100. An increase of \$3,300 in Alcohol Treatment Court client fees is expected as a result of an increase in the number of program participants. Client fees from the Day Report Center Program decrease \$6,800 based on lower program referrals and a higher percentage of waived fees due to indigence. Day Report Center participants are charged a flat fee, which is mandatory for all program participants, based upon length of stay in the program.

General Fund balance remains at \$10,000 for costs associated with judicial training pertaining to best practices in the operation of drug treatment courts and other CJCC initiatives.

Personnel costs is budgeted to increase \$1,800 to \$121,500, reflecting the cost to continue for the 1.00 FTE coordinator position.

CJCC (cont.)

Operating expenses is budgeted to increase approximately \$38,500 driven mainly by the \$14,000 increase to upgrade the Correct Care Solutions counselor to a credentialed substance use provider to better handle the complexity of cases, and \$22,500 to align WCS contract rates to the 2017 RFP rates for several programs. The cost to continue of contracted services for various CJCC programs is \$9,000, assuming an average 1% increase for most vendors. Savings of \$10,000 result from WCTC receiving federal grant funds to partially offset the cost of the jail Adult Basic Education program.

Interdepartmental charges is budgeted to increase \$550 driven by an increase in administrative expenses related to the SAMHSA grant by \$350, and an increase in computer maintenance and replacement of \$200.

Program Activities

CJCC activities include the following programs:

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with clients' needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

Drug Treatment Court Program

Utilizing a post-plea, pre-dispositional model, provides rigorous supervision, case management, and drug testing for drug dependent offenders. This includes intensive judicial oversight and an emphasis on treatment in an effort to increase long-term sobriety, which will ultimately reduce crime and increase public safety. The average program length is 18 months.

Alcohol Treatment Court Program

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community. The program length is approximately 12-18 months.

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

Day Report Center Program

Intensive supervision and monitoring of adults post-conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

Jail Adult Basic Education (ABE) Program

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail.

Reentry Employment Program

Provides job readiness skills (resume development, preparation for interviews, assistance completing on-line applications, etc.) to unemployed or underemployed offenders in the Waukesha County Huber facility to help them secure and maintain employment.

The following tables show the number of clients served, successful completion rates, and jail days diverted by CJCC programs.

	Program	2017 Actual	2018 Target	2018 Estimate	2019 Target
# Clients Served	Pretrial Screening	2,722	2,500	2,602	2,600
	Pretrial Supervision	559	500	479	500
	Pretrial Intoxicated Driver Intervention	701	800	687	700
	Day Report Center	252	260	253	250
	Alcohol Treatment Court	71	75	74	75
	Drug Treatment Court	87	85	89	90
	Community Service Options	540	600	616	575
	Offender Reentry Employment	219	250	237	225
	Jail ABE/GED	150	150	150	150
	TOTAL CLIENTS SERVED*	5,301	5,220	5,187	5,165

*Not an unduplicated total, as clients can participate in multiple programs.

	Program	2017 Actual	2018 Target	2018 Estimate	2019 Target
% Successful Completions	Pretrial Supervision	71%	75%	70%	75%
	Pretrial Intoxicated Driver Intervention	79%	80%	82%	80%
	Day Report Center	84%	80%	84%	82%
	Alcohol Treatment Court	69%	75%	70%	75%
	Drug Treatment Court	59%	65%	72%	65%
	Community Service Options	69%	75%	70%	75%

	Program	2017 Actual	2018 Target	2018 Estimate	2019 Target
Safety Rate	Pretrial Supervision	97%	N/A	96%	95%
	Pretrial Intoxicated Driver Intervention	98%	N/A	97%	97%
	Day Report Center	95%	N/A	90%	95%
	Drug Treatment Court	100%	N/A	100%	97%
	Alcohol Treatment Court	100%	N/A	100%	97%

Program		2017 Actual	2018 Target	2018 Estimate	2019 Target
Court Appearance Rate	Pretrial Supervision	86%	N/A	89%	85%
	Pretrial Intoxicated Driver Intervention	96%	N/A	96%	90%

Program		2017 Actual	2018 Target	2018 Estimate	2019 Target
# Jail Days Diverted	Pretrial Supervision	12,837	8,000	6,252	7,000
	Pretrial Intoxicated Driver Intervention	4,800**	14,000	14,306	14,000
	Day Report Center*	8,436	5,700	7,637	7,000
	Alcohol Treatment Court*	3,437	2,400	2,973	2,800
	Community Service Options*	914	1,500	1,092	1,000
	TOTAL JAIL DAYS DIVERTED	30,424	31,600	33,654	31,800

*Totals reflect potential good time earned by inmates.

**Under-reports total jail days diverted for the year, as a new system for tracking this was put into place.

Program Description

Administration Section

The Administration Section provides leadership, direction and clinical competence in the overall management of the Public Health Division's human resources, program resources, and overall budget. It assures the Division focuses on its mission to "promote health and wellness, prevent disease and to foster community environments that support an atmosphere of positive behavioral choices." This section is responsible for the Division's State of Wisconsin Administrative Code 140 certification review to maintain Level II health department status. This section will prepare the Division for national accreditation, and will maintain necessary programs for accreditation, such as quality improvement and workforce development. The section works closely with the fiscal division in ensuring adherence with corporate compliance and HIPAA requirements. The operation of Insight, the public health electronic health record, is overseen by this section.

Communicable Disease Control and Public Health Preparedness Section

The Communicable Disease Control and Public Health Preparedness Section provides services to individuals, families and to the population collectively. This section provides communicable disease surveillance, investigations, and interventions to control communicable diseases and outbreaks affecting individuals, families, and businesses in Waukesha County. Communicable disease interventions include notification, education, treatment consultation and containment measures (such as work restriction, isolation, or quarantine). Clinical services in this section include directly observed treatment for Tuberculosis (TB), the Travel Immunization Clinic, and the Sexually Transmitted Diseases (STD) Clinic. Partner notification for STDs and human immunodeficiency (HIV) are conducted routinely. Public health preparedness is a rapidly evolving component of this section that addresses preparedness strategies for quick response to a range of public health threats, both intentional and unintentional, including biological, chemical, or natural disasters. Emerging diseases, such as Zika and Avian Influenza, are tracked closely and plans are continually refined based off of the latest Centers for Disease Control information. Staff trainings and exercises are conducted regularly with key partners.

Family and Community Health Section

The Family and Community Health Section provides services directly to individuals, families and to the population collectively. This section provides various services to individuals from early childhood to late in life through clinic visits, home visits, or community events. Child preventive health services can include childhood immunizations, lead poisoning screenings, child health checks, fluoride varnishing, and assist in child neglect and abuse assessments. Adult health services consist of screenings and case management in screening areas such as cholesterol, glucose, blood pressure, pregnancy testing, as well as, prenatal and postpartum monitoring, sexually transmitted disease control, and drug testing. This section oversees the County's Community Health Assessment and Improvement Plan and Process (CHIPP), which addresses population health through community assessments to determine the county's leading health problems and collaborates with community partners for remediation strategies. Additionally, there is participation on numerous community coalitions to address health equity and health disparities.

Women, Infants and Children (WIC) Section

The Women, Infants, and Children (WIC) program is federally funded and provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year, and children through five years of age. Nutrition recommendations are offered with corresponding electronic benefits specifically outlining food purchases that will remedy nutritional deficiencies.

Public Health (cont.)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	34.87	33.18	33.18	33.20	0.02
General Government	\$814,158	\$748,194	\$738,000	\$827,202	\$79,008
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$283,889	\$296,726	\$239,726	\$248,126	(\$48,600)
Interdepartmental	\$550	\$725	\$725	\$550	(\$175)
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,168,268	\$2,276,030	\$2,276,030	\$2,235,001	(\$41,029)
Total Revenues	\$3,266,865	\$3,321,675	\$3,254,481	\$3,310,879	(\$10,796)
Personnel Costs	\$2,749,414	\$2,873,734	\$2,611,651	\$2,823,297	(\$50,437)
Operating Expenses	\$253,938	\$216,381	\$209,491	\$257,681	\$41,300
Interdept. Charges	\$225,402	\$231,560	\$258,614	\$229,901	(\$1,659)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,228,754	\$3,321,675	\$3,079,756	\$3,310,879	(\$10,796)
Rev. Over (Under) Exp.	\$38,111	\$0	\$174,725	\$0	\$0

Program Highlights

General government revenue is budgeted to increase approximately \$79,000 to \$827,200 mainly due to a transfer of approximately \$91,200 of Preparedness grant revenue from the HHS Administrative Services Division to Public Health related to the transfer of emergency preparedness personnel. In addition, increases in the Communicable Disease grant of \$20,000 and the Preparedness grant of \$3,600 are offset by reductions in the WIC grant of \$29,400 and Immunization grant of \$6,400.

Charges for services revenue decreases approximately \$48,600 to \$248,100 mainly due to a \$50,000 decrease in Healthcheck due to lower client utilization, a decrease in tuberculosis case management and skin tests of \$7,500, a decrease in prenatal care coordination of \$6,000, decreases in immunizations and flu vaccinations of \$5,400, and decreases in other fee programs of \$700. The decreases are partially offset by an increase in child at-risk case management of \$10,000, an increase in travel clinic of \$5,000, an increase in Perinatal Hepatitis B of \$4,000, and an increase in STD testing of \$2,000 due to increased utilization.

Interdepartmental revenues decrease by \$175 to \$550 due to decreased utilization of tuberculosis skin tests.

Personnel costs decrease by approximately \$50,400 to \$2,823,300 due to abolishing 1.00 FTE public health nurse, abolishing 1.00 FTE epidemiologist – Health Officer, and unfunding 0.50 FTE of a WIC program nutritionist. Also, 1.00 FTE health and human services coordinator was refunded in 2018 and transferred to the HHS Administrative Services Division. These decreases are offset with the creation of 1.00 FTE health and human services coordinator, and vacancy savings resulting from turnover in other public health management positions, and the transfer in of 1.00 FTE programs and projects analyst from HHS Administrative Services for emergency preparedness. The position is reclassified to a health and human services preparedness coordinator. Also, extra help is increased 0.52 FTE extra Help.

Operating expenses increase by \$41,300 to \$257,700, which includes increases in medication and medical supplies costs of \$25,700, contracted services of \$5,700, tuition and registration costs of \$4,500, travel and mileage costs of \$3,800, office equipment and repair costs of \$2,000, subscription costs of \$1,400, and printing costs of \$1,200. These increases are partially offset by reductions in membership dues of \$1,400 and interpretation services of \$1,300.

Interdepartmental charges slightly decrease by \$1,700 to \$229,900 mainly related to a decrease in postage charges of \$4,000 and a decrease in phone costs of \$300. These decreases are offset by increases in EUTF and computer replacement costs of \$2,600.

Public Health (cont.)

Program Activities: Administration

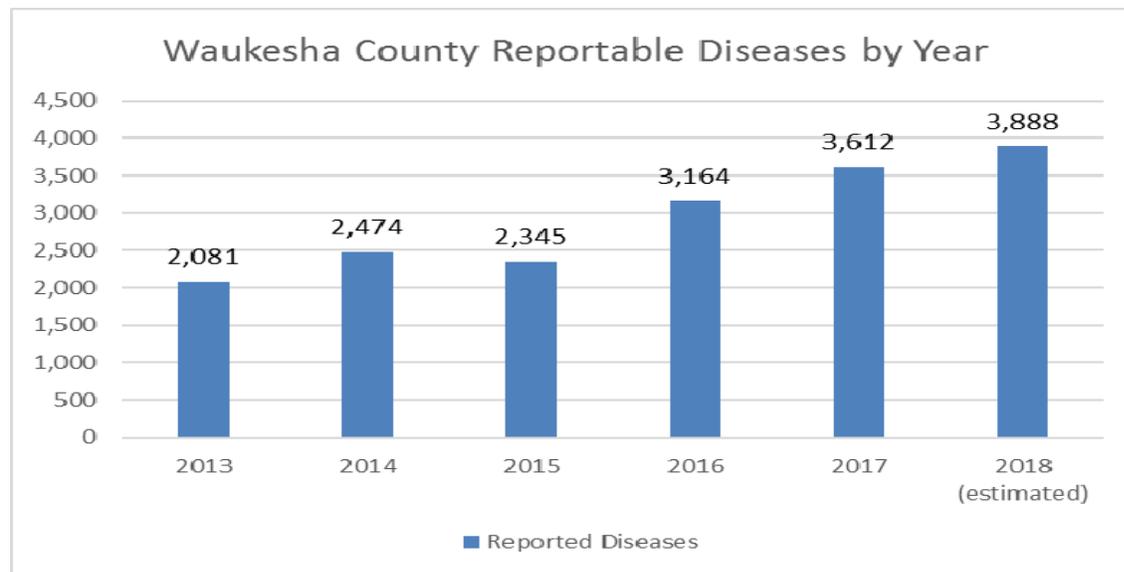
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Number of telephone calls to the Division for information/triage	8,202	8,400	8,000	8,200	(200)
Number of walk-in clients at the Division	4,315	4,150	3,800	4,000	(150)

Program Activities: Communicable Disease and Preparedness

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Number of communicable disease referrals investigated (a)	3,612	3,500	3,888	4,500	1,000
• Number of Category 1 communicable diseases investigated	463	*	450	450	*
• Number of communicable disease cases identified (a)	2,100	2,000	2,300	3,000	1,000
Number of outbreaks investigated	116	125	120	125	0
Number of TB Directly Observed Therapy (DOT) visits	829	*	750	750	*
Number of TB skin tests	558	750	400	400	(350)
Number of vaccines administered	3,245	3,300	3,000	3,200	(100)
• Children Immunized	555	*	450	400	*
• Adults Immunized	1,228	*	1,250	1,300	*
Number of Travel Clinic clients	270	285	250	285	0
Number screened in STD clinic	274	230	325	330	100
Number of preparedness exercises conducted	12	*	13	13	*

* New reported measure for 2019 budget

(a) Significant increase is the result of trend and state mandate of additional reportable diseases.



Public Health (cont.)

Program Activities: Family and Community Health

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Number of children tested for lead poisoning	1,207	1,450	1,250	1,300	(150)
Number of lead poisoned children that were case managed	56	*	75	80	*
Number of children at-risk (medical/physical neglect) case managed	129	165	160	175	10
• Number of home visits to children	591	*	615	625	*
Number of Healthcheck examinations	863	1,650	700	650	(1,000)
• Number of children receiving fluoride varnishing	366	525	350	325	(200)
Number of pregnant women case managed	111	200	115	150	(50)
• Number of home visits to pregnant women	499	*	505	525	*
• Percentage of case managed women who delivered full term infants of average birth weight	94%	*	96%	95%	*
Number of chronic disease screenings	470	850	500	850	0
Number of HHS clients drug tested though urine screening	956	1,050	800	900	(150)
• Percent of drug screening clients that test positive	35%	*	43%	40%	*
Community education events	38	*	40	40	*

*New reported measure for 2019 budget

Program Activities: Women, Infants and Children (WIC)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
State estimated # of eligible low income population per month for Waukesha County (a)	4,300	4,300	4,300	4,300	0
Total number of mothers, infants/children served per year in the WIC Program	2,875	3,000	2,750	2,600	(400)
Annual number of infants/children nutritionally deficient enrolled in the WIC program	1,752	2,000	1,700	1,650	(350)
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	1,700	1,731	1,650	1,600	(130)

(a) Based on the 2014 US Bureau of Census, Waukesha County Poverty Estimates.

(b) From January 1, 2017 through December 31, 2017 WIC food vouchers supplemented Waukesha County retail food vendors by \$1,879,670 and local Waukesha County produce farmers by \$8,179.

Veterans' Services

Program Description

It is the mission of the Waukesha County Division of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Division ensures that clients obtain all available and appropriate benefits for which they are entitled. The Division staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service divisions in the State by providing maximum service to its clientele.

Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the internet, and distributed where and when appropriate.

In addition, the County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to authorize and provide the amount of funds required for needy veterans.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.52	0.52
General Government	\$13,000	\$13,000	\$13,000	\$13,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$6,610	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$5,145	\$0	\$3,645	(\$1,500)
County Tax Levy (Credit)	\$302,801	\$302,719	\$302,719	\$310,512	\$7,793
Total Revenues	\$322,411	\$320,864	\$315,719	\$327,157	\$6,293
Personnel Costs	\$253,722	\$256,776	\$222,176	\$263,343	\$6,567
Operating Expenses	\$21,980	\$45,665	\$45,400	\$46,255	\$590
Interdept. Charges	\$17,766	\$18,423	\$18,293	\$17,559	(\$864)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$293,468	\$320,864	\$285,869	\$327,157	\$6,293
Rev. Over (Under) Exp.	\$28,943	\$0	\$29,850	\$0	\$0

Program Highlights

General government revenues of \$13,000 consist of a Wisconsin Department of Veterans' Affairs, County Veterans' Service Office Grant from the State and remains unchanged in the 2019 budget.

Fund balance decreases \$1,500 in 2019 to \$3,645 that represents the balance of previously received donations restricted for veteran services by various donors through ordinance. In 2017, \$1,500 of the donated funds were utilized for expenses to host the Veterans Resource Fair and the same is planned and estimated for 2018.

Personnel costs increase by \$6,600 to \$263,300 due to the increase of 0.52 FTE of clerical extra help to meet increasing demand for veterans' services. The extra help increase is partially offset by reductions in the cost to continue for 4.00 FTEs as the result of turnover.

Operating expenditures increase approximately \$600 to \$46,300 due to an increase of \$600 in books, publications, and subscription costs.

Interdepartmental charges decrease approximately \$900 to \$17,600 mainly due to reductions of \$600 in postage costs and \$800 in copier replacement charges, offset by increases of \$300 in telephone costs and \$300 in end user technology fees.

Veterans' Services (Cont.)

Program Activities

Activity - Output Indicators	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total dollars to Waukesha County veterans (In Millions of Dollars) (a)	\$289.8	\$260.0	\$275.0	\$280.0	\$20.0
Clients interviewed and counseled (In Office)	4,788	4,000	4,100	4,500	500
Number of appearances on behalf of veterans	62	55	60	60	5
Miles traveled on veterans' affairs	3,709	2,500	3,000	3,700	1,200
Incoming phone calls answered	10,661	8,200	10,000	10,000	1,800
Contacts by E-Mail (requiring a response)	10,897	10,500	10,500	10,500	0

(a) This figure reflects the value of all Federal and State benefits awarded to county veterans. Based on the 2017 estimate data this equates to \$842 of benefits returned for each tax levy dollar expended.

ADRC - Adult Protective Services

Program Description

The Adult Protective Services Unit's primary responsibility is to investigate concerns of abuse and neglect of adults and elders (ages 60 and older) in the community. The Adult Protective Services Unit performs all necessary court work for situations that require court ordered protection and services. This unit provides short-term case management and linkage to long-term care resources capable of providing a range of services and/or residential services for vulnerable adults. Staff social workers provide annual reviews of those individuals under court ordered intervention for protective placements in institutional settings. As a unit within the Aging and Disability Resource Division, the Adult Protective Service unit is in an optimal position to collaborate closely with Aging and Disability Resource Center Staff on determining any protective service needs of consumers that present for services and/or provide outreach and connection with community stakeholders associated with older adult programming in Waukesha County.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
General Government	\$486,706	\$486,706	\$486,706	\$486,706	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$20,970	\$76,000	\$20,000	\$20,000	(\$56,000)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$48,858	\$22,531	\$22,531	\$22,531	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,069,392	\$1,231,032	\$1,231,032	\$1,159,388	(\$71,644)
Total Revenues	\$1,625,926	\$1,816,269	\$1,760,269	\$1,688,625	(\$127,644)
Personnel Costs	\$775,669	\$804,196	\$827,829	\$804,330	\$134
Operating Expenses	\$544,415	\$852,483	\$715,831	\$715,831	(\$136,652)
Interdept. Charges	\$159,690	\$159,590	\$162,039	\$168,464	\$8,874
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,479,774	\$1,816,269	\$1,705,699	\$1,688,625	(\$127,644)

Rev. Over (Under) Exp.	\$146,152	\$0	\$54,570	\$0	\$0
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Program Highlights

General government includes revenues from Supportive Home Care State Basic County Allocation of \$259,000, and a State Basic County Allocation of \$227,700 to fund Adults-at-Risk activities and Adult Protective Services (APS). These funds remain unchanged from the 2018 budget.

Charges for services revenues are reduced \$56,000 to \$20,000 related to a lower number of clients budgeted to be protectively placed at Waukesha Memorial Hospital. Waukesha County Department of Health and Human Services (HHS) is obligated to provide services and protection to adults found to be legally incompetent and a danger to themselves or others. Law enforcement and APS utilize Waukesha Memorial Hospital as a placement site for emergency protective placements for both adults at risk and elder adults at risk. HHS pays for the episode and then bills the client to recapture the costs.

Other revenue remains unchanged from the 2018 budget at \$22,500 for social security reimbursements for clients served by this program where Waukesha County is the protective payee.

Personnel costs are budgeted to increase approximately \$100 to about \$804,300 due to cost to continue the 9.00 FTEs. The cost to continue increase is offset by the unfunding of 1.00 FTE social worker and creating 1.00 FTE human services support specialist.

ADRC - Adult Protective Services (cont.)

Operating expenses are budgeted to decrease approximately \$136,700 to \$715,800. Of this decrease, \$119,800 is attributable to reduced placement costs at the Clearview Rehabilitation Center. These reduced costs are partially offset by an increase of \$22,600 in the annual assessment fee for the Marsh Country Health Alliance which is related to those clients receiving ongoing residential care at the Clearview Nursing Home and Facility for Individuals with Intellectual Disabilities (IID) in Dodge County. In addition, contracted services is reduced \$39,500 due to fewer costs associated with emergency protective placements.

Interdepartmental charges are budgeted to increase approximately \$8,900 to \$168,500 mainly due to increases in cell phone charges of \$5,200 to meet compliance requirements with HIPAA and for worker safety, and legal charges of \$3,700.

Activity	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.	Bud. Change
New Adult at Risk/Elder At Risk Investigations	313	n/a	340	340	0
Watts Court Ordered Assessment Reviews	297	300	300	300	0
Emergency Protective Placements	57	50	50	50	0
Mental Health - Chapter 51.67	29	36	30	30	(6)
Comprehensive Evals	55	50	56	60	10
Youth Transition Guardianships	31	n/a	30	30	0

ADRC - Community Services

Program Description

The Community Services (CS) program provides a range of home and community-based services and opportunities. These activities empower seniors, those with disabilities, and their caregivers to make informed choices and remain as independent as possible in their home of choice and community. The Community Services program is funded through a variety of grants, donations, and tax levy and supports direct services to clients and administrative operations.

Core services include: home delivered and congregate meals, care coordination, adult day care, home chore services, bathing, light housekeeping, respite care, shared fare-taxi and specialized accessible transportation, caregiver support services, and emergency intervention services. Services do require an assessment to ensure that individuals meet eligibility criteria set by the various programs. Additional opportunities available include volunteer engagements and various health promotion education programs.

Services provided under the Older Americans Act (Title III-B Supportive Services, Title III-C-1 Congregate Nutrition, Title III-C-2 Home Delivered Meals, Title III-D Preventive Health and Title III-E National Family Caregiver Support) serve those age 60 and over with an emphasis placed on reaching the targeted frail, isolated, homebound and disadvantaged older population, as well as their caregivers. Older Americans Act services are not means tested and mandate a request for donations towards services; therefore, no standardized fees can be charged for services. Most services in the Community Services program are provided through contracted community providers.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	18.85	19.24	19.24	19.50	0.26
General Government	\$2,609,630	\$2,551,105	\$2,656,017	\$2,642,576	\$91,471
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$409,614	\$397,324	\$411,973	\$418,715	\$21,391
Appr. Fund Balance	\$7,655	\$7,700	\$13,900	\$7,700	\$0
County Tax Levy (Credit)	\$1,056,221	\$1,131,094	\$1,131,094	\$1,101,512	(\$29,582)
Total Revenues	\$4,083,120	\$4,087,223	\$4,212,984	\$4,170,503	\$83,280
Personnel Costs	\$1,299,705	\$1,305,324	\$1,310,207	\$1,353,475	\$48,151
Operating Expenses	\$2,553,186	\$2,654,047	\$2,684,866	\$2,690,689	\$36,642
Interdept. Charges	\$123,228	\$127,852	\$120,778	\$126,339	(\$1,513)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,976,119	\$4,087,223	\$4,115,851	\$4,170,503	\$83,280
Rev. Over (Under) Exp.	\$107,001	\$0	\$97,133	\$0	\$0

Program Highlights

General government revenues are budgeted to increase \$91,500 to \$2,642,600, primarily due to a \$78,600 increase in the Alzheimer's grant, a \$29,300 increase in the State of Wisconsin Specialized Transportation grant and a \$5,800 increase in the Nutrition Services Incentive Program (NSIP) funding. These increases are offset by an \$18,900 decrease in Supportive Services Title IIIB funding, and a \$4,500 decrease in other state revenue grant funding.

Other revenue is budgeted to increase \$21,400 to \$418,715 primarily due to an increase in Nutrition program revenue from Managed Care Organization (MCO) meals of \$24,400 and Home Delivered Meal donations of \$7,100 offset by reduced Senior Dining donations of \$10,100.

ADRC – Community Services (cont.)

Fund balance remains unchanged at \$7,700 for one-time equipment purchases in 2019 for Senior Dining.

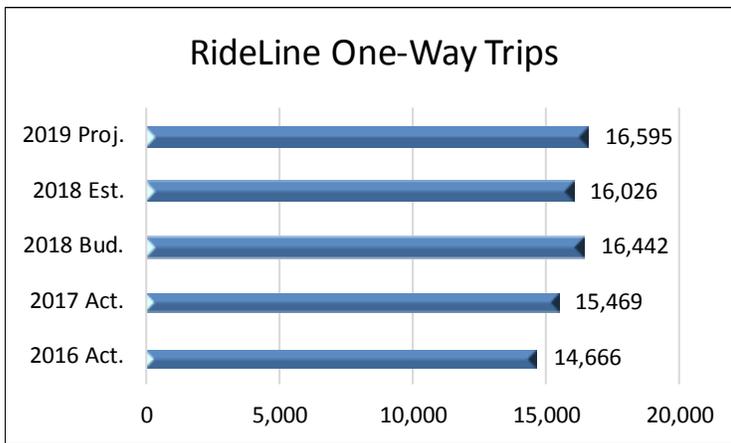
Personnel costs increase about \$48,100 to \$1,353,500 includes a 0.26 FTE increase of \$26,000 in Aging Services staff time for increased Caregiver Grant program requirements. The remaining increase is due to cost-to-continue the 19.50 FTE.

Operating expenses are budgeted to increase about \$36,700 to \$2,690,700, primarily due to an anticipated increase in the Alzheimer’s grant costs of \$70,700 as a result of an increased state grant award. Transportation service expenses increase about \$48,700 to \$1,082,000 due to a RideLine contract vendor rate increase as well as an increase in the number of budgeted taxi rides. In addition, senior dining program small equipment increases \$6,200 and household care increases \$3,000. These increases are offset by a decrease in taxi company operating assistance available dollars of \$50,000 to \$69,600 due to a reduction in tax levy overmatch for the transportation grant. In home care and respite personal care decrease \$20,900 and \$17,700, respectively, nutrition program food costs decrease \$7,600 to \$936,500 for 168,118 combined nutrition program meals estimated to be served. This includes a 3% vendor cost increase.

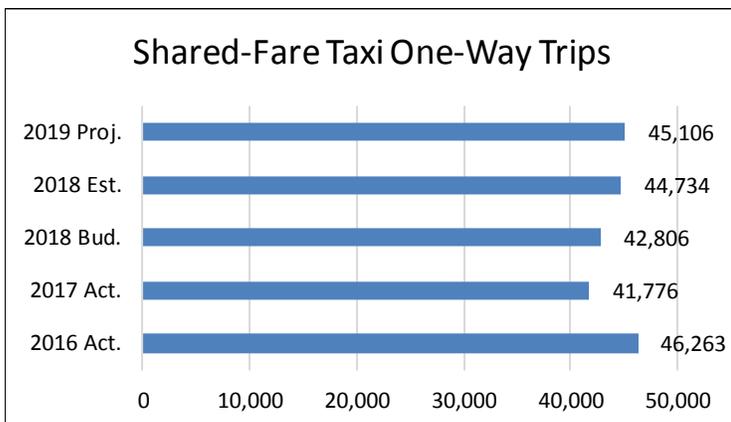
Interdepartmental charges decrease by about \$1,500 to \$126,300 mainly due to a reduction in telephone expense of \$2,900 offset by an increase in end user computer charges of \$1,300.

Program Activities

Transportation



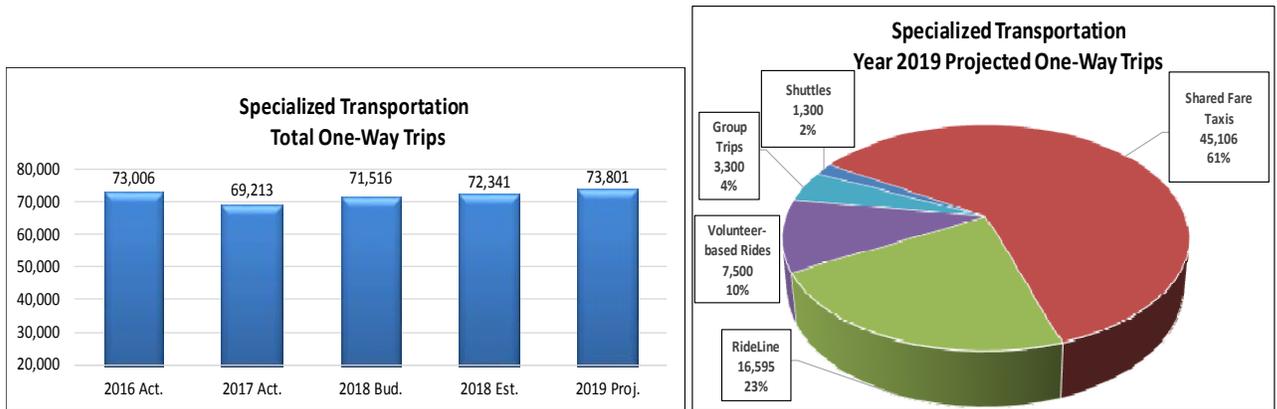
The number of one-way RideLine trips is expected to increase from the 2018 budget level, by 153 rides.



Shared-fare taxi service is expected to increase by 2,300 one-way trips from the 2018 budget level. This is based upon an estimated increase of 4.5% (1,928 one-way rides) over 2018 budget level to the 2018 estimate.

ADRC – Community Services (cont.)

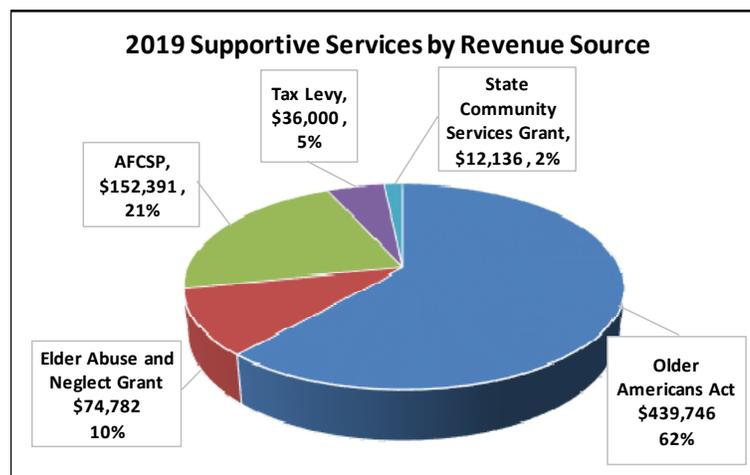
Specialized Transportation Net Average Cost Per One-Way Trip					
Type of Services	2016 Act.	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.
Shared-Fare Taxi	\$5.96	\$5.98	\$5.73	\$5.79	\$5.80
RideLine	\$36.13	\$38.55	\$39.11	\$39.15	\$40.57



Overall, the 2019 Specialized Transportation Program budget includes an increase of 2285 one-way trips from the 2018 budget; and a 2.0% increase (1460 one-way trips) from the 2018 estimate, for a total of 73,801.

Supportive Services

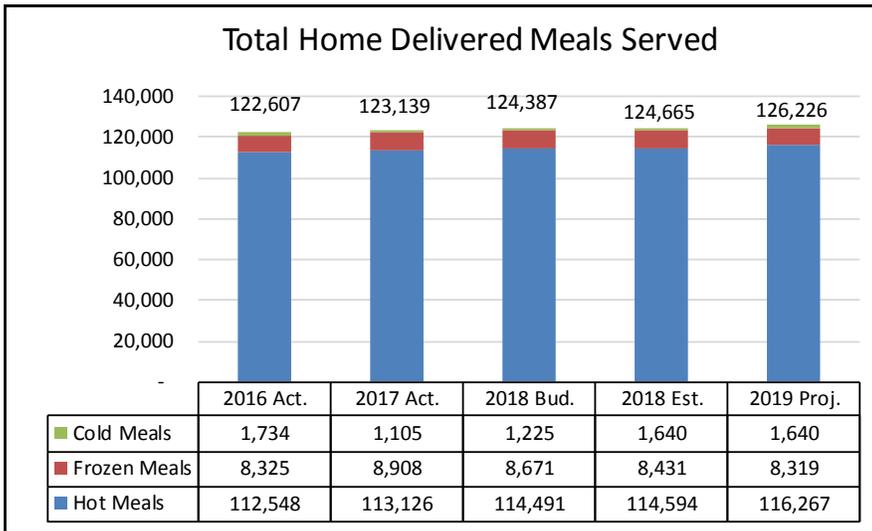
Clients Receiving Supportive Services				
2017 Act.	2018 Bud.	2018 Est.	2019 Bud.	Change from 2018 Budget
1,394	1,500	1,075	1,075	(425)



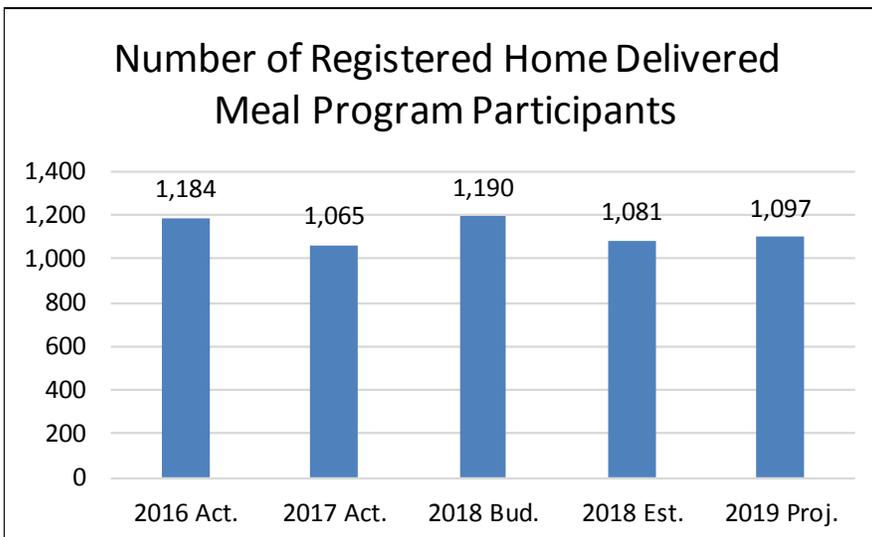
ADRC – Community Services (cont.)

Volunteer Activities					
	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.	Change from 2018 Budget
Number of Volunteers	663	830	621	638	-192
Number of Hours	37,115	38,180	39,827	40,763	2,583
Valuation	\$874,429	\$899,521	\$938,324	\$960,376	\$60,855
The hourly valuation for all Waukesha County volunteers was established at \$23.56 per hour as determined by The Independent Sector.					

Home Delivered Meals



Projected number of home delivered meals for 2019 anticipates an increase of 1,839 meals from the 2018 budgeted number of meals to be served. This projected increase in number of meals is based on actual trends for the first half of 2018.



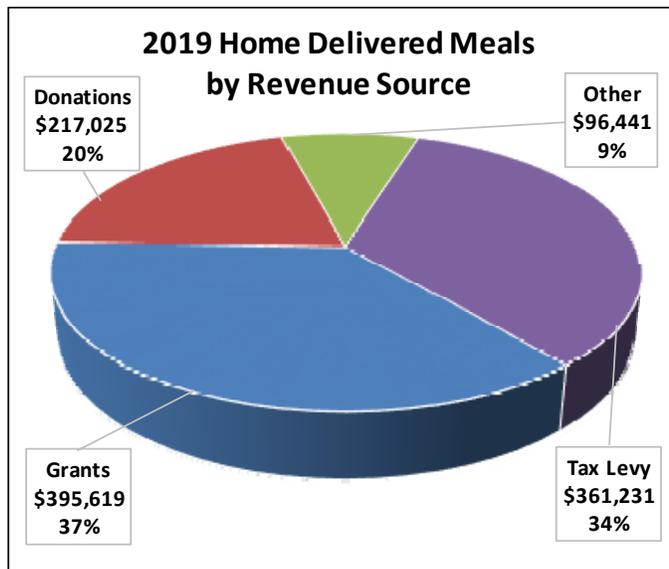
Based on actual experience in 2017 and during the first half of 2018, the number of projected home delivered meal recipients in 2019 is expected to be at 1,097. This is a decrease of 93 from the 2018 budgeted level.

ADRC – Community Services (cont.)

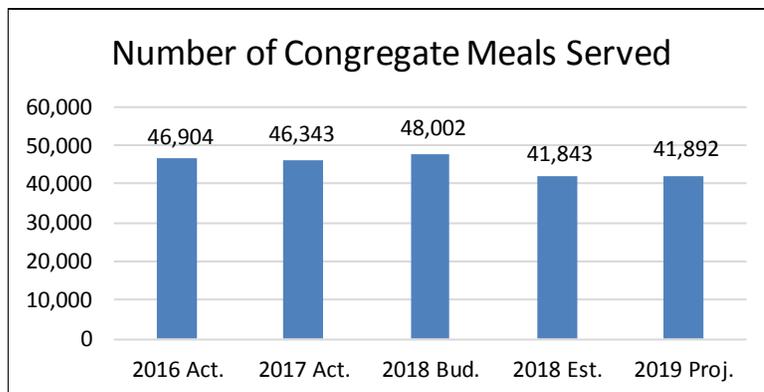
Home Delivered Meal (HDM) Participant Responses to Survey Questions		
*223 Respondants	2017 Act.	2018 Act.
HDMs help me live independently in home	84.0%	81.6%
Feel HDMs have improved quality of life	81.0%	83.4%
Half or more daily food intake provided by meal	70.0%	58.7%

Home Delivered Meal Cost Summary				
	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.
Gross Cost Per Meal	\$8.20	\$8.32	\$8.42	\$8.48
Average Client Donation Per Meal	\$1.90	\$1.84	\$1.90	\$1.90
Net Cost Per Meal	\$6.30	\$6.48	\$6.52	\$6.58

Cost per meal summary for Senior Dining and Home Delivered meals are not comparable due to program offerings.

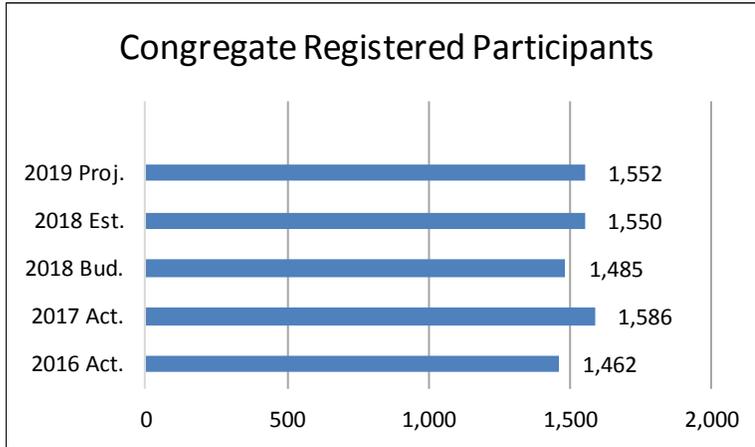


Congregate/Senior Dining Meals



The 2019 Congregate Dining Program is expected to decrease by 6,110 meals from the 2018 budget. This is based upon a projected decrease by 6,159 meals from the 2018 budget to the 2018 estimate.

ADRC – Community Services (cont.)

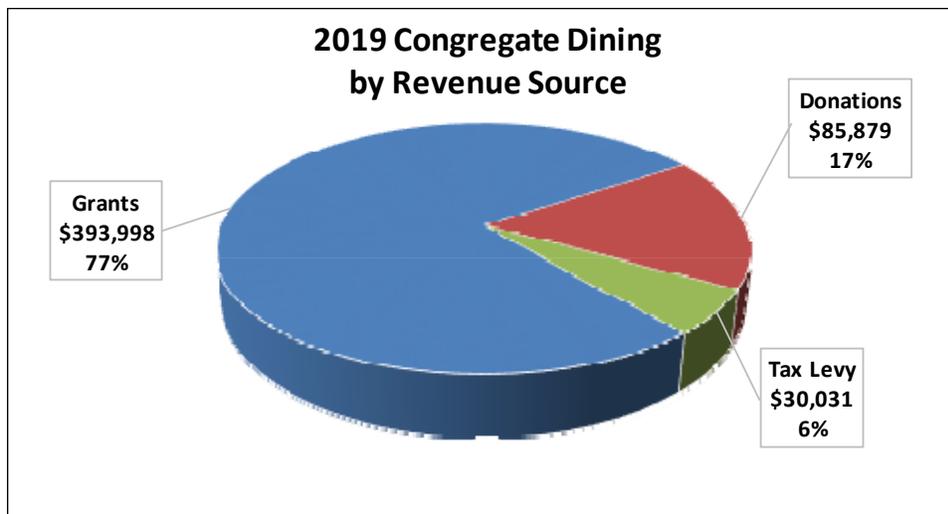


Based on actual experience during 2017 and during the first half of 2018, the number of Senior Dining participants is projected at 1,552 in 2019. This is an increase of 67 participants from the 2018 budget.

Percent of Senior Dining/Congregate Participants Responding to Survey		
	2017 Act.	2018 Act.
<i>*228 Respondants</i>		
Half or more daily food intake provided by meal	63.0%	63.6%
Improved quality of life	78.0%	70.0%

Senior Dining Center/Congregate Meal Cost Summary					
	2016 Act.	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.
Gross Cost Per Meal	\$10.84	\$10.91	\$10.98	\$12.13	\$12.17
Average Donation Per Meal	\$1.96	\$1.98	\$2.00	\$2.05	\$2.05
Net Cost Per Meal	\$8.88	\$8.93	\$8.98	\$10.08	\$10.12

Cost per meal summary for Home Delivered meals and Senior Dining are not comparable due to required program offerings including nutrition education and activities.



Aging & Disability Resource Center Contract Fund

Program Description

The Aging and Disability Resource Center (ADRC), a special revenue fund, serves as a single point of entry for the public to gain information and assistance related to various resources and options available to older adults and/or adults living with a disability. The ADRC honors choice, supports dignity, and maximizes independence.

Core services include marketing, outreach and public education, reliable and objective information and assistance, options counseling, assessment of financial and functional eligibility for publicly funded long-term care, enrollment counseling for Wisconsin's various long-term care programs, elder and disability benefit counseling, transitional services for students and youth, as well as information about surrogate decision making. The ADRC information and assistance center also serves as the entry point for referrals related to potential adult at risk and elder abuse or neglect cases.

Additional activities include preventative and early intervention health education activities, public outreach, advocacy, and dementia support.

Funding to support the programs of the ADRC is provided by the state of Wisconsin Department of Health Services, Bureau on Aging and Long Term Care Resources and the U.S. Department of Health and Human Services.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$3,116,313	\$3,358,215	\$3,436,698	\$3,396,457	\$38,242	1.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,116,313	\$3,358,215	\$3,436,698	\$3,396,457	\$38,242	1.1%
Expenditures						
Personnel Costs	\$1,735,108	\$1,880,489	\$2,415,065	\$2,739,012	\$858,523	45.7%
Operating Expenses	\$1,000,339	\$1,094,443	\$633,879	\$265,388	(\$829,055)	-75.8%
Interdept. Charges	\$380,866	\$383,283	\$387,754	\$392,057	\$8,774	2.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,116,313	\$3,358,215	\$3,436,698	\$3,396,457	\$38,242	1.1%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	22.00	23.00	23.00	34.74	11.74
Extra Help	0.00	0.16	0.16	0.96	0.80
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	22.00	23.16	23.16	35.70	12.54

Aging & Disability Resource Center Contract Fund (cont.)

Program Highlights

General government revenue for the Aging and Disability Resource Center (ADRC) Contract fund is budgeted to increase about \$38,200 to \$3,396,500 due to a \$72,700 increase in the ADRC grant funding. This is offset by a \$34,500 decrease for the Dementia Crisis Innovation Grant that ends in 2018.

Personnel costs are budgeted to increase approximately \$858,500 to \$2,739,000 for 35.70 FTE. This includes the creation of 12.00 FTE for ten senior & ADRC specialists and two benefit specialists approved by ordinance in 2018 that were previously contracted staff. Increases also include 0.80 FTE for an extra help assistance. This is offset by the transfer out of 0.26 FTE to the ADRC general fund to assist with additional Caregiver grant program requirements. In addition, cost increases include costs to continue the budgeted FTE's.

Operating expenses decrease about \$829,100 to \$265,400 due to decreases in contracted services of \$839,100 mostly related to twelve contracted positions that were converted to regular full time positions in 2018, as noted above. In addition, promotion supplies for grant marketing requirements increases by \$10,300.

Interdepartmental charges increase \$8,800 to \$392,100 due to increases in cell phone expense of \$18,100 to meet compliance requirements with HIPAA and for worker safety. This increase is offset by decreases in end user technology computer charges of \$5,900 and postage of \$4,200.

Program Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Activities include information and referral, long-term care options counseling, conducting financial and functional eligibility screens, and elder and disability benefit counseling contacts.

	2017 Act	2018 Bud.	2018 Est.	2019 Bud.	Change from 2018 Budget
Total Number of Resource Center Consumers Served (unduplicated)	10,984	(c)	13,169	14,091	
Elder Benefits Counseling Clients Served (a) (d)	915	950	940	968	18
Disability Benefits Counseling Cases (b) (d)	348	450	450	525	75
Total Number of Consumer Contacts	36,409	40,000	37,000	37,960	(2,040)
Information & Assistance	22,570	(c)	22,750	23,477	
Options Counseling	4,905	5,800	4,735	5,066	(734)
Functional Screen Contacts	1,223	1,500	1,277	1,366	(134)
Medical Assistance Application Assistance	1,785	(c)	1,690	1,808	
Long Term Care Program Enrollment Counseling	1,390	(c)	1,317	1,409	

(a) For ages 60 and over.

(b) For ages 18 to 59. Includes client and third party contacts.

(c) New reported measure for 2019 Budget

(d) In 2017, the elder benefit specialist helped county residents to receive \$3,428,809 in benefits and the disability benefit specialist helped county residents receive \$2,100,291 in benefits

Outreach and Marketing Activities					
	2017 Act.	2018 Bud.	2018 Est.	2019 Bud.	Change from 2018 Budget
Newsletter Distribution (print & email distribution)	28,032	32,000	29,976	32,973	973
ADRC Resource Guide	10,000	10,000	10,000	10,000	0
Presentation/Display Attendees	5,425	5,500	5,500	6,050	550

**Parks, Environment,
Education,
&
Land Use**

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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

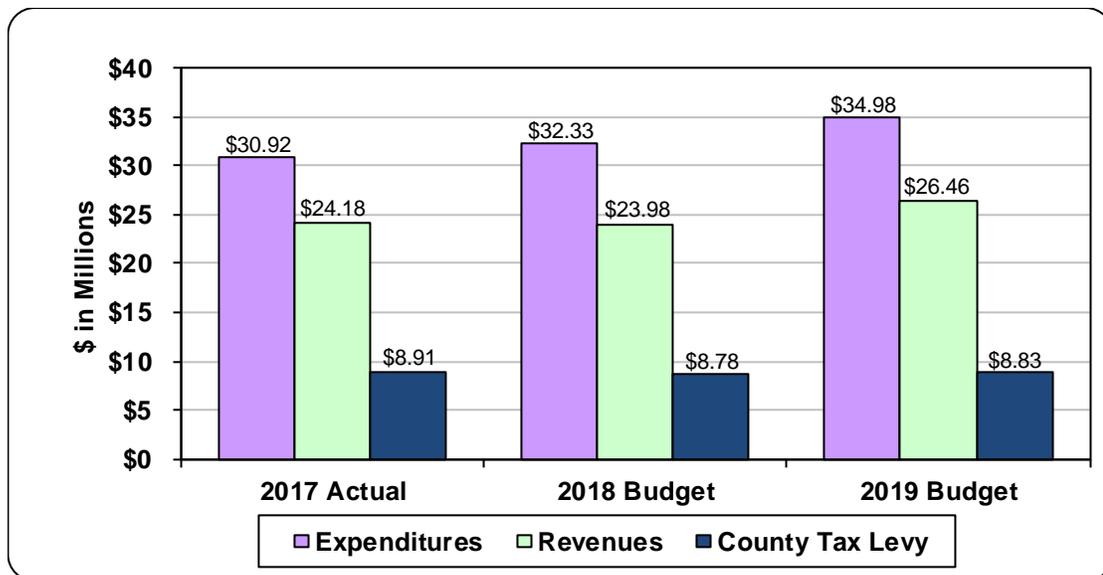
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PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds Office**, which operates under the state statutory responsibility of an elected official, handles legal documents pertaining to Land Records 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**, 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 promote the development of viable urban communities through the expansion of housing, creation of jobs, and community services for low and moderate-income households.

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



The 2019 expenditure budget for this functional area totals approximately \$34,981,400, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly \$2,646,600 or 8.2% from the 2018 adopted budget. Revenues in the 2019 budget total about \$26,463,000, after including \$1,768,500 of various fund balance appropriations, which is an increase of \$2,479,400 or 10.3% from the 2018 base budget of \$23,983,600. The tax levy necessary to fund this functional area totals \$8,829,500, an increase of \$48,950 or 0.6% from the 2018 budget. This functional area uses about 8% the total county tax levy.

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

	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change from 2018 Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$24,182,179	\$23,983,616	\$24,388,299	\$26,463,060	\$2,479,444	10.3%
County Tax Levy	\$8,907,224	\$8,780,596	\$8,780,596	\$8,829,546	\$48,950	0.6%
Expenditure	\$30,915,875	\$32,334,765	\$32,370,693	\$34,981,391	\$2,646,626	8.2%
Rev. Over (Under) Exp. (d)	\$1,880,652	\$13,000	\$429,512	\$14,570	\$1,570	12.1%
Oper Income/(Loss) (b)	\$292,876	\$416,447	\$368,690	\$296,645	(\$119,802)	-28.8%

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues	\$3,658,121	\$3,426,500	\$3,498,020	\$3,425,060	(\$1,440)	0.0%
County Tax Levy (c)	(\$1,989,301)	(\$2,065,301)	(\$2,065,301)	(\$2,064,751)	\$550	N/A
Expenditure	\$1,302,029	\$1,361,199	\$1,356,230	\$1,360,309	(\$890)	-0.1%
Rev. Over (Under) Exp.(c)	\$366,791	\$0	\$76,489	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$124,689	\$114,314	\$126,166	\$108,898	(\$5,416)	-4.7%
County Tax Levy	\$344,763	\$346,763	\$346,763	\$346,763	\$0	0.0%
Expenditure	\$428,509	\$461,077	\$439,477	\$455,661	(\$5,416)	-1.2%
Rev. Over (Under) Exp.	\$40,943	\$0	\$33,452	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$2,123,071	\$2,227,052	\$2,255,793	\$2,346,321	\$119,269	5.4%
County Tax Levy	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Expenditure	\$5,432,134	\$5,714,176	\$5,642,151	\$5,855,275	\$141,099	2.5%
Rev. Over (Under) Exp. (d)	\$208,689	\$13,000	\$113,766	\$14,570	\$1,570	12.1%

PARKS AND LAND USE

Revenues (a)	\$18,276,298	\$18,215,750	\$18,508,320	\$20,582,781	\$2,367,031	13.0%
County Tax Levy	\$7,034,010	\$6,999,010	\$6,999,010	\$7,024,010	\$25,000	0.4%
Expenditure	\$23,753,203	\$24,798,313	\$24,932,835	\$27,310,146	\$2,511,833	10.1%
Rev. Over (Under) Exp.	\$1,264,229	\$0	\$205,805	\$0	\$0	N/A
Oper Income/(Loss) (b)	\$292,876	\$416,447	\$368,690	\$296,645	(\$119,802)	-28.8%

- (a) The 2019 budget includes various fund balance appropriations totaling \$1,778,496, which include: \$25,000 in Register of Deeds from the General Fund; \$2,500 in UW Extension; \$151,700 in the State Aids, Federal, & Misc. Fund; \$17,000 in the Library CAFE Fund; \$129,196 from the Parks and Land Use General Fund; \$400,000 from the Walter J. Tarmann Fund; and \$1,053,100 from the Materials Recycling Fund. 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.
- (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.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Register of Deeds (ROD)** budget includes a decrease of \$81,400 in charges for services, mainly due to a reduction of \$108,000 in document recording fee revenues due to declining mortgage refinancing activity, and the phasing out of \$25,000 in General Fund balance used to offset redaction fee revenue discontinued in the 2015 budget. This is partly offset by real estate transfer fees of \$39,000 reflecting recent trends in residential and commercial real estate activity.
- The **Register of Deeds (ROD)** budget also reflects the recognition of \$80,000 in 3rd party image sales revenue within the ROD budget, as well as reductions in microfilming fees of \$44,450. These items were previously budgeted in the Department of Administration – Records Management program, which is transferring out of the End User Technology Fund (Internal Service Fund) to the General Fund in 2019. These changes resulted in an increased levy credit (a reduction of levy) of \$124,450 to the ROD, which is transferred to the Department of Administration-General Fund budget.
- **Parks and Land Use General Fund** Non-levy revenues in the Parks department increase \$127,400 or 2.3%. This is partly related to a new agreement totaling \$60,000 to provide hazardous waste drop-off facility access to Washington County residents. Various Park fee revenues increase \$42,200 for a total of \$1.26 million, including annual stickers and reservation fees. The budget also includes increases of \$15,000 in restaurant and retail food licenses, and \$20,000 in septic permits to better reflect prior year experience.
- The **Parks and Land use General Fund** budget includes \$55,000 through a \$30,000 grant from the James E. Dutton Foundation and a \$25,000 donation from the Friends of Retzer Nature Center to fund a part-time intern, landscaping materials, and related supplies and activities as part of the new Citizen Science Program. The program is designed to conduct land management activities with current staff, interns, and volunteers in areas around the county with critical eco-systems. Wetland monitoring, data management, and land surveying activities will be conducted as part of the program activities.
- The **Land Information Systems (LIS) Fund** will discontinue operating as a Special Revenue fund in 2019, and transition to the Parks and Land Use – General Fund. Prior-year Parks General Fund budget information has been restated to reflect this shift between funds. The accounting change recognizes that the LIS program is an important economic development tool, but is unable to generate sufficient revenues to cover annual and long-term operating costs, allowing for the future allocation of county tax levy to this program. Revenues (excluding fund balance) decrease nearly \$70,000, largely due to a decrease in document recording fee revenues of \$104,800 or 13,100 documents, due to less refinancing activity; and a \$40,000 decrease due to the completion of a State of Wisconsin Strategic Initiative grant program started in 2017. This is partially offset by an increase of \$75,000 in landfill siting fee revenues.
- The **Parks and Land Use General Fund 3-Year Maintenance and Projects Plan** is fully funded in the 2019 budget. The plan decreased \$3,500 to \$348,500 mostly due to a reduction in planetarium projects covered with reserved fund balance. The 2019 budget includes several large projects, including: \$70,000 for repairs at the Fox Brook boat launch pier, \$40,000 for a new entrance hut and improvements at Minooka Park, \$35,000 for the installation of a retaining wall on the Lake Country Trail, \$27,000 in concrete and boardwalk repairs/upgrades at various county facilities, and \$25,000 for the removal of the Millpointer house at Nashotah Park. The budget also includes \$20,000 for a solar powered well at Mukwonago Dog Park (covered with donation revenues), \$31,600 for various HVAC and water heater improvements at several county parks, \$23,300 for pavement/parking lot and trail signage improvement 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 increase from 2018 budgeted levels for the Community Development Block Grant (CDBG) program by about \$240,800 to \$1,426,900 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to increase by \$461,600.
- **Parks and Land Use – Workforce Innovation & Opportunity Act (WIOA) Fund** began in the 4th quarter of 2018, when the County Board authorized Waukesha County to serve as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The 2019 budget includes federal WIOA grant funding of \$1,698,600 to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2018 budgeted level of \$400,000. Additional Tarmann Fund balance is anticipated to be used in Parks capital projects in 2019.
- **Parks and Land Use – Golf Course Fund** estimates a cash flow of about \$145,700 (revenues minus expenditures, excluding depreciation expense). Revenues increase \$21,000 to \$3,271,100, mainly for additional anticipated donations, including \$15,000 to replace a pedestrian bridge at Moor Downs Golf Course. Other golf fixed asset improvements include \$10,000 to repair the club house porch at Moor Downs. Priority upgrades to irrigation equipment at all three golf courses are budgeted at about \$19,000.
- **Parks and Land Use – Ice Arena Fund** revenues increase \$9,500, mainly for an increase in contracted ice sales and public skating fee revenue (primarily at Eble Ice Arena), partially offset by a decrease in merchandise, concession, and other revenues. Cash flow is projected to be about break-even in 2019. Fixed asset improvement projects for 2019 include locker room floor replacement of \$35,000 and scoreboard replacement of \$15,000 at Naga-Waukeke Ice Arena.
- The **Parks and Land Use – Material Recovery Facility (MRF) Fund** revenues are budgeted to decrease \$152,400 to \$4.87 million mainly due to a \$254,000 decrease in material sales revenues resulting from a decline in the budgeted revenue per ton earned on eligible recyclables of \$10 to \$100/ton. The decrease reflects current year trends in recycling revenues and a global decline in market demand for recyclable materials. In addition, due to the decline in market conditions, contractual per ton educational fees paid by the MRF operator are reduced nearly \$21,000. To offset this decline in revenues and depressed recyclable commodity markets, community dividends are decreased \$262,500. The 3-year fund balance projections are unsustainable without changes. To help offset revenue reductions, \$85,000 in investment income is budgeted in the MRF Fund in 2019, the first time investment income has been budgeted in the MRF since 2005.
- The **Bridges Federated Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$23,400 or 0.7% to \$3,523,500 in 2019. The increase in library tax levy, is primarily due to an increase of nearly \$22,500 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 \$8,700 to \$151,700 to fund five projects in 2019. These funded projects include \$50,000 for a pilot data analytics program to assist libraries in gathering data for the purposes of better decision-making (e.g. programming, service offerings, etc.), \$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, \$20,000 for network switches for member libraries to allow for more secure systems between public and staff network devices, and \$1,700 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** includes a new contract of nearly \$89,000 to provide local information technology assistance to the Bridges Library System and member libraries. The IT support would make recommendations regarding standard hardware/software, assist with hardware/software setup and provide relevant training to library support staff, and participate in local library technology planning. Funding for this contract comes largely from an increase in general government revenues. State aid funding increases \$40,500 to \$1,298,000 due to an increase in the allocated state aid amount included in the 2017-2019 Wisconsin State Budget.
- **University of Wisconsin – Extension** budgeted charges for services revenues decrease \$26,600 due to fewer workshops, including the elimination of the Plant Health Field Day workshop due to staffing capacity. Other revenue increase \$21,100 due to the Greater Milwaukee Grant to support the Tower Hill and Dunbar Oaks Neighborhood educational outreach in the City of Waukesha.

**BUDGETED POSITIONS 2017-2019
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Budget	18-19 Change
REGISTER OF DEEDS	General	16.60	16.60	16.60	16.60	0.00
UW-EXTENSION*	General	2.70	2.70	2.70	2.70	0.00
BRIDGES FED. LIBRARY	State Aids Fund	5.75	5.75	5.75	5.88	0.13
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Fed. Library	6.50	6.50	6.50	6.63	0.13
PARKS & LAND USE	General	82.14	82.14	82.14	82.66	0.52
	Community Development	2.85	2.85	2.85	2.85	0.00
	Wkforce Innovation & Opportunity	0.00	0.00	0.00	1.00	1.00
	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	4.53	0.38
	Subtotal Parks & Land Use	101.10	101.10	101.10	103.00	1.90
TOTAL REGULAR POSITIONS		126.90	126.90	126.90	128.93	2.03
TOTAL EXTRA HELP		72.88	71.59	71.59	68.11	(3.48)
TOTAL OVERTIME		2.30	2.30	2.30	2.10	(0.20)
TOTAL BUDGETED POSITIONS		202.08	200.79	200.79	199.14	(1.65)

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

2019 BUDGET ACTIONS:

Register of Deeds

None

UW-Extension

None

Bridges Fed. Library

Increase: 0.12 FTE Administrative Specialist

Parks - General

Increase: 0.40 FTE Conservation Specialist
 Unfund: 0.50 FTE Environmental Health Specialist
 Reduce: 2.91 FTE Extra Help
 Reduce: 0.18 FTE Overtime

Parks - CDBG

Reclassify: 0.35 FTE Administrative Assistant to Administrative Specialist
 Reduce: 0.02 FTE Overtime

Parks - WIOA Workforce Innovation Opportunity Act

None

Parks - Golf

Increase: 0.43 FTE Extra Help

Parks - Ice

None

Parks - Material Recycling Fund

Reduce: 1.00 FTE Extra Help

2018 CURRENT YEAR ACTIONS

Parks - General

Create: 0.62 FTE Public Communications Specialist

Parks - WIOA Workforce Innovation Opportunity Act

Create: 1.00 FTE WOW Program Administrator

Parks - Material Recycling Fund

Create: 0.38 FTE Public Communications Specialist

Parks - Land Information System

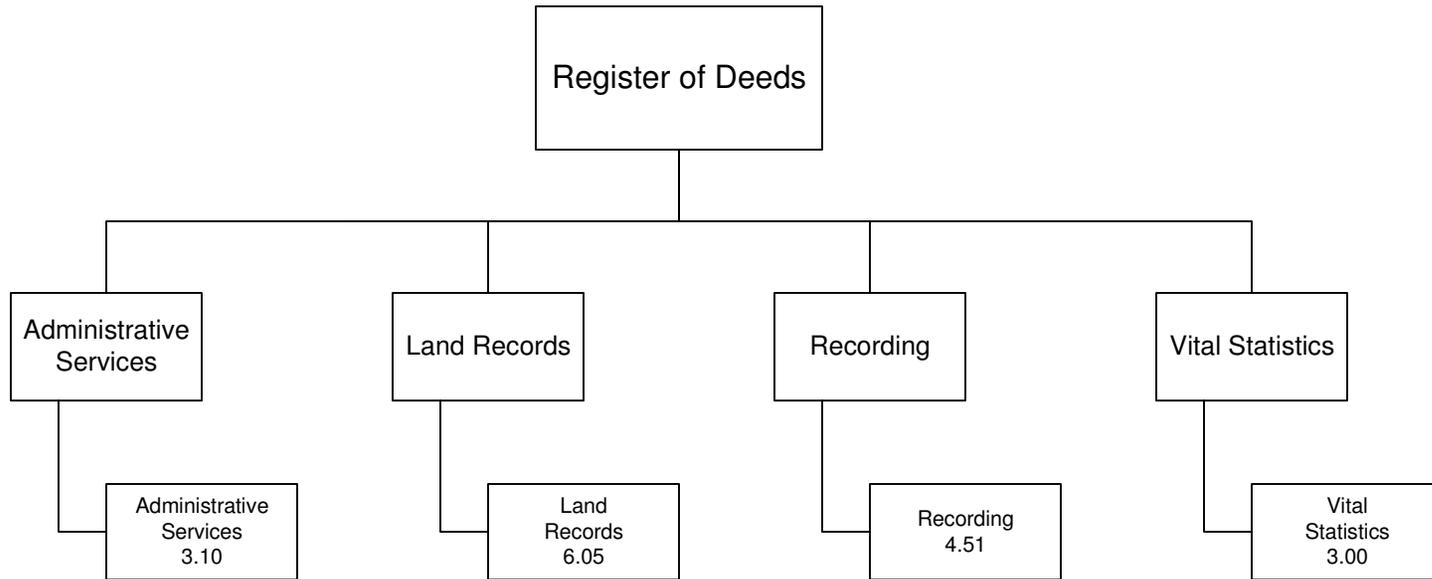
Abolish: 1.00 FTE Land Information Systems Manager
 Create: 1.00 FTE Land Information Systems Supervisor

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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 Land Records and Vital Records.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$3,408,104	\$3,376,500	\$3,442,500	\$3,400,060	\$23,560	0.7%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$17	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$250,000	\$50,000	\$55,520	\$25,000	(\$25,000)	-50.0%
County Tax Levy (Credit) (a)	(\$1,989,301)	(\$2,065,301)	(\$2,065,301)	(\$2,064,751)	\$550	N/A
Total Revenue Sources	\$1,668,820	\$1,361,199	\$1,432,719	\$1,360,309	(\$890)	-0.1%
Expenditures						
Personnel Costs	\$1,046,256	\$1,070,636	\$1,068,475	\$1,124,840	\$54,204	5.1%
Operating Expenses	\$54,668	\$77,418	\$81,030	\$84,134	\$6,716	8.7%
Interdept. Charges	\$201,105	\$213,145	\$206,725	\$151,335	(\$61,810)	-29.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,302,029	\$1,361,199	\$1,356,230	\$1,360,309	(\$890)	-0.1%
Rev. Over (Under) Exp.	\$366,791	\$0	\$76,489	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.60	16.60	16.60	16.60	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.12	0.06	0.06	0.06	0.00
Total FTEs	16.72	16.66	16.66	16.66	0.00

(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:

	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Offset one-time redaction revenue used in 2014.	\$250,000	\$50,000	\$50,000	\$25,000
Purchase Orders and Carryovers from the prior year	\$0	\$0	\$5,520	\$0
Total	\$250,000	\$50,000	\$55,520	\$25,000

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '18	Estimated Operating Impact	A=Annual T=One-Time
201117	ROD Electronic Record Redaction (c)	2018	\$1,350,000	99.5%	\$0	A

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

(c) As of May 2018, the principal backfile scanning, redaction, and import was completed, though some residual work will be required to complete index data for these records. 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 Land Records and other local business by minimizing risk and turn around time involved in property transactions processed by the Register of Deeds (ROD). (Land Records and Recording)

The Land Records 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:	2017 Actual	2018 Target	2018 Estimate	2019 Target
# of incidents when a document is marked permanent after the benchmark of 6 business days	52	5	7	6

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

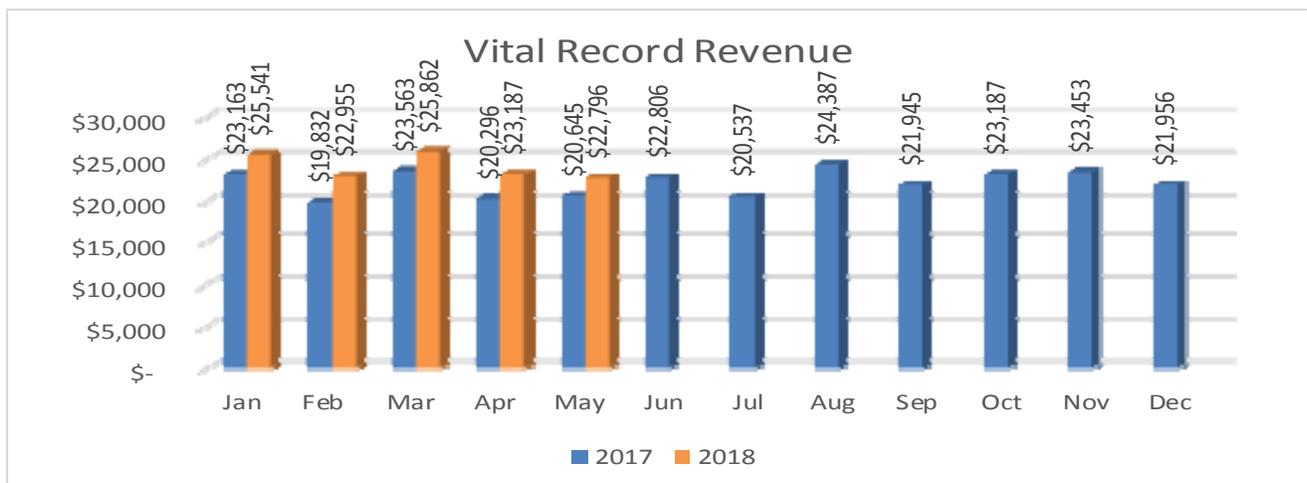
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Total transactions via Internet	2,924	3,000	3,075	3,100
Walk-in document requests	3,472	3,200	3,000	3,000
Phone-in document requests	3,665	3,500	4,138	3,500
Mail-In document requests	416	N/A	350	300

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 many of 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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	3.20	3.20	3.20	3.10	(0.10)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,031,206	\$1,797,500	\$1,953,500	\$1,839,000	\$41,500
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$17	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$5,520	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,155,251)	(\$1,436,765)	(\$1,436,765)	(\$1,468,690)	(\$31,925)
Total Revenues	\$875,972	\$360,735	\$522,255	\$370,310	\$9,575
Personnel Costs	\$306,656	\$319,537	\$311,368	\$324,205	\$4,668
Operating Expenses	\$12,256	\$22,994	\$27,517	\$28,794	\$5,800
Interdept. Charges	\$18,864	\$18,204	\$18,129	\$17,311	(\$893)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$337,776	\$360,735	\$357,014	\$370,310	\$9,575
Rev. Over (Under) Exp.	\$538,196	\$0	\$165,241	\$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 \$41,500 to \$1,839,000. This is composed of an increase in real estate transfer fees of \$39,000, reflecting a continuing trend in increasing residential and commercial real estate activity.

Personnel costs increase by nearly \$4,700, reflecting costs to continue for 3.10 FTEs and a change in distribution for one administrative specialist, who is split 50/50 with the recording program area and the transfer out of 0.60 FTE administrative assistant to the recording program areas. Operating expenses are budgeted to increase by \$5,800 primarily related to one-time expenses for establishing a secure document storage area in the land records vault. Interdepartmental charges are budgeted to decrease by approximately \$900 mainly due to a reallocation of \$1,200 in record storage and retrieval charges to the land records program area.

Program Description

Land Records is responsible for the indexing of all deeds, mortgages, plats, instruments and certified survey maps, writings and filing of certain other documents. Land Records 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. Land Records also staffs the Land Records customer service desk and phone lines to assist the public with inquiries about any Land Records filings maintained in our office.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.11	7.05	7.05	6.05	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,111,128	\$1,329,000	\$1,229,000	\$1,221,060	(\$107,940)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$250,000	\$50,000	\$50,000	\$25,000	(\$25,000)
County Tax Levy (Credit)(a)	(\$1,066,387)	(\$834,777)	(\$834,777)	(\$764,744)	\$70,033
Total Revenues	\$294,741	\$544,223	\$444,223	\$481,316	(\$62,907)
Personnel Costs	\$348,462	\$353,954	\$370,675	\$356,921	\$2,967
Operating Expenses	\$36,116	\$46,914	\$46,913	\$41,690	(\$5,224)
Interdept. Charges	\$130,276	\$143,355	\$137,335	\$82,705	(\$60,650)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$514,854	\$544,223	\$554,923	\$481,316	(\$62,907)

Rev. Over (Under) Exp.	(\$220,113)	\$0	(\$110,700)	\$0	\$0
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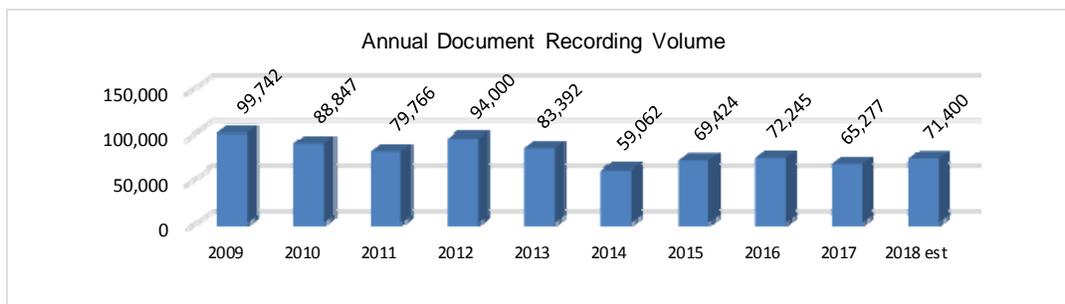
- (a) Revenues in excess of expenditures are used to offset Tax Levy funding required for other County general fund operations.
- (b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue. It will continue to be phased out in future budgets.

Program Highlights

Charges for services decrease by \$108,000 reflecting an adjustment to document recording based on prior year history and current year estimates. General Fund balance is reduced \$25,000 due to the continued phasing out of fund balance meant to offset the loss of redaction fee revenue discontinued in 2015.

Personnel costs are budgeted to increase by approximately \$3,000, largely reflecting the cost to continue 6.05 FTE staff after the transfers of 1.50 FTE administrative specialist to the administrative services (0.50), vital records (0.50), and cashing programs (0.50). This increase is partially offset by the transfer in of 0.50 FTE administrative assistant from the Vital Records program, and the removal of vacancy and turnover credits of \$28,600. Operating expenses are budgeted to decrease by \$5,200, due primarily to removal of \$7,000 for one-time land records server upgrade costs in 2018, partially offset by an increase of \$2,500 in annual license fees for the land records system. Interdepartmental charges are budgeted to decrease by \$60,650, primarily due to reductions in microfilming charges of \$55,500 associated with microfilming work now being done by existing staff within the department.

State and County Recording Fees	2018	2019
State of Wisconsin	\$7	\$7
County Land Info. Syst. Office	\$8	\$8
ROD Retains	\$15	\$15
Redaction Fee	\$0	\$0
Total Fees	\$30	\$30



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

Recording 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. Recording collects and deposits the fees for recording and copies of recorded documents, uniform commercial code Land Records-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates, and real estate transfers. In addition, Recording staff prepares the recorded documents for imaging, scanning, and microfilming and returns those documents to the customer.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	3.91	3.41	3.41	4.51	1.10
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$80,000	\$80,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$270,959	\$256,344	\$256,344	\$235,626	(\$20,718)
Total Revenues	\$270,959	\$256,344	\$256,344	\$315,626	\$59,282
Personnel Costs	\$237,951	\$217,092	\$270,174	\$271,616	\$54,524
Operating Expenses	\$0	\$2,260	\$1,350	\$6,900	\$4,640
Interdept. Charges	\$37,683	\$36,992	\$36,742	\$37,110	\$118
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$275,634	\$256,344	\$308,266	\$315,626	\$59,282
Rev. Over (Under) Exp.	(\$4,675)	\$0	(\$51,922)	\$0	\$0

Program Highlights

Charges for services revenues are budgeted to increase \$80,000 in microfilm copy and duplicating sales revenues as a result of the Register of Deeds directly budgeting for related microfilming expenses and revenues in the 2019 budget. These services were previously budgeted in the Department of Administration-Records Management budget.

Personnel costs are budgeted to increase by \$54,500 mainly due to the transfer in of 0.50 FTE administrative assistant from vital records, and 0.60 FTE of an administrative assistant from the administrative services program. Operating expenses increase by \$4,600, primarily due to an increase of \$5,550 in outside microfilming costs, partially offset by a reduction of \$760 in office equipment repair and maintenance based on prior year experience. Interdepartmental charges increase slightly, mostly due to increases in computer replacement charges, offset by decrease in postage costs.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	198	180	200	190	10

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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	2.50	3.00	3.00	3.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$265,770	\$250,000	\$260,000	\$260,000	\$10,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)(a)	(\$38,622)	(\$50,103)	(\$50,103)	(\$66,943)	(\$16,840)
Total Revenues	\$227,148	\$199,897	\$209,897	\$193,057	(\$6,840)
Personnel Costs	\$153,187	\$180,053	\$116,258	\$172,098	(\$7,955)
Operating Expenses	\$6,296	\$5,250	\$5,250	\$6,750	\$1,500
Interdept. Charges	\$14,282	\$14,594	\$14,519	\$14,209	(\$385)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$173,765	\$199,897	\$136,027	\$193,057	(\$6,840)
Rev. Over (Under) Exp.	\$53,383	\$0	\$73,870	\$0	\$0

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

Program Highlights

Charges for service revenues increase by \$10,000, based on increased revenue associated with statewide vital record issuance, which began 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 costs decrease by \$8,000, primarily due to lower salary costs of \$3,500 reflecting the transfer in of 0.50 FTE administrative specialist, offset by the transfer out of 0.50 FTE administrative assistant. In addition, health insurance costs decrease by \$3,900 due to changes in employee health plan elections. Operating expenses increase by \$1,500, due an increase in outside printing costs for security paper associated with increased demand for vital records copies.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Number of Certified Copies Issued					
Birth	10,719	12,000	13,611	13,000	1,000
Death(a)	52,618	53,000	57,750	55,000	2,000
Marriage	9,640	8,000	8,000	8,000	0
Divorce(b)	71	35	130	80	45
Domestic Partnership	0	6	4	4	(2)
Termination of DP	1	1	0	1	0

(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.

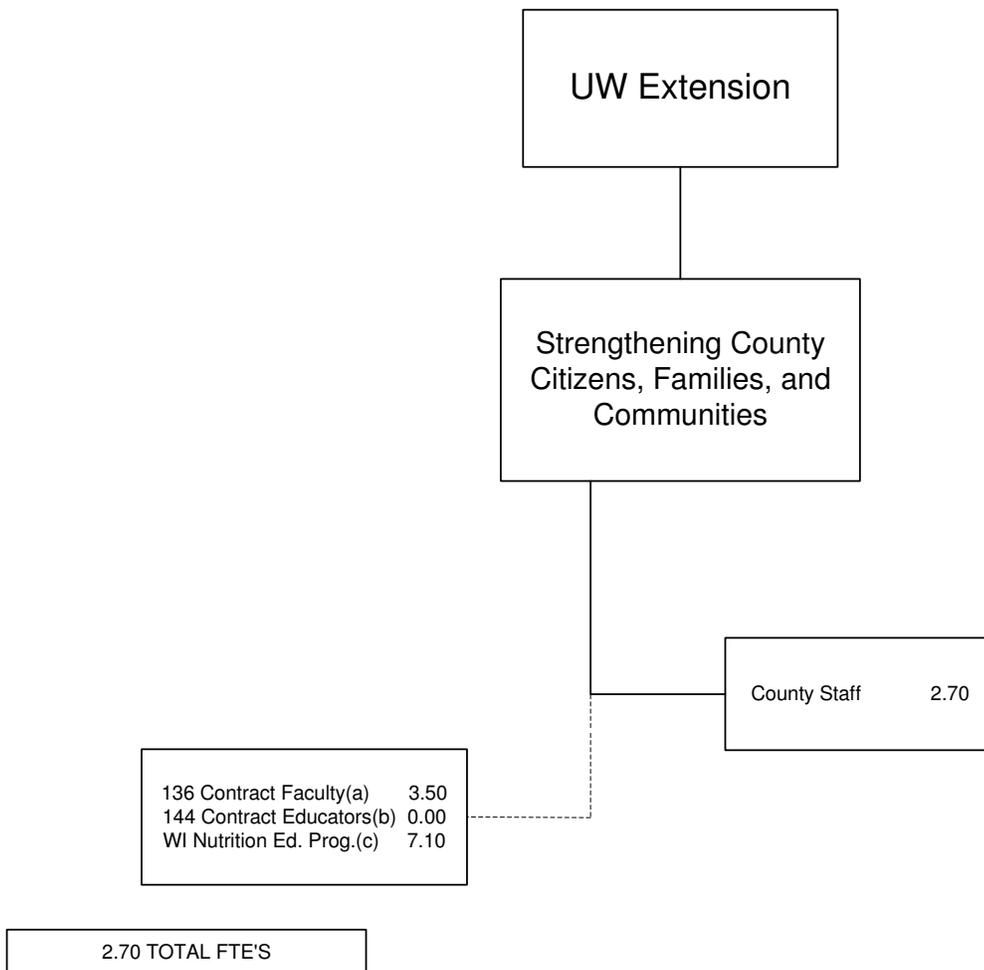
(b) Divorce certificates became available in the local ROD office in January 2017 for divorces occurring after January 1, 2016.

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 136 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	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$6,000	\$4,000	\$0	\$4,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$67,454	\$95,215	\$84,063	\$68,655	(\$26,560)	-27.9%
Interdepartmental	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$46,235	\$10,099	\$37,103	\$31,243	\$21,144	209.4%
Appr. Fund Balance (a)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
County Tax Levy (Credit)	\$344,763	\$346,763	\$346,763	\$346,763	\$0	0.0%
Total Revenue Sources	\$469,452	\$461,077	\$472,929	\$455,661	(\$5,416)	-1.2%
Expenditures						
Personnel Costs	\$156,560	\$169,610	\$169,459	\$177,628	\$8,018	4.7%
Operating Expenses	\$190,568	\$211,164	\$189,265	\$222,889	\$11,725	5.6%
Interdept. Charges	\$81,381	\$80,303	\$80,753	\$55,144	(\$25,159)	-31.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a)	\$428,509	\$461,077	\$439,477	\$455,661	(\$5,416)	-1.2%
Rev. Over (Under) Exp.	\$40,943	\$0	\$33,452	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.70	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
Total FTEs	2.70	2.70	2.70	2.70	0.00

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Juvenile Center Community Garden program	\$2,500	\$2,500	\$2,500	\$2,500
Total fund balance appropriation:	\$2,500	\$2,500	\$2,500	\$2,500

Additional Human Res.	2017	2018	2018	2019	Position Change
	Actual	Adopted	Estimate	Budget	
State 136 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
Other State Funded areas (e)	0.07	0.80	0.80	2.00	1.20
Total (Non-County)	13.85	12.60	12.60	12.60	0.00

- b) State UW-Extension 136 Contract educators are funded with 40% local revenues, including tax levy, grants, and other program service revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.
- c) The UW-Extension Community Educator (formerly 144 contract) 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 Community Educator support.
- d) The FoodWise program (formerly 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 provides services to the Waukesha County residents and is run through the County UW-Extension Office.
- e) In 2019, the UW-Extension Area Extension Director (Department Head) is funded 100% with state funding, and is no longer on the 136 contract. The Community Educator is paid 100% through grants and other revenue sources through state funding (formerly known as "State 144 Contract").

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 2017 was 35,852 and estimated for 2018 is 35,710 and budgeted for 2019 is 35,800.

Program Highlights

General government revenues will remain consistent with the 2018 budget. The Department will continue to provide the StrongBodies program in three locations with a combination of support from the Community Memorial Hospital \$4,000 and program revenue (charges for services).

Charges for services revenue is budgeted to decrease about \$26,600. This is mainly due to the shift of Community Development Education services which resulted in securing the Greater Milwaukee Foundation grant rather than charging for services. In addition, the department eliminated the Plant Health Field Day workshop. The workshop was a collaborative effort with two neighboring counties (Racine and Milwaukee). Due to recent retirements of the Horticulture Educators in those counties, the department doesn't have the staffing capacity to conduct this workshop.

Interdepartmental revenues remain the same in 2019 due to an HHS partnership that is serving at risk youth participating in the Juvenile Community Garden program.

Other revenues increase over \$21,100 due to a Greater Milwaukee Foundation grant of \$60,000 that will end April 2020. 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 \$6,500 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 \$177,600, which reflects an overall cost-to-continue of 2.70 FTE.

Expenses are budgeted to decrease about \$5,000 to approximately \$456,000 mainly due to costs related to department programming, partially offset by the discontinuation of the Plant Health Field Day workshop.

Also, state-employed 136 Contract educators costs increase about \$11,800, to \$140,300, mostly due to filling the vacant Youth & Family Educator position. In 2018, this position was vacant for approximately three months. The state continues to assume approximately 60% of 136 contract costs (3.50 FTE) with the county assuming approximately 40% with a combination of grant funding, charges for services, tax levy and other program revenue. In addition, UW-Extension will continue to assume responsibility for 100% of the Area Extension Director position (Department Head).

Interdepartmental charges decrease as a result of decreased administrative overhead and reduction of desktop computers, laptops, and printers, which is offset by decreased communications charges based on the number of phone lines and other various End User Technology Fund charges.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Gardening and Landscape Education & Diagnostics

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:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Individual Contacts through Horticulture Helpline	246	350	375	400
Number of Individuals Receiving in Person Diagnostic Services by Visiting UW-Extension Office*	59	55	50	45
Number of Horticulture Helpline Hours volunteered by Master Gardeners in Waukesha County	174	190	200	210

* 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:	2017 Actual	2018 Target	2018 Estimate	2019 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	700	685	685
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	75%	73%	75%	75%

Objective 3: Small Business Training Programs

Increase regional small business development by engaging communities in Small Business Retention and Expansion (BR&E) 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:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Communities trained in BR&E who implement BR&E programs	2	2	2	2
Number of Small Businesses Engaged	28	35	45	45
Number of Small Businesses Engaged in Analysis to determine Growth markets	2	3	3	3
Number of Business and Community Development Workshops	2	4	3	3

General Fund

UW-Extension

Objective

Objective 4: Research-Based Education

Secure additional funding in federal, state, and foundation grants to enhance UW-Extension educational programming 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)

Educators collaborate with area business, stakeholders, and other area UW-Extension units to identify similar local grant and project needs. We will conduct a County Situational Analysis to identify needs in Waukesha County. We will continue to communicate our educational program strengths to identify contract opportunities, and work with partners to submit three large grant proposals focusing on similar local needs.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Secure \$175,000 in additional funding	N/A	\$175,000	\$175,000	\$175,000

New objective introduced in the 2018 Calendar Year Budget

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

Objective 5: 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 show 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:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Community Partner Agencies	70	72	75	75
Number of Program Contacts	17,487	17,900	17,500	17,600
Number of Eating Smart Being Active Participants (ESBA)	159	140	140	145
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	821	926	815	900

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY18 – program is 60% EFNEP and 40% SNAP funded
- FY19 – program will be 40% EFNEP funded and 60% SNAP funded

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 FoodWise state program evaluations comparing pre- and post-tests.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	86%	86%	88%	88%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	90%	80%	81%	81%
Percent of Participants Who Report Improvement in food budgeting practices	74%	75%	76%	77%

Changes in performance measures from previous years are a reflection of changes in EFNEP funding:

- FY18 – program is 60% EFNEP and 40% SNAP funded
- FY19 – program will be 40% EFNEP funded and 60% SNAP funded

Objective 6: Strength Training for Aging Residents

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

Increase number of StrongBodies training sites throughout the County. Increase number of volunteer leaders trained, increased number of participants, and increased participant strength as a result of completing the program.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of StrongBodies Locations	3	4	4	7
Number of StrongBodies Participants	65	102	110	180
Number of Volunteers Trained	2	2	2	6
Percent Reporting Increased Strength	88%	88%	88%	90%

Quality Pillar: High standards of service excellence

Objective 7: 4-H Youth Leadership Training

Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to photography, delivered through the adult volunteers of the 4-H Youth Development Program in collaboration with the Youth & Family Educator.

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 Pre-College Youth Education Program.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of 4-H Leader Trainings	6	7	7	7
Number of Certified Adult Leaders	265	300	300	325
*Establish new community partnerships to diversify and secure funding to enhance the positive youth development program	N/A	10	20	50

***This is a new performance measure that was identified in 2018 with the onboarding of the new Youth and Family Educator**

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.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of Participants	34	50	55	50
Percent of Participants who Report an Increase in Knowledge	76%*	80%	85%	90%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	90%	90%	90%	90%

***For some who took the workshop the information was not new information, but a review/refresher (19% in 2017)**

Objective 9: Master Gardener Recruitment and Retention

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

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

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Certified Volunteers	224	230	232	235
Volunteers Trained	178	170	171	175
Volunteer Hours	16,293	16,300	16,325	16,350

General Fund

UW-Extension

Grant Funding

Grant Title	Funding Source	Funding Administration	2017 Actual Award	2018 Budgeted Award	2018 Estimated Award	2019 Budget
Sussex Community Development	Sussex	Village of Sussex	\$3,000	\$0	\$0	\$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$30,000	\$0	\$30,000	\$23,564
Strong Women	Community Memorial Hospital	County	\$4,000	\$0	\$0	\$4,000
Sub Total County UW Ext. Administered Grants			\$37,000	\$0	\$30,000	\$27,564
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP	\$530,104	\$608,305	\$608,305	\$575,341
ProHealth TowerHill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$20,000	\$20,000	\$20,000	\$20,000
Rural Business Development Grant (c)	USDA	USDA	\$23,661	\$70,981	\$70,981	\$94,642
Discover New Berlin Project (d)	New Berlin	New Berlin	\$0	\$18,000	\$18,000	\$18,000
Total UW Extension Grants			\$610,765	\$717,286	\$747,286	\$735,547

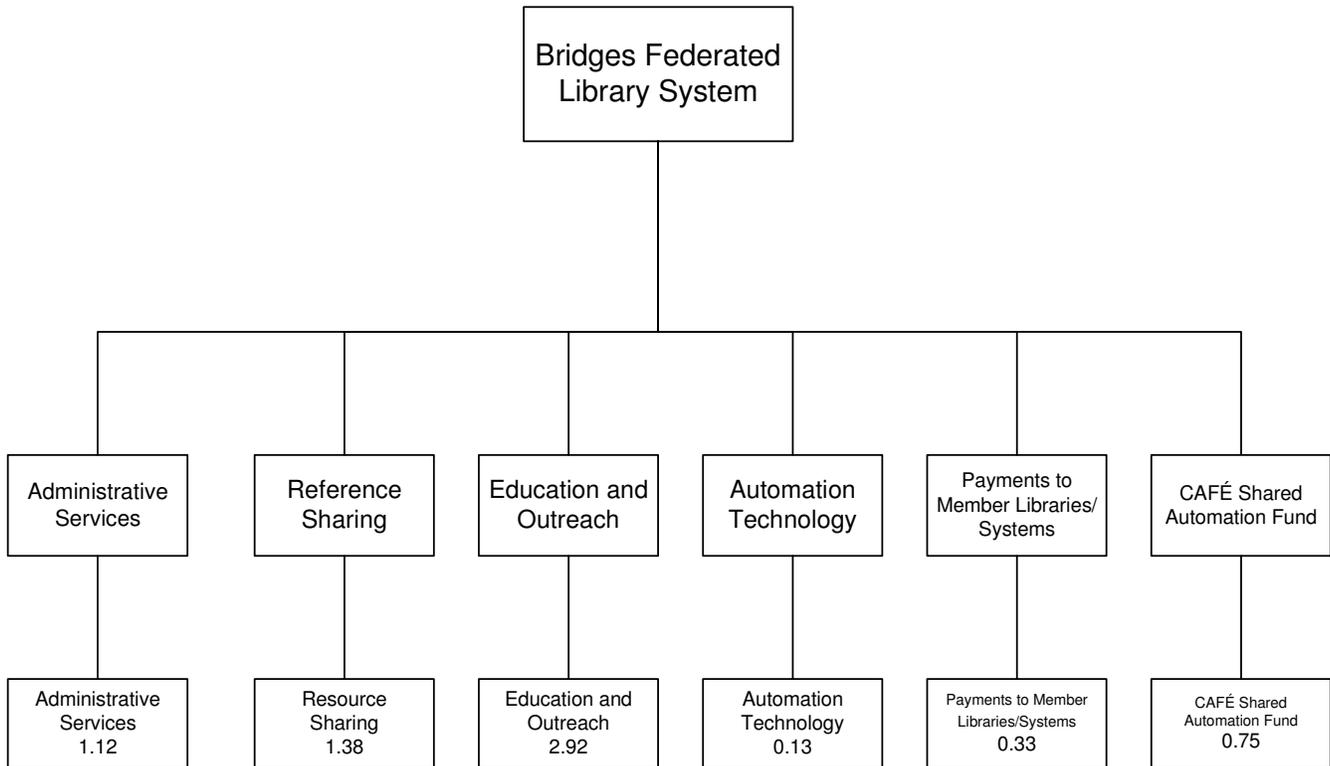
These State administered grants/funds do not run through the County's Budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 2017 Budget, this consists of \$530,104 of Wisconsin FoodWise (WNEP) funding (including Supplemental Nutrition Assistance Program-Education (SNAP-Ed) funding of \$304,073 and Expanded Food and Nutrition Education Program (EFNEP) funding of \$226,031). For the 2018 budget, this consists of \$608,305 of FoodWise funding (including SNAP-Ed funding of \$265,336 and EFNEP funding of \$342,969). For the 2019 budget, this consists of an increase to \$575,341 of WNEP (including SNAP-Ed funding of \$333,525 and EFNEP funding of \$241,816).
- (b) This includes a donation from ProHealth Care specifically for the TowerHill Education Outreach Project.
- (c) Rural Business Development Grant project develops capacity with three rural Wisconsin communities to address job retention and expansion of small emerging businesses with under 50 employees and \$1 million or less in annual revenue.
- (d) Discover New Berlin Project includes the Community Educator working with city and community leaders to increase citizen participation in comprehensive planning.

Bridges Federated Library

BRIDGES FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



6.63 TOTAL FTE'S

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

Statement of Purpose

The mission of the Bridges Federated Library System is to strengthen member libraries by fostering collaboration and innovation. 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	2017 Actual	2018		2019 Budget	Change From 2018 Adopted Budget	
		Adopted Budget	2018 Estimate		\$	%
County Library Fund						
Revenue	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Expenditures	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$1,665,789	\$1,798,606	\$1,825,580	\$1,902,419	\$103,813	5.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,520,555	\$1,798,606	\$1,739,952	\$1,902,419	\$103,813	5.8%
Rev. Over (Under) Exp.	\$145,234	\$0	\$85,628	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue	\$457,282	\$428,446	\$430,213	\$443,902	\$15,456	3.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$393,827	\$415,446	\$402,075	\$429,332	\$13,886	3.3%
Rev. Over (Under) Exp.	\$63,455	\$13,000	\$28,138	\$14,570	\$1,570	12.1%
Total All Funds						
Revenue (a)	\$2,123,071	\$2,227,052	\$2,255,793	\$2,346,321	\$119,269	5.4%
County Tax Levy (TNR)	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Expenditures	\$5,432,134	\$5,714,176	\$5,642,151	\$5,855,275	\$141,099	2.5%
Rev. Over (Under) Exp.	\$208,689	\$13,000	\$113,766	\$14,570	\$1,570	12.1%
Position Summary (FTE)						
Regular Positions	6.50	6.50	6.50	6.63	0.13	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	6.50	6.50	6.50	6.63	0.13	

(a) State Aids Fund balance uses include:

	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Wisconsin Digital Library - Advantage Program	\$50,475	\$30,000	\$30,000	\$30,000
Library Technology Projects	\$0	\$54,000	\$54,000	\$0
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$0	\$9,000	\$9,000	\$1,700
Digitization of Historical Newspapers	\$0	\$50,000	\$50,000	\$50,000
Data Analytics Project	\$0	\$0	\$0	\$50,000
Network Security Project - Managed Switches	\$0	\$0	\$0	\$20,000
Total	\$50,475	\$143,000	\$143,000	\$151,700

Major Departmental Strategic Plan Objectives

Finance PillarObjective 1: Examine Library System Operations for Additional Efficiencies

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 2019 budget.

Health and Safety PillarObjective 2: Improve Libraries Abilities to Respond to the Needs of Their Communities and Citizens.

Ensure that libraries understand their facility accessibility issues by performing accessibility audits for additional libraries in 2019.

Performance Measure: 100% of participating libraries receive the information about their facilities in time for their 2020 budgets.

Quality PillarObjective 3: Provide Sound and Robust Technology Infrastructure and Support for Basic Operations to Help Libraries Utilize Technology to Operate Effectively

Add 1 FTE employee to assist local libraries with their technology needs.

Performance Measure: Revenue received from libraries in 2019 matches budget expectations.

Objective 4: Build stronger data information system to improve decision-making and advocacy efforts

Identify data needs and current tools and propose solutions to fill the gaps.

Performance Measure: Purchase of suitable data analytics product with 75% of libraries using it by the end of 2019.

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	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Total Revenue Sources	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,517,752	\$3,500,124	\$3,500,124	\$3,523,524	\$23,400	0.7%
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 2019 budget, the TNR residents borrowed 18.553% of the materials at libraries, and the ordinance calls for them to be taxed for 18.553% 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 \$886 or 6.9% to \$13,650 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 Library System Director.

How the 2018 County Special Library Tax Formula is Calculated:

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 18.553% for the 2019 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2018 LIBRARY TAX LEVY FOR 2019 BUDGET PURPOSES					
Category		2017 for 2018 Budget Purposes	2018 for 2019 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$18,389,951	\$18,533,246	\$143,295	0.8%
Revenues (2 years prior)	-	\$18,911,739	\$18,996,600	\$84,861	0.4%
Overage or (lapse) - 2 years prior		-\$521,788	-\$463,354	\$58,434	-11.2%
Projected budget - year prior	+	\$18,988,035	\$19,381,609	\$393,574	2.1%
Calculated allowable expenditures		\$18,466,247	\$18,918,255	\$452,008	2.4%
Countywide TNR percent 2 years prior	x	18.885%	18.553%	N/A	-1.8%
County levy (TNR % times allowable expenditures)		\$3,487,360	\$3,509,874	\$22,514	0.6%
Intercounty Funding	+	\$12,764	\$13,650	\$886	6.9%
Total		\$3,500,124	\$3,523,524	\$23,400	0.7%

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 of physical items decreased from 2017 to 2018 in both municipal and TNR areas but the usage by residents in TNR decreased more than that in library communities, resulting in a decrease in the TNR proportion from 18.885% to 18.553%. Libraries' digital usage has increased and now represents a significant share of library usage. Digital usage increases coupled with innovative programming and community use of library spaces reflects the changing role libraries have in their communities. A modest increase in library expenditures and decreased circulation of physical items resulted in the .6% increase in in-county funding.

Activity	2017 Budget	2018 Budget	2019 Budget	2018 - 2019 Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	828,806	845,212	815,994	-3.5%
Total In-County Circulation	4,348,176	4,475,561	4,398,215	-1.7%
Percent Non Library Community Borrowing of Total County Borrowing	19.228%	18.885%	18.553%	-1.8%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	64,403	71,876	78,318	9.0%
Total In-County Digital Circulation	281,644	321,937	349,775	8.6%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.867%	22.326%	22.391%	0.3%
Adjacent County Funding	2017	2018	2019	2018-2019 Change
Payments made <u>by</u> Waukesha County to adjacent county libraries	\$10,722	\$12,764	\$13,650	\$886
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)	\$406,469	\$434,153	\$422,684	-\$11,469
Net Waukesha County Position	\$395,747	\$421,389	\$409,034	-\$12,355

(a) Except for Racine and Walworth Counties, payments made to Waukesha County libraries by adjacent counties (e.g. Dodge, Jefferson, Ozaukee, 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 their residents borrow from other library communities from the amount of library materials that residents of other county library communities borrow from them. Crossover circulation includes both materials borrowed in-person or by interlibrary loan (when library patrons request materials be delivered to the library in their community, typically through the online CAFÉ Shared Automation system). Circulation effort from overall net lenders (i.e., libraries with positive circulation effort) is added together, and net lenders receive the remaining tax levy based on their proportion of total positive circulation effort.
- C) To provide stability in funding, this formula limits decreases for each library to 5% or \$5,000, whichever is less. However, this cap may not prevent libraries from receiving their state-required Act 150 minimum distribution, as mentioned above.
- D) After applying these limits (in C), any remaining Library Tax Levy will be distributed on the same basis as in (B). When this occurs, some libraries will receive an allocation increase greater than 5% or \$5,000 from the prior year, as is the case for some Libraries every year. However, if applying these caps uses more Library Tax Levy than available, proportionate reductions in libraries' increases will be made to remain within the available Library Tax Levy amount.

2018-2019 Library Tax Levy Distribution

Library	2018 Distribution	2019 Distribution	18 vs. 19 Change	\$ 18 vs. 19 Change	%
Big Bend	\$17,490	\$20,862	\$3,372		19.28%
Brookfield	\$282,831	\$277,831	-\$5,000		-1.77%
Butler	\$5,631	\$5,736	\$105		1.86%
Delafield	\$325,735	\$327,594	\$1,859		0.57%
Eagle	\$20,310	\$28,094	\$7,784		38.33%
Elm Grove	\$31,131	\$31,710	\$579		1.86%
Hartland	\$229,836	\$231,695	\$1,859		0.81%
Menomonee Falls	\$27,323	\$33,240	\$5,917		21.66%
Mukwonago	\$402,439	\$404,298	\$1,859		0.46%
Muskego	\$50,320	\$51,254	\$934		1.86%
New Berlin	\$26,276	\$24,962	-\$1,314		-5.00%
North Lake	\$67,420	\$79,216	\$11,796		17.50%
Oconomowoc	\$279,621	\$280,526	\$905		0.32%
Pewaukee	\$118,845	\$113,845	-\$5,000		-4.21%
Sussex	\$455,591	\$457,450	\$1,859		0.41%
Waukesha	\$1,146,561	\$1,141,561	-\$5,000		-0.44%
Subtotal Pmt to Waukesha Co. Libraries	\$3,487,360	\$3,509,874	\$22,514		0.65%
Intercounty Payments	\$ 12,764	\$ 13,650	\$ 886		6.94%
Total Library Tax Levy Distribution	\$ 3,500,124	\$ 3,523,524	\$23,400		0.7%

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 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 2019.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$1,198,879	\$1,257,267	\$1,274,532	\$1,297,788	\$40,521	3.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$320,234	\$381,385	\$390,650	\$435,431	\$54,046	14.2%
Interdepartmental	\$6,500	\$5,954	\$5,954	\$6,500	\$546	9.2%
Other Revenue	\$10,976	\$11,000	\$11,444	\$11,000	\$0	0.0%
Appr. Fund Balance (a)	\$129,200	\$143,000	\$143,000	\$151,700	\$8,700	6.1%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,665,789	\$1,798,606	\$1,825,580	\$1,902,419	\$103,813	5.8%
Expenditures						
Personnel Costs	\$527,021	\$542,785	\$548,080	\$563,409	\$20,624	3.8%
Operating Expenses	\$865,545	\$1,125,384	\$1,062,719	\$1,204,826	\$79,442	7.1%
Interdept. Charges	\$127,989	\$130,437	\$129,153	\$134,184	\$3,747	2.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,520,555	\$1,798,606	\$1,739,952	\$1,902,419	\$103,813	5.8%
Rev. Over (Under) Exp.	\$145,234	\$0	\$85,628	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.75	5.75	5.75	5.88	0.13
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.75	5.75	5.75	5.88	0.13

(a) Library State Aid Fund balance Uses:

	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Wisconsin Digital Library - Advantage Program	\$50,475	\$30,000	\$30,000	\$30,000
Library Technology Projects	\$0	\$54,000	\$54,000	\$0
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$0	\$9,000	\$9,000	\$1,700
Digitization of Historical Newspapers	\$0	\$50,000	\$50,000	\$50,000
Data Analytics Project	\$0	\$0	\$0	\$50,000
Network Security Project - Managed Switches	\$0	\$0	\$0	\$20,000
Total	\$50,475	\$143,000	\$143,000	\$151,700

Program Highlights

General government revenues increase approximately \$40,500 or 3.2% from 2018 budgeted levels. Bridges Library System estimates receiving nearly \$1,298,000 in state aid for the purpose of providing library system services to Waukesha and Jefferson Counties.

Charges for services revenues increases by \$54,000 or 14.2%, 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 a 4.8% increase in funding from Lakeshores Library System as a result of increased cost per circulation. The funding level increases from \$175,795 to \$184,249. 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 increased by \$546 to reflect additional costs associated with Bridges Library System staff work related to e-commerce payments in CAFÉ. Other Revenues of \$11,000 mostly consist of investment income proceeds, and are budgeted with no change based on prior year actuals and 2018 estimates.

State Library Aids Fund balance appropriations increase by \$8,700 to \$151,700. Project expenditures are related to priorities identified in the 2018 strategic planning process. One project is to purchase data analytics products and offer training to help inform libraries' future decision-making—allowing them to better identify and target needed services. Another project is to invest \$30,000 to increase the purchasing of extra digital content in the Wisconsin Digital Library's Advantage Program. There is \$1,700 included to complete accessibility scans for remaining libraries to help them assess their compliance with Americans with Disability Act requirements. \$50,000 is included to continue digitizing historical local newspapers. In addition, \$20,000 is budgeted to purchase network switches for the member libraries to allow for more secure systems between public and staff network devices.

Personnel costs increase by \$20,600 or 3.8% as a result of increasing the administrative specialist position from 0.50 FTE to 0.63 FTE to reflect actual hours needed to cover position responsibilities, and the cost to continue of the remaining 5.25 FTE positions.

Operating expenses increase by \$79,400 or 7.1%, reflecting the changes in projects utilizing State Aids Fund balance, and the addition of a new contract to provide local information technology assistance to the Bridges Library System and the member libraries of \$89,000. This is partly offset by reductions of \$10,000 in one-time development costs related to the 1,000 Books Before Kindergarten application in 2018.

Interdepartmental charges increase by approximately \$3,700 or 2.9% which includes additional costs associated with the new information technology contract.

Program Descriptions

Payments to Member Libraries/Systems

The Bridges 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 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 Library System operations.

Resource Sharing

The Resource Sharing program of the Bridges 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 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 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 Library System to enhance the quality of the programs. The Bridges 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	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
Payments to Member Library Systems						
Staffing (FTE)	0.33	0.33	0.33	0.33	0.01	
Revenues	\$258,150	\$260,737	\$260,737	\$267,998	\$7,261	2.8%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$259,444	\$260,737	\$261,378	\$267,998	\$7,261	2.8%
Rev. Over (Under) Exp.	(\$1,294)	\$0	(\$641)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.01	1.01	1.01	1.12	0.11	
Revenues	\$266,112	\$287,712	\$289,182	\$307,591	\$19,879	6.9%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$280,749	\$287,712	\$295,349	\$307,591	\$19,879	6.9%
Rev. Over (Under) Exp.	(\$14,637)	\$0	(\$6,167)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.37	1.37	1.37	1.38	0.01	
Revenues	\$497,123	\$552,342	\$555,960	\$545,005	(\$7,337)	-1.3%
Appr. Fund Balance	\$70,200	\$80,000	\$80,000	\$130,000	\$50,000	62.5%
Expenditures	\$519,049	\$632,342	\$612,858	\$675,005	\$42,663	6.7%
Rev. Over (Under) Exp.	\$48,274	\$0	\$23,102	\$0	-	N/A
Automation Technology						
Staffing (FTE)	0.13	0.13	0.13	0.13	0.00	
Revenues	\$98,041	\$53,065	\$71,174	\$155,836	\$102,771	193.7%
Appr. Fund Balance	\$59,000	\$30,000	\$30,000	\$20,000	(\$10,000)	-33.3%
Expenditures	\$73,386	\$83,065	\$101,971	\$175,836	\$92,771	111.7%
Rev. Over (Under) Exp.	\$83,655	\$0	(\$797)	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.91	2.91	2.91	2.92	0.01	
Revenues	\$417,163	\$501,750	\$505,527	\$474,289	(\$27,461)	-5.5%
Appr. Fund Balance	\$0	\$33,000	\$33,000	\$1,700	(\$31,300)	-94.8%
Expenditures	\$387,927	\$534,750	\$468,396	\$475,989	(\$58,761)	-11.0%
Rev. Over (Under) Exp.	\$29,236	\$0	\$70,131	\$0	-	N/A
Total Bridges Federated Library-State Aids, Federal & Misc. Fund						
Revenues	\$1,536,589	\$1,655,606	\$1,682,580	\$1,750,719	\$95,113	5.7%
Appr. Fund Balance	\$129,200	\$143,000	\$143,000	\$151,700	\$8,700	6.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,520,555	\$1,798,606	\$1,739,952	\$1,902,419	\$103,813	5.8%
Rev. Over (Under) Exp.	\$145,234	\$0	\$85,628	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.75	5.75	5.88	0.13	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	5.75	5.75	5.75	5.88	0.13	

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	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$42,200	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$406,821	\$421,303	\$421,770	\$418,497	(\$2,806)	-0.7%
Interdepartmental	\$4,686	\$4,843	\$4,843	\$4,805	(\$38)	-0.8%
Other Revenue	\$3,575	\$2,300	\$3,600	\$3,600	\$1,300	56.5%
Appr. Fund Balance	\$0	\$0	\$0	\$17,000	\$17,000	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$457,282	\$428,446	\$430,213	\$443,902	\$15,456	3.6%
Expenditures						
Personnel Costs	\$83,972	\$88,123	\$87,263	\$89,772	\$1,649	1.9%
Operating Expenses	\$297,156	\$321,369	\$308,858	\$333,060	\$11,691	3.6%
Interdept. Charges	\$6,500	\$5,954	\$5,954	\$6,500	\$546	9.2%
Fixed Assets	\$6,199	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$393,827	\$415,446	\$402,075	\$429,332	\$13,886	3.3%
Rev. Over (Under) Exp.	\$63,455	\$13,000	\$28,138	\$14,570	\$1,570	12.1%

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
Total FTEs	0.75	0.75	0.75	0.75	0.00

Program Highlights

Charges for service revenues from member libraries are decreased by \$2,800 or -0.7%, as a result of dropping a CAFÉ software subscription. Interdepartmental Revenues are decreased slightly to reflect decreased license costs. The library system needs CAFÉ licenses to support the work done by library system staff. Other revenue is increased by \$1,300 based on budgeting to reflect actual revenue received in 2017 as well as an increase in investment income based on 2018 estimates. CAFÉ Fund balance of \$17,000 is budgeted for the purchase of a database automation program to modernize and streamline the searching of criteria in the CAFÉ system.

Personnel costs increase \$1,649 to \$89,800 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.

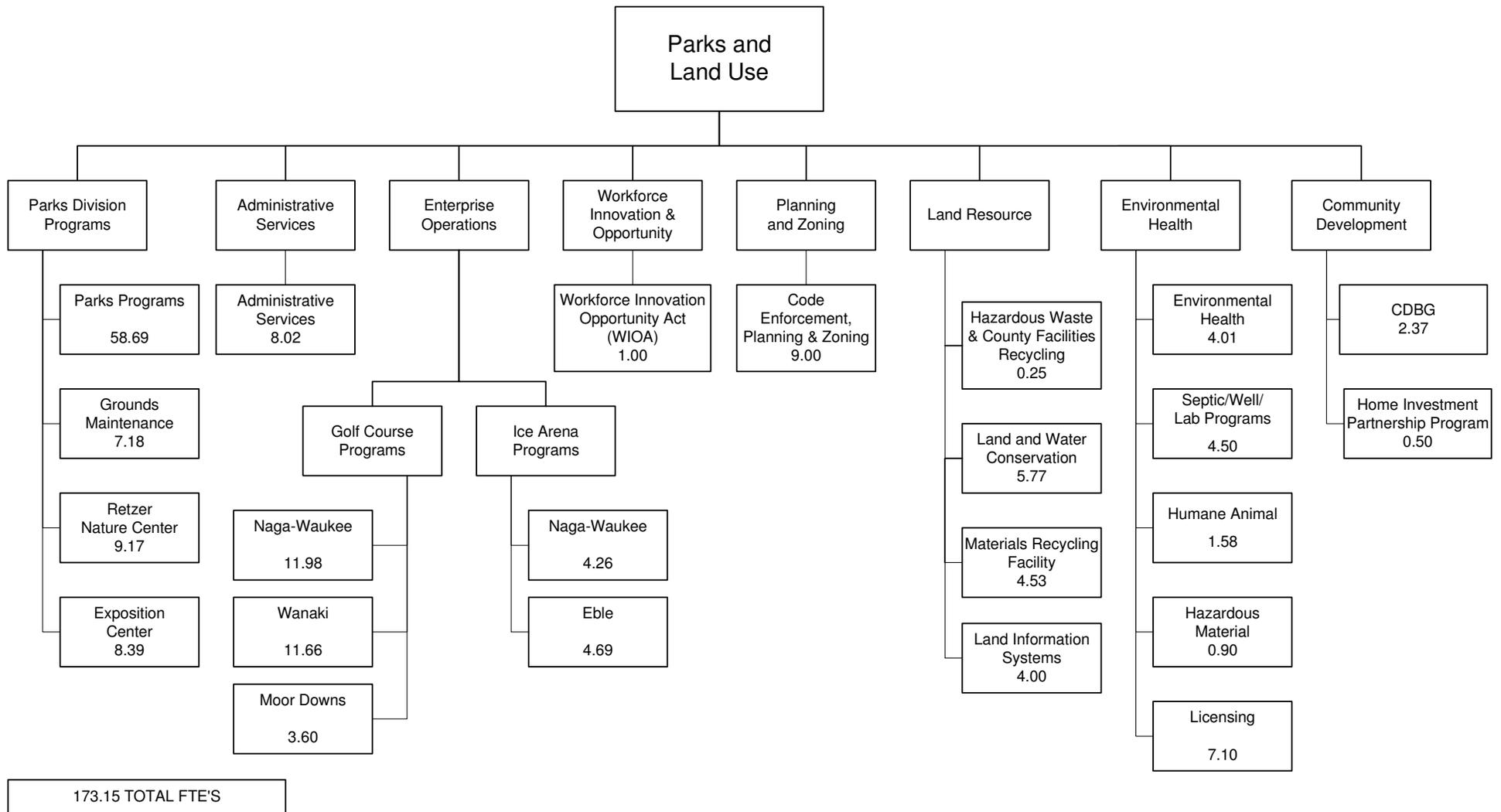
Operating expenses are budgeted to increase by approximately \$11,700 mainly due to the authority control project budgeted at a cost of \$17,000 from fund balance.

Interdepartmental charges are increased about \$500 due to the additional charge for support from Bridges Library System staff for e-commerce related work.

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 & 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	2017 Actual	2018 Adopted Budget	2018 Estimate (a)	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,013,455	\$5,770,154	\$6,083,056	\$5,858,049	\$87,895	1.5%
County Tax Levy	\$7,034,010	\$6,999,010	\$6,999,010	\$7,024,010	\$25,000	0.4%
Expenditures	\$12,471,045	\$12,769,164	\$13,011,647	\$12,882,059	\$112,895	0.9%
Rev. Over (Under) Exp.	\$576,420	\$0	\$70,419	\$0	\$0	N/A
Community Development						
Revenues (b)	\$2,870,488	\$2,700,991	\$2,964,650	\$3,403,405	\$702,414	26.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$2,619,051	\$2,700,991	\$2,829,264	\$3,403,405	\$702,414	26.0%
Rev. Over (Under) Exp.	\$251,437	\$0	\$135,386	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$0	\$0	\$434,700	\$1,698,627	\$1,698,627	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$0	\$0	\$434,700	\$1,698,627	\$1,698,627	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$436,560	\$400,000	\$0	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$188	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$436,372	\$0	\$0	\$0	-	N/A
Golf Courses						
Revenues	\$2,879,285	\$3,250,100	\$3,043,000	\$3,271,100	\$21,000	0.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,070,426	\$3,253,662	\$3,148,651	\$3,305,997	\$52,335	1.6%
Operating Inc./Loss	(\$191,141)	(\$3,562)	(\$105,651)	(\$34,897)	(\$31,335)	N/A
Ice Arenas						
Revenues (b)	\$1,138,417	\$1,073,000	\$1,071,500	\$1,082,500	\$9,500	0.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,221,969	\$1,235,157	\$1,166,751	\$1,219,723	(\$15,434)	-1.2%
Operating Inc./Loss	(\$83,552)	(\$162,157)	(\$95,251)	(\$137,223)	\$24,934	N/A
Materials Recycling Fund						
Revenues (b)	\$4,938,093	\$5,021,505	\$4,911,414	\$4,869,100	(\$152,405)	-3.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$4,370,524	\$4,439,339	\$4,341,822	\$4,400,335	(\$39,004)	-0.9%
Operating Inc./Loss	\$567,569	\$582,166	\$569,592	\$468,765	(\$113,401)	-19.5%
Total All Funds						
Revenues (b)	\$18,276,298	\$18,215,750	\$18,508,320	\$20,582,781	\$2,367,031	13.0%
County Tax Levy	\$7,034,010	\$6,999,010	\$6,999,010	\$7,024,010	\$25,000	0.4%
Expenditures (a)(c)	\$23,753,203	\$24,798,313	\$24,932,835	\$27,310,146	\$2,511,833	10.1%
Rev. Over (Under) Exp.	\$1,264,229	\$0	\$205,805	\$0	-	N/A
Operating Inc./Loss	\$292,876	\$416,447	\$368,690	\$296,645	(\$119,802)	-28.8%
Position Summary All Funds (FTE)						
Regular Positions	101.10	101.10	102.10	103.00	1.90	
Extra Help	72.88	71.59	71.59	68.11	(3.48)	
Overtime	2.19	2.24	2.24	2.04	(0.20)	
Total	176.17	174.93	175.93	173.15	(1.78)	

- (a) 2018 estimates for expenditures exceed the adopted budget due to 2017 carryovers, purchase orders, and additional expenditure authority added to the adopted budget by County Board approved ordinances.
- (b) The 2019 revenue budget includes fund balance appropriations totals of \$1,482,296: including \$159,196 for general fund operations; \$923,100 of Material Recycling Facility (MRF) Funds; and \$400,000 of Tarmann Fund balance. 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.
- (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 the Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$432,242	\$501,200	\$595,200	\$479,000	(\$22,200)	-4.4%
Fine/Licenses	\$1,287,308	\$1,184,700	\$1,206,900	\$1,217,400	\$32,700	2.8%
Charges for Services	\$3,057,021	\$2,942,550	\$2,887,225	\$2,960,075	\$17,525	0.6%
Interdepartmental	\$200,834	\$233,712	\$232,750	\$223,500	(\$10,212)	-4.4%
Other Revenue	\$739,737	\$739,305	\$737,705	\$848,878	\$109,573	14.8%
Appr. Fund Balance (a)	\$296,313	\$168,687	\$423,276	\$129,196	(\$39,491)	-23.4%
County Tax Levy (Credit)	\$7,034,010	\$6,999,010	\$6,999,010	\$7,024,010	\$25,000	0.4%
Total Revenue Sources	\$13,047,465	\$12,769,164	\$13,082,066	\$12,882,059	\$112,895	0.9%
Expenditures						
Personnel Costs	\$8,522,612	\$8,617,904	\$8,567,825	\$8,623,273	\$5,369	0.1%
Operating Expenses (b)	\$2,270,299	\$2,341,159	\$2,609,113	\$2,446,277	\$105,118	4.5%
Interdept. Charges	\$1,467,938	\$1,542,851	\$1,531,959	\$1,577,509	\$34,658	2.2%
Fixed Assets (b)	\$210,196	\$267,250	\$302,750	\$235,000	(\$32,250)	-12.1%
Total Expenditures	\$12,471,045	\$12,769,164	\$13,011,647	\$12,882,059	\$112,895	0.9%
Rev. Over (Under) Exp.	\$576,420	\$0	\$70,419	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.14	82.14	82.14	82.66	0.52
Extra Help	48.00	47.49	47.49	44.58	(2.91)
Overtime	1.45	1.50	1.50	1.32	(0.18)
Total FTEs	131.59	131.13	131.13	128.56	(2.57)

(a) General fund balance is appropriated for:

	2017 Actual	2018 Budget	2018 Est.	2019 Budget	Change
3-Year Maintenance and Projects Plan	\$80,000	\$80,000	\$80,000	\$80,000	\$0
Brownfield Recycling Initiative	\$25,000	\$25,000	\$25,000	\$25,000	\$0
Expo Center Chair and Table Replacements	\$10,000	\$10,000	\$10,000	\$10,000	\$0
Planetarium Maintenance	\$5,000	\$8,000	\$8,000	\$5,000	(\$3,000)
Land Information Systems (LIS) (i)	\$45,000	\$45,687	\$45,687	\$9,196	(\$36,491)
Purchase Order/Carryovers	\$131,313	\$0	\$154,589	\$0	\$0
Contingency Fund Balance (ii)	\$0	\$0	\$100,000	\$0	\$0
Total Fund Balance Appropriation	\$296,313	\$168,687	\$423,276	\$129,196	(\$39,491)

(i) For comparative purposes, LIS fund balance prior to 2019 is restated as General Fund Balance use.

(ii) Contingency funds of \$100,000 were transferred in April 2018, as part of Enrolled Ordinance 172-096 for the repair of the School Section Lake Dam

(b) 2018 estimates for expenditures exceed the adopted budget due to 2017 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	2018		2019	Change From 2018 Adopted Budget
	Actual	Adopted Budget	2018 Estimate	Budget	
Parks Programs	60.65	61.58	61.58	58.69	-2.88
Regular Positions	27.09	27.09	27.09	27.71	0.62
Extra Help/Overtime	33.56	34.49	34.49	30.98	-3.51
General County Grounds Maintenance	7.65	7.18	7.18	7.18	0.00
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	5.15	4.68	4.68	4.68	0.00
Retzer Nature Center	8.41	8.44	8.44	9.17	0.73
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	3.91	3.94	3.94	4.67	0.73
Exposition Center	8.39	8.39	8.39	8.39	0.00
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.19	4.19	4.19	4.19	0.00
Planning & Zoning	9.00	9.00	9.00	9.00	0.00
Regular Positions	9.00	9.00	9.00	9.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Environmental Health	4.01	4.01	4.01	4.01	0.00
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
Licensing	7.63	7.10	7.10	7.10	0.00
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	0.53	-	-	-	0.00
Septic/Well/Lab Programs	5.00	5.00	5.00	4.50	-0.50
Regular Positions	5.00	5.00	5.00	4.50	-0.50
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.58	1.58	1.58	1.58	0.00
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
Hazardous Material	0.90	0.90	0.90	0.90	0.00
Regular Positions	0.90	0.90	0.90	0.90	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land & Water Conservation	5.97	5.56	5.56	5.77	0.21
Regular Positions	4.60	4.60	4.60	5.00	0.40
Extra Help/Overtime	1.37	0.96	0.96	0.77	-0.19
Hazardous Waste & County Facilities Recycling	0.25	0.25	0.25	0.25	0.00
Regular Positions	0.25	0.25	0.25	0.25	0.00
Extra Help/Overtime	-	-	-	-	0.00
Land Information Systems	4.00	4.00	4.00	4.00	0.00
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help/Overtime	-	-	-	-	0.00
Administrative Services	8.15	8.15	8.15	8.02	-0.13
Regular Positions	8.00	8.00	8.00	8.00	0.00
Extra Help/Overtime	0.15	0.15	0.15	0.02	-0.13
Total Parks and Land Use General: Positions	131.59	131.13	131.13	128.56	-2.57
Regular Positions	82.14	82.14	82.14	82.66	0.52
Extra Help	48.00	47.49	47.49	44.58	-2.91
Overtime	1.45	1.50	1.50	1.32	-0.18

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2018				Change From 2018	
	2017 Actual	Adopted Budget	2018 Estimate	2019 Budget	Adopted Budget \$	%
Total Parks General Fund						
Revenues	\$5,717,142	\$5,601,467	\$5,659,780	\$5,728,853	\$127,386	2.3%
Appr. Fund Balance	\$296,313	\$168,687	\$423,276	\$129,196	(\$39,491)	-23.4%
County Tax Levy	\$7,034,010	\$6,999,010	\$6,999,010	\$7,024,010	\$25,000	0.4%
Expenditures	\$12,470,944	\$12,769,164	\$13,011,647	\$12,882,059	\$112,895	0.9%
Rev. Over (Under) Exp.	\$576,521	\$0	\$70,419	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.14	82.14	82.14	82.66	0.52	
Extra Help	48.00	47.49	47.49	44.58	(2.91)	
Overtime	1.45	1.50	1.50	1.32	(0.18)	
Total	131.59	131.13	131.13	128.56	(2.57)	
Parks Programs						
Staffing (FTE)	60.65	61.58	61.58	58.69	-2.88	-4.7%
Revenues	\$1,708,818	\$1,562,026	\$1,623,775	\$1,610,150	\$48,124	3.1%
Appr. Fund Balance	\$211,534	\$88,000	\$327,679	\$85,000	(\$3,000)	-3.4%
County Tax Levy	\$3,313,539	\$3,343,634	\$3,343,634	\$3,383,672	\$40,038	1.2%
Expenditures	\$4,882,800	\$4,993,660	\$5,169,714	\$5,078,822	\$85,162	1.7%
Rev. Over (Under) Exp.	\$351,091	\$0	\$125,374	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.65	7.18	7.18	7.18	0.00	0.0%
Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$1,060	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$640,523	\$590,017	\$590,017	\$621,305	\$31,288	5.3%
Expenditures	\$668,111	\$590,017	\$574,682	\$621,305	\$31,288	5.3%
Rev. Over (Under) Exp.	(\$26,528)	\$0	\$15,335	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.41	8.44	8.44	9.17	0.73	8.7%
Revenues	\$160,370	\$169,500	\$161,300	\$188,500	\$19,000	11.2%
Appr. Fund Balance	\$222	\$0	\$3,518	\$0	\$0	N/A
County Tax Levy	\$600,979	\$573,111	\$573,111	\$543,503	(\$29,608)	-5.2%
Expenditures	\$688,778	\$742,611	\$710,926	\$732,003	(\$10,608)	-1.4%
Rev. Over (Under) Exp.	\$72,793	\$0	\$27,003	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.39	8.39	8.39	8.39	0.00	0.0%
Revenues	\$553,679	\$569,500	\$569,500	\$569,500	\$0	0.0%
Appr. Fund Balance	\$10,222	\$10,000	\$10,000	\$10,000	\$0	0.0%
County Tax Levy	\$133,051	\$131,750	\$131,750	\$145,051	\$13,301	10.1%
Expenditures	\$704,030	\$711,250	\$703,176	\$724,551	\$13,301	1.9%
Rev. Over (Under) Exp.	(\$7,078)	\$0	\$8,074	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00	0.0%
Revenues	\$140,475	\$139,100	\$147,450	\$138,875	(\$225)	-0.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$729,375	\$738,610	\$738,610	\$755,139	\$16,529	2.2%
Expenditures	\$884,226	\$877,710	\$876,566	\$894,014	\$16,304	1.9%
Rev. Over (Under) Exp.	(\$14,376)	\$0	\$9,494	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$102,254	\$121,700	\$114,700	\$125,000	\$3,300	2.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$356,915	\$365,877	\$365,877	\$364,830	(\$1,047)	-0.3%
Expenditures	\$520,499	\$487,577	\$485,281	\$489,830	\$2,253	0.5%
Rev. Over (Under) Exp.	(\$61,330)	\$0	(\$4,704)	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Licensing						
Staffing (FTE)	7.63	7.10	7.10	7.10	0.00	0.0%
Revenues	\$821,251	\$783,200	\$793,200	\$798,600	\$15,400	2.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$107,508)	(\$139,158)	(\$139,158)	(\$156,959)	(\$17,801)	N/A
Expenditures	\$585,743	\$644,042	\$618,973	\$641,641	(\$2,401)	-0.4%
Rev. Over (Under) Exp.	\$128,000	\$0	\$35,069	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	5.00	5.00	5.00	4.50	-0.50	-10.0%
Revenues	\$416,671	\$344,000	\$354,000	\$366,000	\$22,000	6.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$144,287	\$104,126	\$104,126	\$70,376	(\$33,750)	-32.4%
Expenditures	\$403,726	\$448,126	\$451,873	\$436,376	(\$11,750)	-2.6%
Rev. Over (Under) Exp.	\$157,232	\$0	\$6,253	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00	0.0%
Revenues	\$54,057	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$98,315	\$98,077	\$98,077	\$98,524	\$447	0.5%
Expenditures	\$135,178	\$148,077	\$144,134	\$148,524	\$447	0.3%
Rev. Over (Under) Exp.	\$17,194	\$0	\$3,943	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$101	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$25,000	\$25,000	\$29,774	\$25,000	\$0	0.0%
County Tax Levy	\$140,953	\$144,834	\$144,834	\$147,265	\$2,431	1.7%
Expenditures	\$131,230	\$169,834	\$169,171	\$172,265	\$2,431	1.4%
Rev. Over (Under) Exp.	\$34,824	\$0	\$5,437	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.97	5.56	5.56	5.77	0.21	3.8%
Revenues	\$483,709	\$491,650	\$599,650	\$523,123	\$31,473	6.4%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$281,340	\$293,106	\$293,106	\$298,610	\$5,504	1.9%
Expenditures	\$755,542	\$784,756	\$974,526	\$821,733	\$36,977	4.7%
Rev. Over (Under) Exp.	\$9,507	\$0	(\$81,770)	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	\$474,503	\$397,000	\$398,000	\$457,000	\$60,000	15.1%
Appr. Fund Balance	\$0	\$0	\$6,618	\$0	\$0	N/A
County Tax Levy/(Credit)	(\$30,763)	(\$32,224)	(\$32,224)	(\$31,558)	\$666	N/A
Expenditures	\$361,426	\$364,776	\$362,595	\$425,442	\$60,666	16.6%
Rev. Over (Under) Exp.	\$82,314	\$0	\$9,799	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$695,684	\$851,300	\$726,500	\$781,500	(\$69,800)	-8.2%
Appr. Fund Balance	\$45,000	\$45,687	\$45,687	\$9,196	(\$36,491)	-79.9%
County Tax Levy/(Credit)	\$0	\$0	\$0	\$0	\$0	#DIV/0!
Expenditures	\$841,321	\$896,987	\$867,984	\$790,696	(\$106,291)	-11.8%
Rev. Over (Under) Exp.	(\$100,637)	\$0	(\$95,797)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.15	8.15	8.15	8.02	-0.13	-1.6%
Revenues	\$105,570	\$122,491	\$121,705	\$120,605	(\$1,886)	-1.5%
Appr. Fund Balance	\$3,275	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$733,004	\$787,250	\$787,250	\$784,252	(\$2,998)	-0.4%
Expenditures	\$908,334	\$909,741	\$902,046	\$904,857	(\$4,884)	-0.5%
Rev. Over (Under) Exp.	(\$66,485)	\$0	\$6,909	\$0	-	N/A

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 existing park enhancements, daily operation of facilities and working in cooperation with businesses, agencies, and organizations to advance and develop opportunities within the parks.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfactionObjective #1: Customer Convenience

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

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 investmentsObjective #1: Volunteer Management

Identify and promote volunteer projects and opportunities for events and land management purposes to increase volunteer hours.

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.

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

Quality Pillar: High standards of service excellenceObjective #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)

	2017 Actual	2018 Budget	2018 Estimate(a)	2019 Budget	Budget Change
Staffing (FTE)	60.65	61.58	61.58	58.69	(2.88)
General Government	\$34,518	\$55,500	\$55,500	\$55,000	(\$500)
Fine/Licenses	\$5,810	\$10,000	\$10,000	\$10,000	\$0
Charges for Services	\$1,454,389	\$1,312,250	\$1,376,175	\$1,347,450	\$35,200
Interdepartmental	\$75,119	\$84,676	\$84,500	\$83,000	(\$1,676)
Other Revenue	\$138,982	\$99,600	\$97,600	\$114,700	\$15,100
Appr. Fund Balance (a)	\$211,534	\$88,000	\$327,679	\$85,000	(\$3,000)
County Tax Levy (Credit)	\$3,313,539	\$3,343,634	\$3,343,634	\$3,383,672	\$40,038
Total Revenues	\$5,233,891	\$4,993,660	\$5,295,088	\$5,078,822	\$85,162
Personnel Costs	\$3,124,014	\$3,256,523	\$3,310,908	\$3,246,096	(\$10,427)
Operating Expenses (a)	\$789,836	\$675,055	\$754,375	\$743,145	\$68,090
Interdept. Charges	\$765,349	\$819,832	\$826,681	\$854,581	\$34,749
Fixed Assets (a)	\$203,601	\$242,250	\$277,750	\$235,000	(\$7,250)
Total Expenditures	\$4,882,800	\$4,993,660	\$5,169,714	\$5,078,822	\$85,162
Rev. Over (Under) Exp.	\$351,091	\$0	\$125,374	\$0	\$0

(a) 2018 estimates for expenditures exceed the adopted budget due to 2017 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2019 general government revenues include \$35,000 for the snowmobile trail grant and \$20,000 for grants to fund projects in the 3-year maintenance plan. Fines and Licenses revenues, which are parking violations on County grounds, remain budgeted at \$10,000. Charges for services revenues increase by \$35,200 to \$1,347,450 and are related to the following: an increase of \$50,500 to \$405,600 in annual sticker sales; an increase of \$12,500 to \$127,500 in reservation fees; an increase of \$3,500 to \$149,000 in boat launch fees. This is partially offset by a reduction of \$16,300 to \$383,700 in daily entrance fees and a reduction of \$15,000 in concession sales to reflect prior year actual levels of activity and ending concession operations at two beaches. Daily entrance fees are being reduced as more customers are purchasing annual passes. In 2019, the department will be offering a discounted "Disabled Veteran" rate for annual sticker which will match the senior rate. The "Disabled Veteran" rate will be similar to the State Park system. All Veterans will be provided free access on Memorial Day, July 4th, and Veteran's Day. Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$83,000, a decrease of approximately \$1,700 from the 2018 budget to better reflect department staff assistance on golf related operations. Other revenues include \$80,000 of landfill fee revenues to fund the 3-year maintenance plan, donation revenues of \$21,500 and miscellaneous revenues of \$13,200. Other revenues increase \$15,100 mainly due to one-time donation to fund the Mukwonago well project. General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$80,000. The remaining fund balance of \$5,000 will be appropriated for 2019 Planetarium maintenance projects.

Personnel costs are reduced by approximately \$10,400. Increases include the cost to continue existing staff; the creation of a public communications specialist position; and a 1.5% increase in extra help rates. These increases are more than offset with saving from staff turnover, reductions in Intern costs, a \$10,000 reduction in unemployment funding, and the elimination of the life guard program at Muskego and Naga-Waukeee parks. These beaches will be operating as "swim at your own risk" facilities.

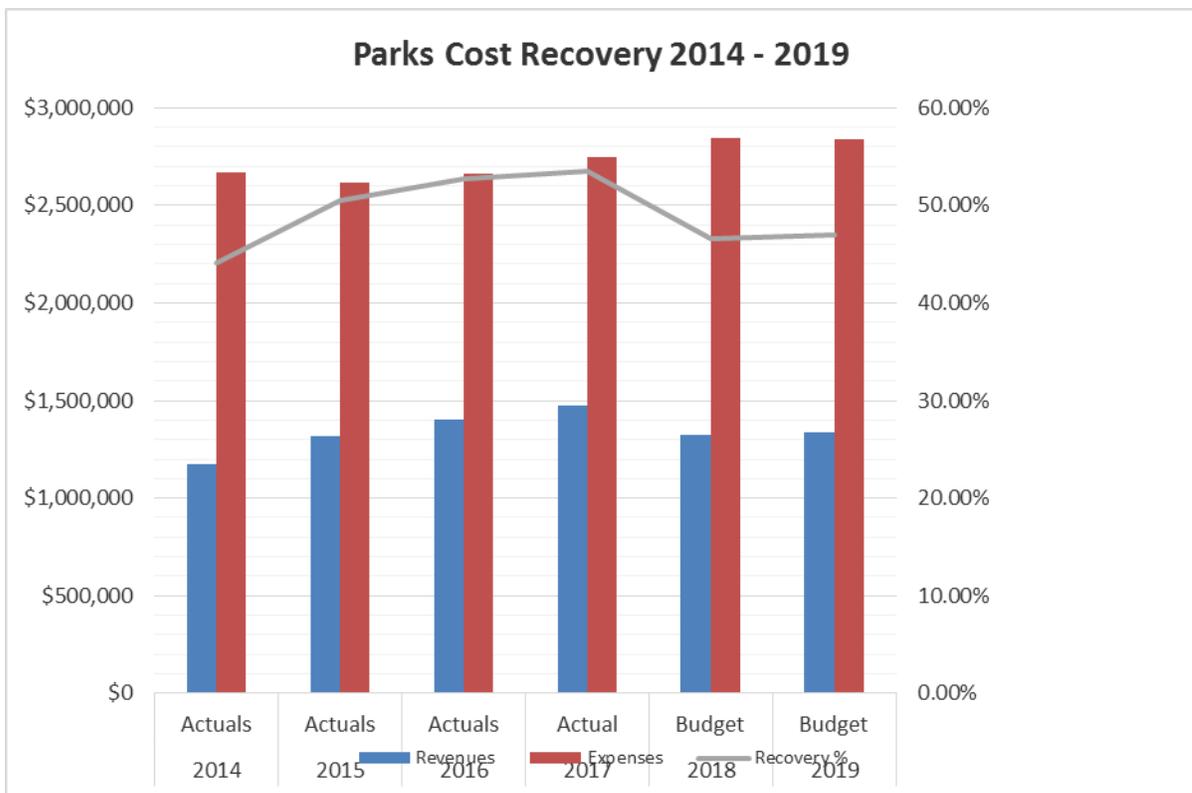
Operating expenses increase just over \$68,000. Increases of \$30,000 for the assumption of credit card charges, \$14,000 for software maintenance charges, \$13,800 increase related to a shift in 3-year maintenance plan projects (between operating expenses and fixed asset classifications), and \$5,800 in maintenance supplies. These increases are partially offset with an \$11,100 reduction costs associates with the concession program. In 2019, the department will be evaluating a partnership with "AmeriCorps" to leverage the ability to complete planned park maintenance and park enhancement projects. The partnership may involve using the existing dwelling within Nashotah Park to house workers.

Interdepartmental charges increase almost \$35,000 mainly due to \$4,500 increase in telephone charges to improve communications within the park system and a \$32,600 or 12.5% increase in vehicle replacement charges. Fixed assets decreases \$7,250 due to shifts in the 3-year maintenance plan funding.

Parks Programs (Continued)

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Daily Entrance Stickers	94,942	85,500	86,000	83,000	(2,500)
Annual Stickers	19,378	14,500	14,500	16,000	1,500
Family Camping	3,212	3,800	3,800	3,500	(300)
Group Camping	2,130	1,500	1,500	1,800	300
Reserved Picnics/Pavilion/Lodge Rental	1,012	1,250	1,250	1,100	(150)
Annual Boat Launch Stickers	554	500	500	500	0
Daily Boat Launch	13,951	14,000	14,000	14,000	0

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 50.2% of expenditures. The 2019 budget includes a cost recovery rate of 47.0%.



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 Parks & 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	2019 Plan	2020 Plan	2021 Plan
Expo Center	Facility repair and replacement	\$7,400	\$0	\$16,100
Expo Center	Plumbing/HVAC repairs and replacements	\$0	\$0	\$23,500
Expo Center	Generator Replacement	\$10,000	\$0	\$0
Expo Center	Lighting improvements	\$2,500	\$1,200	\$37,000
Expo Center	Door Replacements	\$2,300	\$21,700	\$53,000
Expo Center	Stripping/parking lot/pavement maintenance	\$8,000	\$0	\$0
Grounds Maintenance	Grounds improvements	\$10,500	\$15,750	\$12,500
Retzer	Planetarium Maintenance (a)	\$5,000	\$5,000	\$5,000
Retzer	Boardwalk upgrades	\$10,000	\$10,000	\$0
Retzer	Stripping/parking lot/pavement maintenance	\$900	\$1,750	\$900
Retzer	Plumbing/HVAC repairs and replacements	\$0	\$0	\$2,100
Various Parks	Signage	\$0	\$5,000	\$0
Various Parks	Stripping/parking lot/pavement maintenance	\$21,100	\$27,300	\$29,460
Fox Brook	Boat Launch/Shoreline repair	\$70,000	\$0	\$0
Fox Brook	Roof replacement	\$0	\$50,000	\$0
Fox Brook	Facility repair and replacement	\$5,000	\$9,500	\$0
Fox Brook	Plumbing/HVAC repairs and replacements	\$11,700	\$6,000	\$0
Fox Brook	Shoreland Erosion Protection	\$5,000	\$5,000	\$0
Fox River	Plumbing/HVAC repairs and replacements	\$0	\$9,400	\$0
Fox River	Canoe launch overlook	\$0	\$40,000	\$0
Fox River	Material storage bin	\$0	\$2,500	\$0
Menomonee	Signage	\$7,000	\$0	\$0
Menomonee	Plumbing/HVAC repairs and replacements	\$1,200	\$1,400	\$15,000
Menomonee	New Entrance Hut	\$0	\$0	\$20,000
Menomonee	Lighting improvements	\$7,500	\$0	\$0
Minooka	New Entrance Hut	\$40,000	\$0	\$0
Minooka	Facility repair and replacement	\$4,500	\$0	\$0
Mukwonago	Solar Power Well at Dog Exercise Area (b)	\$20,000	\$0	\$0
Mukwonago	Facility repair and replacement	\$2,000	\$12,500	\$340
Mukwonago	Landscaping Improvements	\$0	\$0	\$7,500
Muskego	Facility repair and replacement	\$2,400	\$4,500	\$0
Muskego	Trail Boardwalk and signage improvements	\$0	\$0	\$30,000
Muskego	Plumbing/HVAC repairs and replacements	\$1,000	\$19,400	\$0

(a) Planetarium maintenance of \$5,000 is fund balance designated for this purpose.
 (b) Donation revenues offset project costs.

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

Location	Project	2019 Plan	2020 Plan	2021 Plan
Naga-Waukee	Facility repair and replacement	\$3,300	\$30,900	\$1,040
Naga-Waukee	Playground resurfacing	\$5,000	\$0	\$0
Naga-Waukee	Plumbing/HVAC repairs and replacements	\$12,500	\$1,500	\$2,200
Naga-Waukee	Shoreline Repair	\$0	\$25,000	\$65,000
Naga-Waukee	Retaining Wall repairs	\$35,000	\$0	\$0
Nashotah	Remove Millpointer house	\$25,000	\$0	\$0
Nashotah	Plumbing/HVAC repairs and replacements	\$2,700	\$9,200	\$0
Nashotah	Facility repair and replacement	\$10,000	\$14,000	\$7,860
PLAN TOTAL		\$348,500	\$328,500	\$328,500

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '18	Estimated Operating Impact	A=Annual T=One-Time
201807	Pewaukee-Brookfield trail	2021	\$2,540,000	5%	TBD	A
201908	Pavement Management Plan (2023-2027)	2027	\$4,200,000	0%	\$0	A
201607	Lake Country Trail Underpass	2019	\$1,337,000	20%	\$0	A
201703	UWW Site Infrastructure improvements	2020	\$1,231,400	60%	\$0	A
201406	Pavement Management Plan (2018-2022)	2022	\$4,750,000	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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.65	7.18	7.18	7.18	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,060	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$640,523	\$590,017	\$590,017	\$621,305	\$31,288
Total Revenues	\$641,583	\$590,017	\$590,017	\$621,305	\$31,288
Personnel Costs	\$365,187	\$305,207	\$300,472	\$311,144	\$5,937
Operating Expenses	\$130,322	\$111,350	\$112,850	\$119,400	\$8,050
Interdept. Charges	\$172,602	\$173,460	\$161,360	\$190,761	\$17,301
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$668,111	\$590,017	\$574,682	\$621,305	\$31,288
Rev. Over (Under) Exp.	(\$26,528)	\$0	\$15,335	\$0	\$0

Program Highlights

Personnel costs increase \$5,900 to \$311,000 and include the cost to continue current staff levels.

Operating costs increase approximately \$8,000 mainly due to increases in maintenance and supply costs.

Interdepartmental charges increase \$17,300 mainly due to a \$9,000 increase in vehicle repair costs and a \$6,800 increase in vehicle replacement charges.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 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	135,000	140,000	24,470

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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	8.41	8.44	8.44	9.17	0.73
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$122,244	\$83,000	\$76,800	\$83,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$38,126	\$86,500	\$84,500	\$105,500	\$19,000
Appr. Fund Balance	\$222	\$0	\$3,518	\$0	\$0
County Tax Levy (Credit)	\$600,979	\$573,111	\$573,111	\$543,503	(\$29,608)
Total Revenues	\$761,571	\$742,611	\$737,929	\$732,003	(\$10,608)
Personnel Costs	\$463,349	\$482,758	\$461,982	\$476,358	(\$6,400)
Operating Expenses	\$119,841	\$131,450	\$121,750	\$151,100	\$19,650
Interdept. Charges	\$98,993	\$103,403	\$102,194	\$104,545	\$1,142
Fixed Assets	\$6,595	\$25,000	\$25,000	\$0	(\$25,000)
Total Expenditures	\$688,778	\$742,611	\$710,926	\$732,003	(\$10,608)
Rev. Over (Under) Exp.	\$72,793	\$0	\$27,003	\$0	\$0

Program Highlights

Charges for services revenues are budgeted at 2018 levels and include: workshop and special event fees of \$51,200; land and office rental fees totaling \$15,800 and \$16,000 from the Waukesha School District for parks staff maintenance of the planetarium facility. Other revenues include increase in donations of \$19,000 and include \$25,000 from the "Friends of Retzer Nature Center" and \$30,000 from a grant from the James E. Dutton Foundation to support Citizen Science Program costs. These grants have no matching requirement and provide funding for staff and equipment to expand the natural land management program. Other revenues also includes \$30,000 in bird seed sales, \$18,000 in gift shop sales and \$2,500 in miscellaneous revenues.

Personnel costs are budgeted to decrease by \$6,400 mainly due to staff turnover, which is offset by a \$24,500 increase in extra help for a graduate intern position that is offset with grant funding. This intern will be working on conservation programs in conjunction with existing Conservation Biologist position. Operating expenses increase almost \$20,000 to \$151,100 mainly due to a \$30,000 increase in small equipment for equipment related to the Citizen Science Program mentioned above. This increase is partially offset with a reduction in exhibit material of \$2,900, merchandise for resale of \$2,500, and maintenance supplies of \$3,000.

Reduction in fixed asset is due to a one-time donation project budgeted in 2018.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Program Attendance	7,625	7,600	9,000	8,500	900
Apple harvest festival attendance	3,330	4,750	4,800	4,800	50

Exposition Center

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	8.39	8.39	8.39	8.39	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$553,679	\$569,500	\$569,500	\$569,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,222	\$10,000	\$10,000	\$10,000	\$0
County Tax Levy (Credit)	\$133,051	\$131,750	\$131,750	\$145,051	\$13,301
Total Revenues	\$696,952	\$711,250	\$711,250	\$724,551	\$13,301
Personnel Costs	\$441,640	\$449,091	\$450,902	\$462,307	\$13,216
Operating Expenses	\$205,362	\$200,000	\$191,765	\$198,000	(\$2,000)
Interdept. Charges	\$57,028	\$62,159	\$60,509	\$64,244	\$2,085
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$704,030	\$711,250	\$703,176	\$724,551	\$13,301
Rev. Over (Under) Exp.	(\$7,078)	\$0	\$8,074	\$0	\$0

Program Highlights

Charges for services revenue remains at the 2018 budgeted level of \$569,500. Fees will be adjusted as necessary to maintain a competitive market position. General Fund balance appropriations of \$10,000 are included in 2019 to fund expenditures for a table and chair replacement program.

Personnel costs increase approximately \$13,200, 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 \$2,000 due to a reduction in budgeted utility costs. Interdepartmental charges increase approximately \$2,100 mainly due to an increase vehicle replacement 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	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Banquet/Wedding	6	6	6	6	0
Consumer Sales	35	31	37	37	6
Entertainment/Sport	10	5	8	5	0
Fundraiser	4	4	4	4	0
Grounds Events	5	10	5	5	(5)
Hobby Shows	3	3	3	3	0
Meetings	39	40	40	40	0
Religious	3	3	3	3	0
Seminar	4	4	4	4	0
Trade Show	5	6	4	6	0
4 H	36	45	36	36	(9)
County Sponsored	44	50	45	50	0

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	2017 Actual	2018 Target	2018 Estimate	2019 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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$82,000	\$86,100	\$88,300	\$83,400	(\$2,700)
Charges for Services	\$55,856	\$52,000	\$55,750	\$54,125	\$2,125
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,619	\$1,000	\$3,400	\$1,350	\$350
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$729,375	\$738,610	\$738,610	\$755,139	\$16,529
Total Revenues	\$869,850	\$877,710	\$886,060	\$894,014	\$16,304
Personnel Costs	\$824,180	\$814,801	\$805,491	\$827,339	\$12,538
Operating Expenses	\$12,887	\$14,450	\$22,600	\$18,300	\$3,850
Interdept. Charges	\$47,159	\$48,459	\$48,475	\$48,375	(\$84)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$884,226	\$877,710	\$876,566	\$894,014	\$16,304
Rev. Over (Under) Exp.	(\$14,376)	\$0	\$9,494	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, decrease \$2,700 to \$83,400 based on current activity levels. Charges for services revenues are budgeted at \$54,125 and include \$39,125 in subdivision review revenues and \$15,000 in reimbursements for direct staff time to provide planning assistance to municipalities. Other revenue is budgeted at \$1,350 and is related to the sale of maps.

Personnel costs increase approximately \$12,500 and are the cost to continue existing staffing levels. Operating expenses increase \$3,850 to \$18,300 mainly due to a \$2,200 increase in staff development and \$1,500 in equipment costs.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
# of Conditional Use reviews	8	15	15	15	-
# of Zoning Violations pursued	76	80	75	80	-
Site Plan reviews	45	30	35	30	-

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
# of Zoning Permits	433	375	400	400	25
# of Board of Adjustment cases	18	23	18	18	(5)
# of Certified Survey Maps (CSMs) reviewed	28	25	30	25	-
# of Subdiv. Plat Reviews	41	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.

	2017 Actual	2018 Target	2018 Estimate	2019 Target
System samples	433	450	450	450
% sampled	100%	100%	100%	100%
% with coliform bacteria	2%	2%	2%	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.

	2017 Actual	2018 Target	2018 Estimate	2019 Target
Maintenance cards sent	8,000	10,000	9,000	10,000
Number returned	7,000	9,600	8,800	9,500
% Returned (a)	88%	96%	95%	95%

(a) Mandatory maintenance. We have completed updating our POWTS program with the inclusion of private sewage systems that were installed prior to July1, 1979. The number of systems under mandatory maintenance has also changed due to areas of the County moving to municipal sewer and thus no longer have a need for mandatory maintenance.

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)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$18,061	\$42,700	\$37,700	\$34,000	(\$8,700)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$84,193	\$79,000	\$77,000	\$91,000	\$12,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$356,915	\$365,877	\$365,877	\$364,830	(\$1,047)
Total Revenues	\$459,169	\$487,577	\$480,577	\$489,830	\$2,253
Personnel Costs	\$453,292	\$390,786	\$390,584	\$401,674	\$10,888
Operating Expenses	\$25,909	\$53,200	\$52,200	\$43,900	(\$9,300)
Interdept. Charges	\$41,298	\$43,591	\$42,497	\$44,256	\$665
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$520,499	\$487,577	\$485,281	\$489,830	\$2,253
Rev. Over (Under) Exp.	(\$61,330)	\$0	(\$4,704)	\$0	\$0

Program Highlights

General government revenues decrease \$8,700, due to a one time grant in 2018 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 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 \$12,000 due to an increase in revenues from water samples examined in accordance with the Safe Drinking Water Act, budgeted at \$75,000. Charges for services also includes \$1,000 related to the lead program and radon kit sales revenue of \$15,000.

Personnel costs increase \$10,900 to \$401,700 and funds the cost to continue existing staff levels.

Operating expenses decreases by \$9,300 mainly due to a \$8,700 decrease in contracted services related to the grant award discussed above.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0	2	2	2	0
# of on-site septic systems under Mandatory Maintenance (a)	32,000	37,000	32,000	32,800	(4,200)

(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.

	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of licensed food establishments	1,614	1,700	1,700	1,700
Number of inspections & consultations	2,090	2,500	2,300	2,300
# of pre-inspections/inspections/consultations per Inspector (a)(b)	298	357	328	328

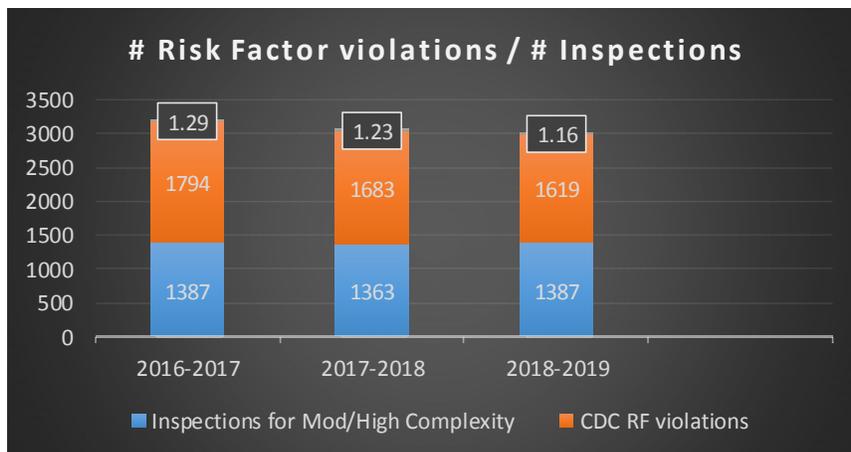
- a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in a “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections / consultations by FTE is the department goal.
- b) Inspection activity data – 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 than in years’ past. Additional program efficiencies include maximizing time spent during an inspection and trying to obtain compliance during that time thus reducing the need for a subsequent re-inspection, and more accurate reporting of consultations. Fewer permits issued are due to changes at the State level which now require licensees that operate multi-jurisdictionally to obtain a State permit in lieu of a local permit. We are conducting more inspections of State permits at temporary events and currently we do not track those inspections.

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)				
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.63	7.10	7.10	7.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$816,331	\$778,600	\$788,600	\$794,000	\$15,400
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$4,645	\$4,100	\$4,100	\$4,100	\$0
Other Revenue	\$275	\$500	\$500	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$107,508)	(\$139,158)	(\$139,158)	(\$156,959)	(\$17,801)
Total Revenues	\$713,743	\$644,042	\$654,042	\$641,641	(\$2,401)
Personnel Costs	\$524,488	\$576,473	\$555,473	\$570,479	(\$5,994)
Operating Expenses	\$24,260	\$30,900	\$26,800	\$30,500	(\$400)
Interdept. Charges	\$36,995	\$36,669	\$36,700	\$40,662	\$3,993
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$585,743	\$644,042	\$618,973	\$641,641	(\$2,401)
Rev. Over (Under) Exp.	\$128,000	\$0	\$35,069	\$0	\$0

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

Program Highlights

License revenues increase \$15,400, primarily due to an increase in restaurant license/inspection revenues of \$10,000 to \$540,000. Retail food license revenues increase \$5,000 to \$168,000. Licensing revenues also include \$16,000 for lodging fee revenues and \$70,000 for hotel and pool licensing. Licensing fees have been increased by approximately 3%. Interdepartmental revenues consist of licensing fees charged to parks concession facilities.

Personnel costs decrease approximately \$6,000 mainly due to the cost to continue existing staff levels, offset with changes in health care benefit selections. Interdepartmental charges increase almost \$4,000 mainly due to increases of \$2,600 in communication charges and \$1,300 in computer ownership charges.

Activity Data

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
# of Inspections/Consultations Performed					
# of Restaurants	1,476	1,850	1,750	1,750	(100)
# of Retail Foods	513	650	650	650	0
# of School Food Services	101	200	100	100	(100)
# of Lodging	44	50	50	50	0
# of Public Pool, Camp & Rec/ED camp	274	300	275	275	(25)
# of Establishment Licenses issued					
Restaurants					
Temporary	89	100	90	90	(10)
Prepackaged	63	60	60	60	-
Full Service	999	1,000	1,000	1,000	-
Retail Food					
No Processing	138	150	140	140	(10)
Processing	325	325	325	325	-
Lodging					
Hotel/Motel	40	40	40	40	-
Bed and Breakfast	3	4	4	4	-
Tourist Rooming House	6	4	20	20	16
Recreation					
Public Pools	246	225	240	240	15
Campground / Rec Ed. Camps	18	18	18	18	-

Septic/Well/Lab Programs

Program Description

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

	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of unsafe samples	48	50	60	60
Number of owner-collected samples	607	400	450	450
% 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.

	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of systems inspected	414	350	400	400
% systems inspected on same-day	100%	100%	100%	100%

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	4.50	(0.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$329,110	\$260,000	\$270,000	\$280,000	\$20,000
Charges for Services	\$86,494	\$81,000	\$81,000	\$83,000	\$2,000
Interdepartmental	\$0	\$2,000	\$2,000	\$2,000	\$0
Other Revenue	\$1,067	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$144,287	\$104,126	\$104,126	\$70,376	(\$33,750)
Total Revenues	\$560,958	\$448,126	\$458,126	\$436,376	(\$11,750)
Personnel Costs	\$320,662	\$360,735	\$366,623	\$347,379	(\$13,356)
Operating Expenses	\$38,325	\$43,350	\$42,650	\$45,175	\$1,825
Interdept. Charges	\$44,739	\$44,041	\$42,600	\$43,822	(\$219)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$403,726	\$448,126	\$451,873	\$436,376	(\$11,750)
Rev. Over (Under) Exp.	\$157,232	\$0	\$6,253	\$0	\$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues and increase \$20,000 to \$280,000, due to an increase in program activity and an approximately 3% increase in rates. Charges for services revenues are budgeted at \$83,000 and include \$55,000 in water sample fees and \$28,000 for preliminary site assessment fees. Water sample fees have been increased approximately 6% and preliminary site assessment fees have been increased \$5 per category

Personnel costs decrease over \$13,300 due to the cost to continue existing positions and the reduction of lab position to half time. Operating expenses increase approximately \$1,800 to \$45,175, mainly due to \$1,600 increase in lab services charges.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
<u>Number of Septic Permits Issued</u>					
Conventional	208	220	205	205	(15)
Mound	193	170	190	190	20
Holding Tank	30	20	25	25	5
At Grade	13	10	10	10	0
Pressure Distribution	2	1	2	2	1

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.

	2017 Actual	2018 Target	2018 Estimate	2019 Target
Number of reported animal bites	607	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	48	40	40	40	0
Humane complaints	179	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.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Target
# Reports animal abuse/neglect	179	200	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.58	1.58	1.58	1.58	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$54,057	\$50,000	\$50,000	\$50,000	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$98,315	\$98,077	\$98,077	\$98,524	\$447
Total Revenues	\$152,372	\$148,077	\$148,077	\$148,524	\$447
Personnel Costs	\$108,767	\$116,607	\$114,152	\$118,604	\$1,997
Operating Expenses	\$9,745	\$15,050	\$11,750	\$11,750	(\$3,300)
Interdept. Charges	\$16,666	\$16,420	\$18,232	\$18,170	\$1,750
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$135,178	\$148,077	\$144,134	\$148,524	\$447
Rev. Over (Under) Exp.	\$17,194	\$0	\$3,943	\$0	\$0

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2018 budget.

Personnel costs increase nearly \$2,000 due to the costs to continue existing staff levels.

Operating expenses decrease \$3,300 and includes reductions of \$1,800 in postage and \$1,500 in contracted services/purchased services.

Interdepartmental charges increase \$1,750 mainly due to a \$1,200 increase in computer charges and a \$600 in communication charges.

Hazardous Material

Program Description

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

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:	2017 Actual	2018 Target	2018 Estimate	2019 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	100%	100%

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$101	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$25,000	\$25,000	\$29,774	\$25,000	\$0
County Tax Levy (Credit)	\$140,953	\$144,834	\$144,834	\$147,265	\$2,431
Total Revenues	\$166,054	\$169,834	\$174,608	\$172,265	\$2,431
Personnel Costs	\$99,898	\$102,998	\$103,194	\$105,957	\$2,959
Operating Expenses	\$20,660	\$56,350	\$55,840	\$55,950	(\$400)
Interdept. Charges	\$10,672	\$10,486	\$10,137	\$10,358	(\$128)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$131,230	\$169,834	\$169,171	\$172,265	\$2,431
Rev. Over (Under) Exp.	\$34,824	\$0	\$5,437	\$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 \$3,000 related to the cost to continue existing staff levels.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	58	55	50	50	(5)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	54	54	52	52	(2)
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:	2017 Actual	2018 Target	2018 Estimate	2019 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

Land & Water Conservation (continued)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.97	5.56	5.56	5.77	0.21
General Government	\$256,162	\$242,000	\$341,000	\$269,000	\$27,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$192,379	\$138,000	\$147,000	\$149,000	\$11,000
Interdepartmental	\$0	\$6,650	\$6,650	\$0	(\$6,650)
Other Revenue	\$35,168	\$105,000	\$105,000	\$105,123	\$123
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$281,340	\$293,106	\$293,106	\$298,610	\$5,504
Total Revenues	\$765,049	\$784,756	\$892,756	\$821,733	\$36,977
Personnel Costs	\$558,731	\$533,642	\$529,826	\$553,873	\$20,231
Operating Expenses (a)	\$147,381	\$198,250	\$391,550	\$214,050	\$15,800
Interdept. Charges	\$49,430	\$52,864	\$53,150	\$53,810	\$946
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$755,542	\$784,756	\$974,526	\$821,733	\$36,977
Rev. Over (Under) Exp.	\$9,507	\$0	(\$81,770)	\$0	\$0

(a) 2018 estimates for operating expenses exceed the adopted budget due to 2017 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

General government revenues are budgeted to increase \$27,000 to \$269,000. This is related to an increase of \$2,000 to \$59,000 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. 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 increases by \$6,000 to \$166,000. In addition, Non-point state pass-thru grant funding increases \$19,000 to \$44,000 to cost share the installation of conservation practices to meet state water runoff pollution control standards. Additionally, \$15,000 in pass-thru grant funding related to the Wildlife Damage program is also budgeted, which is unchanged from the previous year.

Charges for services revenues increase \$11,000 to \$149,000. Storm water permit revenue is budgeted to increase \$4,000 to \$53,000 based on current activity levels. Storm water education program fees are budgeted at \$63,000, as part of an intergovernmental agreement with the County to implement a mandatory storm water education program for 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 \$15,000 from non-metallic mining reclamation permit fees and \$18,000 in conservation group contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Interdepartmental revenues decrease \$6,650 to \$0 as reimbursement for management services provided to the Material Recycling Facility (MRF) are no longer being budget through this program.

Other revenue is budgeted at \$105,100, 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 \$5,100 in miscellaneous revenues.

Personnel costs increase just over \$20,200 and is related to the cost to continue existing staff levels, which is partially offset by a reduction of \$18,500 in extra help.

Operating expenses increase \$15,800 to \$214,000 mainly due to \$18,000 in cost share payments mentioned above.

Interdepartmental charges increase almost \$1,000 mainly due to a slight increase in computer ownership charges.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Number of Educational Presentations/Events	133	100	100	100	0
Number of Storm water Permits issued	94	70	80	80	10
Number of Construction Site Inspections	994	600	750	700	100
Number of Farm Compliance Inspections *	3	10	10	7	(3)

* Reflects a recent surge in construction activity in the County.

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.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
County HHW disposal costs per participating household	\$29.64	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00
General Government	\$72,501	\$70,000	\$70,000	\$70,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,507	\$3,000	\$4,000	\$63,000	\$60,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$400,495	\$324,000	\$324,000	\$324,000	\$0
Appr. Fund Balance	\$0	\$0	\$6,618	\$0	\$0
County Tax Levy (Credit) (a)	(\$30,763)	(\$32,224)	(\$32,224)	(\$31,558)	\$666
Total Revenues	\$443,740	\$364,776	\$372,394	\$425,442	\$60,666
Personnel Costs	\$19,204	\$18,793	\$18,689	\$19,227	\$434
Operating Expenses	\$340,265	\$344,250	\$342,500	\$404,750	\$60,500
Interdept. Charges	\$1,957	\$1,733	\$1,406	\$1,465	(\$268)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$361,426	\$364,776	\$362,595	\$425,442	\$60,666

Rev. Over (Under) Exp.	\$82,314	\$0	\$9,799	\$0	\$0
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(a) 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 2018.

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. An additional \$60,000 increase is being included as the County is working on a similar agreement with Washington County.

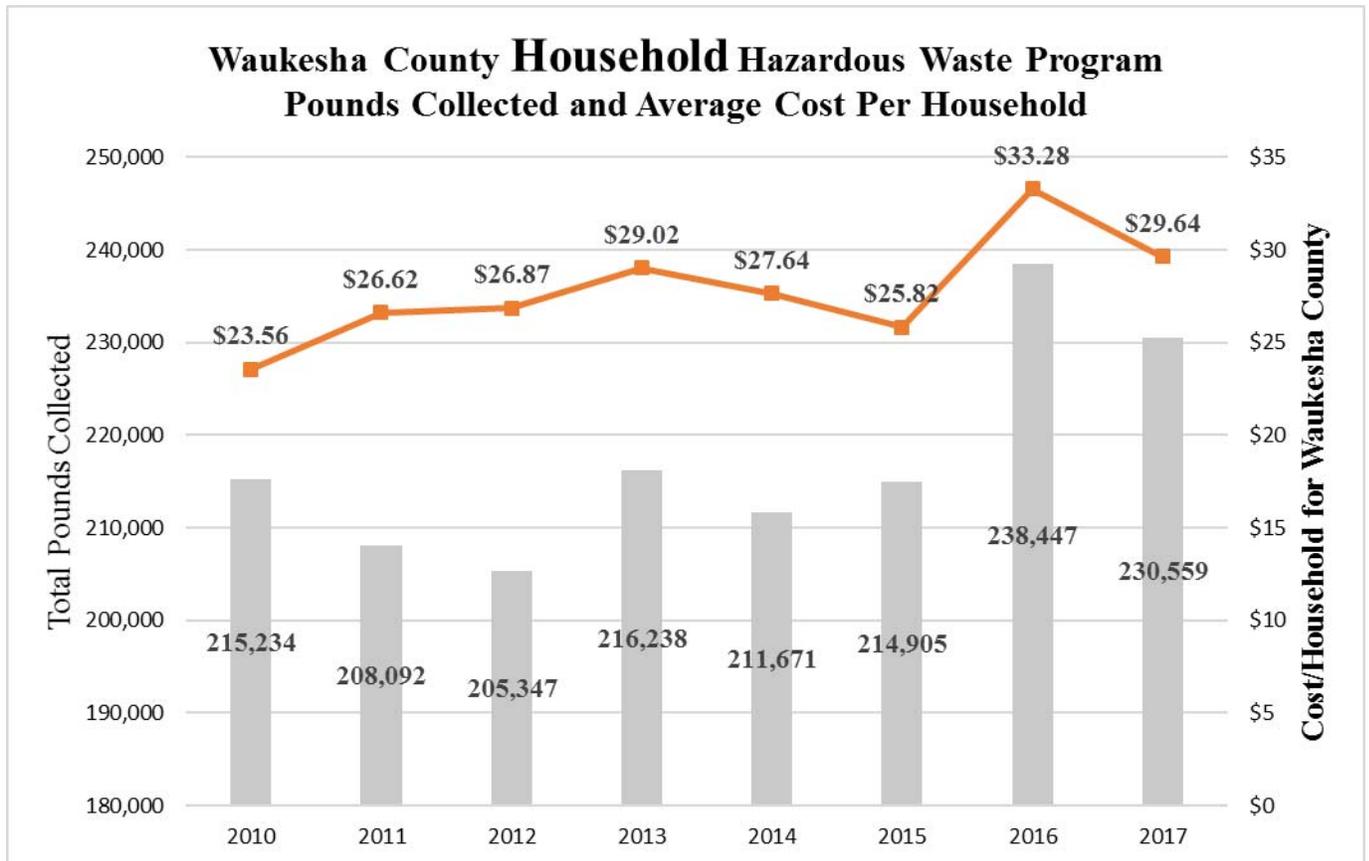
Other revenue includes \$164,000 from landfill siting agreements. In addition, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities and \$4,000 from merchandise sales.

Personnel costs increase almost \$450 to approximately \$19,200 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 is evaluating similar collaboration with Washington County.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Households served at Hazardous Waste Collection	5,192	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	230,559	215,000	215,000	215,000	-
Pounds of HHW Per household	44.0	39.0	39.0	39.0	-
Number of Households using product exchange	249	200	200	200	-
Tons of office paper/containers recycled at County facilities/parks	243	260	260	260	-

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2017 decreased to 230,559 lbs.

Land Information Systems

Program Description

The Waukesha County Land Information System (LIS) is a computerized mapping system that links land parcels to a wide array of digital map layers and related databases through geospatial software in a web-based environment. The LIS can be accessed and used by anyone with a web browser, but specialized software is needed to conduct high-end spatial data analysis.

A multi-year Land Information System Plan guides the development of the LIS, which is widely used around the county and beyond for land use planning, emergency services, economic development, real estate, engineering, resource management, and numerous other programs. LIS staff are responsible for plan development, implementation and oversight, including continuous program improvement and the integration of the LIS into the daily workflows of a wide user base. Some of the key data layers of the LIS include a digital land survey control network, land ownership parcels, municipal boundaries, aerial photography, topography, transportation, soils, water resources, and land use.

Per Wisconsin Statutes, Section 59.725, the LIS program is partially funded by document recording fees through the Register of Deeds office. For each document recorded, 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.

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

	2017 Actual(a)	2018 Budget(a)	2018 Estimate(a)	2019 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government	\$51,000	\$91,000	\$91,000	\$51,000	(\$40,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$506,280	\$624,800	\$500,000	\$520,000	(\$104,800)
Interdepartmental	\$15,500	\$15,500	\$15,500	\$15,500	\$0
Other Revenue	\$122,904	\$120,000	\$120,000	\$195,000	\$75,000
Appr. Fund Balance	\$45,000	\$45,687	\$45,687	\$9,196	(\$36,491)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues(a)	\$740,684	\$896,987	\$772,187	\$790,696	(\$106,291)
Personnel Costs	\$438,591	\$466,519	\$417,162	\$413,435	(\$53,084)
Operating Expenses	\$330,864	\$354,820	\$375,883	\$329,107	(\$25,713)
Interdept. Charges	\$71,866	\$75,648	\$74,939	\$48,154	(\$27,494)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures(a)	\$841,321	\$896,987	\$867,984	\$790,696	(\$106,291)

Rev. Over (Under) Exp.	(\$100,637)	\$0	(\$95,797)	\$0	\$0
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(a) Prior year actuals, the 2018 budget and estimate are restated to reflect their inclusion in the General Fund in 2019.

Program Highlights

In 2019, Land Information Systems (LIS) has been transferred from a Special Revenue Fund to a General Fund program. The accounting change recognizes that the LIS program is an important economic development tool, but is unable to generate sufficient revenues to cover annual and long-term operating costs, allowing for the future allocation of county tax levy to this program.

General governmental revenues decrease \$40,000 to \$51,000 due to the completion of State Strategic Initiative grant program started in 2017 that provided 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. The 2019 budget includes \$50,000 which will be used to fund an orthophotography project.

Charges for services revenue decrease \$104,800 to \$520,000, consists of document recording fee revenues and reflects 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 \$195,000 of landfill fee revenues, an increase of \$75,000 from the 2018 budget.

A fund balance appropriation of \$9,200 has been included to balance the 2019 budget.

Personnel costs decrease approximately \$53,000 or 11.4% due to staff turnover and the abolishment of a 1.00 FTE land information system manager position are partially offset with the creation of a 1.00 FTE land information supervisor, and the under-filling of a 1.00 FTE land information systems analyst with a 1.00 FTE land information mapping technician position.

Operating expenses decrease just over \$25,700 to \$329,100. A decrease of \$53,250 due to the completion of a project, established by the Southeastern Wisconsin Regional Planning Commission, to convert the public land survey control system (mentioned above) to a modern reference database which is more consistent with those used in Wisconsin and throughout the United States. Amazon cloud costs for data storage and services have increased by approximately \$24,000 mainly due to changes in contracted service levels and added functionality.

Interdepartmental charges decrease almost \$27,500 to \$48,200 mainly due to a reduction of \$15,500 in management service charges and a reduction of \$12,000 in administrative overhead charges.

Administrative Services

Program Description

Monitor overall performance of the various divisions to ensure continuous improvement in customer service. Provide business/financial management services, including development and implementation of the department budget, process payroll, and provide accounting services and fiscal analysis. In addition, provide direction and leadership in 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 gathers feedback on a scale of 1-5.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	8.15	8.15	8.15	8.02	(0.13)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$105,570	\$120,786	\$120,000	\$118,900	(\$1,886)
Other Revenue	\$0	\$1,705	\$1,705	\$1,705	\$0
Appr. Fund Balance	\$3,275	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$733,004	\$787,250	\$787,250	\$784,252	(\$2,998)
Total Revenues	\$841,849	\$909,741	\$908,955	\$904,857	(\$4,884)
Personnel Costs	\$780,609	\$742,971	\$742,367	\$769,401	\$26,430
Operating Expenses	\$74,541	\$112,684	\$106,600	\$81,150	(\$31,534)
Interdept. Charges	\$53,184	\$54,086	\$53,079	\$54,306	\$220
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$908,334	\$909,741	\$902,046	\$904,857	(\$4,884)
Rev. Over (Under) Exp.	(\$66,485)	\$0	\$6,909	\$0	\$0

Program Highlights

Interdepartmental revenues decrease almost \$2,000 to \$118,900 due to a slight adjustment in management service charges to the enterprise fund operations.

Personnel costs increase just over \$26,400 to \$769,400 mainly due to the cost to continue, a change in health care selection, and \$14,000 to fund the implementation of position study.

Operating expenses are reduced just over \$31,500 mainly due to reduction of \$32,000 for a one-time equipment costs for a program to implement Point of Sale system and credit card processing in all park locations.

Statement of Purpose

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

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

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a) (b)	\$2,069,352	\$2,134,832	\$2,298,491	\$2,837,246	\$702,414	32.9%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$801,136	\$566,159	\$666,159	\$566,159	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,870,488	\$2,700,991	\$2,964,650	\$3,403,405	\$702,414	26.0%
Expenditures						
Personnel Costs	\$227,067	\$239,072	\$242,124	\$252,269	\$13,197	5.5%
Operating Expenses (a)	\$2,309,352	\$2,378,153	\$2,507,774	\$3,071,741	\$693,588	29.2%
Interdept. Charges	\$82,632	\$83,766	\$79,366	\$79,395	(\$4,371)	-5.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,619,051	\$2,700,991	\$2,829,264	\$3,403,405	\$702,414	26.0%
Rev. Over (Under) Exp.	\$251,437	\$0	\$135,386	\$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	0.03	0.04	0.04	0.02	(0.02)
Total FTEs	2.88	2.89	2.89	2.87	(0.02)

- (a) 2018 estimate includes the 2017 carryover of encumbered grant contracts that totaled \$1,415,900 and 2017 carryover of approved and available expenditure appropriations that totaled \$2,227,500. The 2018 Grant award was \$702,400 above the Adopted budget and appropriated by enrolled ordinance #173-19.
- (b) The 2019 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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	2.48	2.49	2.49	2.37	(0.12)
General Government (a)	\$1,139,819	\$1,186,082	\$1,419,233	\$1,426,915	\$240,833
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$485,139	\$355,000	\$355,000	\$355,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,624,958	\$1,541,082	\$1,774,233	\$1,781,915	\$240,833
Personnel Costs	\$193,944	\$203,178	\$206,269	\$203,128	(\$50)
Operating Expenses (a)	\$1,147,500	\$1,282,275	\$1,515,685	\$1,526,171	\$243,896
Interdept. Charges	\$52,965	\$55,629	\$52,279	\$52,616	(\$3,013)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,394,409	\$1,541,082	\$1,774,233	\$1,781,915	\$240,833

Rev. Over (Under) Exp.	\$230,549	\$0	\$0	\$0	\$0
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(a) 2018 estimate includes the 2017 carryover of encumbrances totaling \$1,278,500 and a 2017 carryover of \$1,069,500 through a separate ordinance. The 2018 Grant award was \$240,833 above the Adopted budget and was appropriated by enrolled ordinance #173-19. Unexpended appropriations at year-end 2018 will be requested to be carried over to the 2019 Modified budget.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,426,900, an increase of nearly \$241,000 from the 2018 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 are nearly flat after a 0.10 FTE transfer of the community development manager to the HOME program and a 0.02 FTE reduction in overtime. The CDBG program budget includes \$4,800 for CDBG board expenses, of which \$2,500 is related to estimated per diems and \$650 is included for operating expense mileage reimbursements.

Overall, operating expenses increase \$243,900, mainly due to an increase of \$241,300 for grants to communities.

Interdepartmental charges decrease approximately \$3,000, mainly due to a reduction in building /office rental.

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)	2017 Actual(b)	2018 Estimate	2019 Target
Housing	18%	17%	18%	14%
Economic Development	30%	26%	25%	24%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	11%	10%	8%
Facilities	7%	10%	7%	18%
Administration	20%	20%	20%	20%
Unallocated	0%	1%	5%	1%

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

(b) 2017 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2018. 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).

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.40	0.40	0.40	0.50	0.10
General Government (a)	\$929,533	\$948,750	\$743,872	\$1,410,331	\$461,581
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$315,997	\$211,159	\$311,159	\$211,159	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,245,530	\$1,159,909	\$1,055,031	\$1,621,490	\$461,581
Personnel Costs	\$33,123	\$35,894	\$35,855	\$49,141	\$13,247
Operating Expenses (a)	\$1,161,852	\$1,095,878	\$992,089	\$1,545,570	\$449,692
Interdept. Charges	\$29,667	\$28,137	\$27,087	\$26,779	(\$1,358)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,224,642	\$1,159,909	\$1,055,031	\$1,621,490	\$461,581
Rev. Over (Under) Exp.	\$20,888	\$0	\$0	\$0	\$0

(a) The 2018 estimate includes consideration of the 2017 carryover of encumbrances totaling \$137,500 and a 2017 carryover of \$1,160,100 through a separate ordinance. The 2018 Grant award was \$461,581 above the Adopted budget and was appropriated by enrolled ordinance #173-19. Unexpended appropriations at year-end 2018 will be requested to be carried over to the 2019 modified budget.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$1,410,300, an increase of \$461,600 from the 2018 Budget.

Other revenues include program income of \$200,000 and lease payments from Wisconsin Partnership for Housing Development of \$11,159. 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 \$13,250 which includes a 0.10 FTE transfer of the Community Development manager from CDBG and the cost to continue existing staffing level.

Operating expenses increase \$449,700 to \$1,545,570, mainly due to a \$449,500 increase in grants to communities.

Interdepartmental charges decrease \$1,358 mainly due to an \$800 decrease in building /office rental.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

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

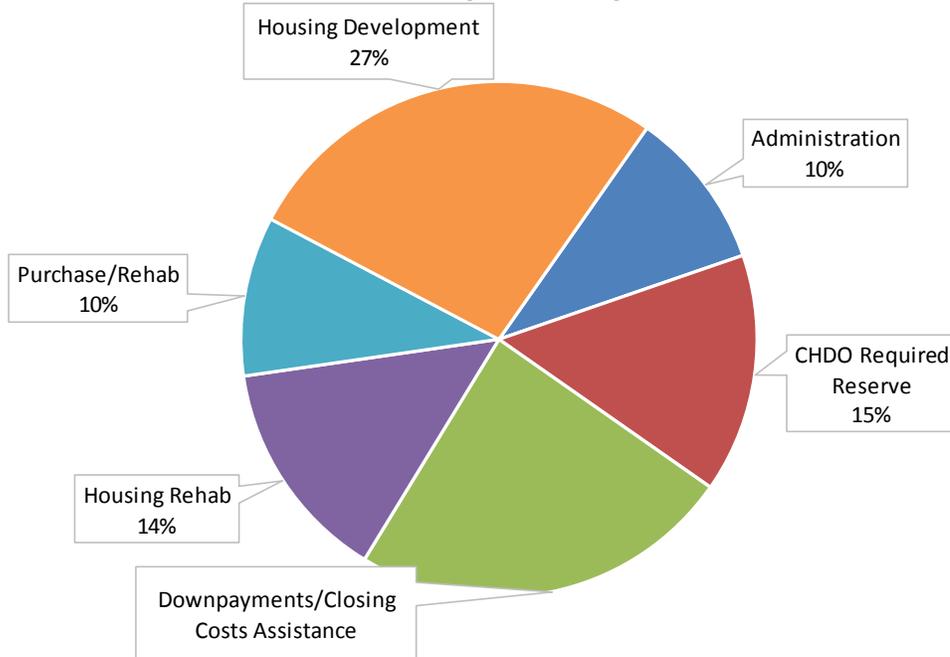
Objective #1: Increase Available Workforce Housing

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%

2018 Actual Allocation of HOME Program Funding Award at \$1,410,331



* 2018 allocation based on the Home Board Recommendation.

Fund Purpose

Beginning in 2018, Waukesha County began serving as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). The Workforce Innovation and Opportunity Act (WIOA) is a federal program designed to assist job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The Board works in collaboration with local elected officials, economic development corporations, businesses, and the community to address macroeconomic issues in the three-county area. It is committed to finding workforce solutions through long-term planning and timely responses to the changing economy.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$434,700	\$1,698,627	\$1,698,627	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$0	\$0	\$434,700	\$1,698,627	\$1,698,627	N/A
Expenditures						
Personnel Costs	\$0	\$0	\$42,300	\$131,044	\$131,044	N/A
Operating Expenses	\$0	\$0	\$392,400	\$1,567,583	\$1,567,583	N/A
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$0	\$0	\$434,700	\$1,698,627	\$1,698,627	N/A
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	0.00	0.00	1.00	1.00	1.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	0.00	0.00	1.00	1.00	1.00

Program Highlights

2019 is the first year that WIOA funds will be presented as part of the annual budget process. General government funds of approximately \$1,698,600 are budgeted and consist of federal WIOA grants to fund staff, ongoing support costs, and contracted services aimed at providing support for adults, youth, and dislocated workers in the three-county area.

Personnel costs of approximately \$131,000 fund the 1.00 FTE Waukesha-Ozaukee-Washington (WOW) Program Administrator. Operating expenses of nearly \$1,568,000 are budgeted, which include \$1,538,700 in related contracted services for approved vendors to provide assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment. The budget also includes \$14,700 in staff development costs for related trainings, travel, and mileage reimbursement, and \$8,400 in office rent and support costs.

Fund Purpose

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

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$36,560	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$400,000	\$400,000	\$0	\$400,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$436,560	\$400,000	\$0	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$188	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$337,500	\$0	\$337,500	\$0	0.0%
Total Expenditures	\$188	\$400,000	\$0	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$436,372	\$0	\$0	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2016 – 2019

Revenue Source	2016 Budget	2017 Budget	2018 Budget	2019 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0
Interest Income	\$100,000	\$0	\$0	\$0	\$0
Landfill Siting	\$100,000	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$800,000	\$400,000	\$400,000	\$400,000	\$0
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,000,000	\$400,000	\$400,000	\$400,000	\$0
Total Expenditures	\$1,000,000	\$400,000	\$400,000	\$400,000	\$0
Revenues Over/(Under) Expenditures	\$0	\$0	\$0	\$0	\$0

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.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Acres in Parks Plan	4,664	4,561	4,664	4,561
Acres of Parks Plan Acquired	4,112	4,020	4,112	4,020
% of Park Plan Acquired	88.2%	88.1%	88.2%	88.1%
Acres in Greenway Plan	8,301	7,689	8,301	7,689
Acres of Greenway Plan Acquired	3,613	3,539	3,613	3,539
% of Greenway Plan Acquired	43.5%	46.0%	43.5%	46.0%

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	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$2,868,926	\$3,243,100	\$3,035,000	\$3,243,100	\$0	0.0%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$9,244	\$7,000	\$8,000	\$28,000	\$21,000	300.0%
Appr. Fund Balance	\$1,115	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,879,285	\$3,250,100	\$3,043,000	\$3,271,100	\$21,000	0.6%
Expenditures						
Personnel Costs	\$1,236,875	\$1,279,143	\$1,193,801	\$1,311,776	\$32,633	2.6%
Operating Expenses	\$1,005,649	\$1,058,185	\$1,041,741	\$1,077,236	\$19,051	1.8%
Interdept. Charges	\$827,902	\$916,334	\$913,109	\$916,985	\$651	0.1%
Fixed Assets (Memo) (c)	\$40,426	\$35,000	\$15,000	\$25,000	(\$10,000)	-28.6%
Total Expenditures	\$3,070,426	\$3,253,662	\$3,148,651	\$3,305,997	\$52,335	1.6%
Operating Income/(Loss)	(\$191,141)	(\$3,562)	(\$105,651)	(\$34,897)	(\$31,335)	N/A
Cash Flow From Operations (b)	(\$16,997)	\$165,119	\$77,420	\$145,686	(\$19,433)	-11.8%
Position Summary (FTE)						
Regular Positions	7.05	7.05	7.05	7.05	0.00	
Extra Help	19.59	19.06	19.06	19.49	0.43	
Overtime	0.71	0.70	0.70	0.70	0.00	
Total FTEs	27.35	26.81	26.81	27.24	0.43	

- (a) In 2017, 2018, and 2019 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 (excluding fund balance) less expenditures, excluding depreciation expense.
- (c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases to conform to financial accounting standards. Fixed asset purchases will be made from cash generated by operating revenues and are included in the department's fixed asset request.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective #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)	2017 Actual	2018 Target	2018 Estimate	2019 Target
Net operating income – EBITDA	\$200,000	(\$16,997)	\$165,119	\$77,420	\$145,686

(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

Complete the transition from the current Fairways reservation/point-of-sale (POS) system to a new software system for use in the 2019 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, 2019 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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	11.77	11.96	11.96	11.98	0.02
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,558,021	\$1,740,000	\$1,700,000	\$1,740,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$8,364	\$7,000	\$8,000	\$9,000	\$2,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,566,385	\$1,747,000	\$1,708,000	\$1,749,000	\$2,000
Personnel Costs	\$595,281	\$589,032	\$550,770	\$591,911	\$2,879
Operating Expenses (excl. Depr. Exp)	\$399,113	\$423,719	\$418,519	\$427,034	\$3,315
Depreciation Expense	\$68,470	\$65,110	\$69,425	\$66,322	\$1,212
Interdept. Charges	\$411,094	\$446,798	\$445,513	\$442,476	(\$4,322)
Fixed Assets (Memo) (a)	\$40,426	\$20,000	\$0	\$0	(\$20,000)
Total Expenditures	\$1,473,958	\$1,524,659	\$1,484,227	\$1,527,743	\$3,084
Operating Income/(Loss)	\$92,427	\$222,341	\$223,773	\$221,257	(\$1,084)

(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 2018 budgeted levels (see chart below).

Other revenues of \$8,000 consist of investment income and \$1,000 in donations.

Personnel costs increase approximately \$2,900 to \$591,911, which includes the cost to continue 3.25 FTE regular existing positions and 8.73 FTE of seasonal extra help and overtime. Personnel increased costs are partially offset with a \$10,000 reduction in unemployment compensation.

Operating expenses (excluding depreciation) increase \$3,315 to \$427,034. Operating expenses increase mainly due to an \$8,000 increase in small equipment to add two additional golf cars and a \$4,700 increase in supplies which will begin to address priority upgrades to an aging irrigation system. These costs are partially offset by a \$5,000 decrease in maintenance costs and a \$3,000 decrease in utility charges

Scheduled depreciation increases by \$1,212.

Interdepartmental charges decrease approximately \$4,300 to \$442,476, mainly due to a \$3,500 reduction in telephone charges, a \$2,000 reduction in insurance costs, and a \$5,000 reduction in vehicle maintenance charges, which are partially offset with a \$5,000 increase in vehicle replacement charges.

Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
9 Hole Rounds	63,581	68,200	67,000	68,200	0
Golf Car Rentals	28,740	27,390	28,000	27,390	0
ID Cards	877	1,000	1,000	1,000	0
9 Hole Play	17,357	19,800	19,000	19,800	0
18 Hole Play	23,112	24,200	24,000	24,200	0

Naga-Waukee Golf Course Revenue				
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Green Fees	\$869,060	\$1,020,000	\$985,000	\$1,020,000
Golf Cars	\$348,246	\$355,000	\$355,000	\$355,000
ID Cards	\$1,750	\$22,000	\$10,000	\$22,000
Food	\$190,077	\$185,000	\$190,000	\$185,000
Merchandise	\$99,969	\$100,000	\$100,000	\$100,000
Misc. Revenue	\$57,283	\$65,000	\$68,000	\$67,000
Total Revenue	\$1,566,385	\$1,747,000	\$1,708,000	\$1,749,000

Wanaki Golf Course

Program Description

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

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	11.37	11.66	11.66	11.66	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,033,446	\$1,188,600	\$1,050,000	\$1,188,600	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$880	\$0	\$0	\$3,000	\$3,000
Appr. Fund Balance	\$1,115	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,035,441	\$1,188,600	\$1,050,000	\$1,191,600	\$3,000
Personnel Costs	\$514,626	\$554,105	\$526,443	\$568,523	\$14,418
Operating Expenses (excl. Depr. Exp)	\$346,808	\$377,575	\$356,491	\$379,391	\$1,816
Depreciation Expense	\$89,927	\$87,037	\$97,113	\$97,963	\$10,926
Interdept. Charges	\$339,763	\$387,024	\$385,784	\$382,304	(\$4,720)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,291,124	\$1,405,741	\$1,365,831	\$1,428,181	\$22,440
Operating Income/(Loss)	(\$255,683)	(\$217,141)	(\$315,831)	(\$236,581)	(\$19,440)

(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 2018 budgeted levels (see chart below).

Other revenues increase \$3,000 due to anticipated donations.

Personnel costs increase approximately \$14,400 to \$568,523, which includes the cost to continue existing staff levels.

Operating expenses (excluding depreciation) increase by approximately \$1,800 to \$379,191. The increase is mainly due to a \$4,000 increase in small equipment, to add irrigation to the junior practice range and \$5,650 increase in golf and landscaping supplies, which will begin to address priority upgrades to an aging irrigation system. The increases are partially offset by a \$2,000 decrease in building materials and a \$3,800 reduction in supply costs.

Scheduled depreciation expenses increase by approximately \$10,900.

Interdepartmental charges decrease approximately \$4,720 to \$382,304, mainly due to a \$17,552 reduction in insurance costs related to a reduction in Workers Compensation claims which is mostly offset with a \$16,500 increase in vehicle replacement costs.

Wanaki Golf Course (continued)

Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
9 Hole Rounds	44,137	53,730	51,100	53,730	0
Golf Car/Cart Rental	18,005	17,830	18,000	17,830	0
ID Cards	170	550	250	550	0
9 Hole Play	19,383	22,840	21,700	22,840	0
18 Hole Play	12,377	15,445	14,700	15,445	0

Wanaki Golf Course Revenue				
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Green Fees	\$599,318	\$696,000	\$615,000	\$696,000
Golf Cars	\$151,471	\$160,000	\$150,000	\$160,000
ID Cards	\$847	\$12,600	\$5,000	\$12,600
Food	\$155,837	\$165,000	\$160,000	\$165,000
Merchandise	\$94,496	\$125,000	\$100,000	\$125,000
Misc.	\$32,357	\$30,000	\$20,000	\$33,000
Total	\$1,034,326	\$1,188,600	\$1,050,000	\$1,191,600

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.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.21	3.19	3.19	3.60	0.41
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$277,459	\$314,500	\$285,000	\$314,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$16,000	\$16,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$277,459	\$314,500	\$285,000	\$330,500	\$16,000
Personnel Costs	\$126,968	\$136,006	\$116,588	\$151,342	\$15,336
Operating Expenses (excl. Depr. Exp)	\$84,469	\$88,210	\$83,660	\$90,228	\$2,018
Depreciation Expense	\$16,862	\$16,534	\$16,533	\$16,298	(\$236)
Interdept. Charges	\$77,045	\$82,512	\$81,812	\$92,205	\$9,693
Fixed Assets (Memo) (a)	\$0	\$15,000	\$15,000	\$25,000	\$10,000
Total Expenditures	\$305,344	\$323,262	\$298,593	\$350,073	\$26,811
Operating Income/(Loss)	(\$27,885)	(\$8,762)	(\$13,593)	(\$19,573)	(\$10,811)

(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 2018 budgeted levels. Other Revenues increase \$16,000 due to a \$16,000 increase in donation revenues. The donation increase is increase mainly due to \$15,000 in anticipated donations to fund bridge replacement mentioned below.

Personnel costs increase about \$15,300 to \$151,342, mainly due to an increase of approximately \$13,150 or 0.41 FTE in temporary extra help. Temporary extra help is being adjusted to provide enhanced clubhouse staffing to accommodate customer service needs.

Operating expenses (excluding depreciation) increase approximately \$2,000 to \$90,228. Operating cost increases include \$8,500 to begin addressing priority upgrades to an aging irrigation system and \$2,000 in additional water costs, which are offset by a \$10,000 reduction in consulting services for a one-time (2018) irrigation well study and a slight reduction in maintenance costs,

Scheduled depreciation expenses decrease by \$236.

Interdepartmental charges increase nearly \$9,683 to \$92,205. The increase is mainly due to an \$11,000 increase in vehicle replacement charges.

Fixed assets increase \$10,000 to \$25,000 and includes a \$15,000 bridge replacement, which is paid for with the \$15,000 donation mentioned above, and \$10,000 for repairs to the club house porch.

Moor Downs Golf Course (Continued)

Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
9 Hole Rounds	17,609	19,225	18,250	19,225	0
Golf Car Rental	9,241	10,000	9,500	10,000	0
ID Cards	111	25	50	25	0
9 Hole Play	16,993	19,075	18,000	19,075	0
18 Hole Play	308	75	100	75	0
Foot Golf Rounds	793	835	800	835	0

Moor Downs Golf Course Revenue*				
	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Green Fees	\$171,482	\$205,000	\$176,000	\$205,000
Foot Golf	\$6,620	\$10,000	\$9,500	\$10,000
Golf Cars	\$61,397	\$60,000	\$60,000	\$60,000
ID Cards	\$0	\$1,000	\$1,000	\$1,000
Concessions	\$25,377	\$25,000	\$25,000	\$25,000
Merchandise	\$8,706	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$3,877	\$3,500	\$3,500	\$19,500
Total Revenue	\$277,459	\$314,500	\$285,000	\$330,500

Ice Arenas Fund

Parks & 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	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$1,111,015	\$1,063,000	\$1,061,800	\$1,071,500	\$8,500	0.8%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$18,063	\$10,000	\$9,700	\$11,000	\$1,000	10.0%
Appr. Fund Balance	\$9,339	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,138,417	\$1,073,000	\$1,071,500	\$1,082,500	\$9,500	0.9%
Expenditures						
Personnel Costs	\$535,742	\$547,039	\$490,807	\$565,537	\$18,498	3.4%
Operating Expenses (b)	\$587,002	\$594,769	\$584,749	\$557,644	(\$37,125)	-6.2%
Interdept. Charges	\$99,225	\$93,349	\$91,195	\$96,542	\$3,193	3.4%
Fixed Assets (Memo) (c)	\$23,812	\$54,500	\$52,000	\$50,000	(\$4,500)	-8.3%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,221,969	\$1,235,157	\$1,166,751	\$1,219,723	(\$15,434)	-1.2%
Operating Income/(Loss) (b)	(\$83,552)	(\$162,157)	(\$95,251)	(\$137,223)	\$24,934	N/A
Cash Flow From Operations (a)	\$84,663	\$404	\$72,230	\$14	(\$390)	-96.5%

Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.91	0.00
Extra Help	4.04	4.04	4.04	4.04	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.95	8.95	8.95	8.95	0.00

- (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.

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellenceObjective #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:	2016 Actual	2017 Actual	2018 Target	2018 Estimate	2019 Target
Naga-Waukee: Prime hours utilized	61%	62%	70%	70%	70%
Eble: Prime hours utilized	65%	64%	70%	70%	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:	2016 Actual	2017 Actual	2018 Target	2018 Estimate	2019 Target
Naga-Waukee: Non-prime hours utilized	18%	20%	20%	20%	20%
Eble: Non-prime hours utilized	20%	20%	20%	20%	20%

CURRENT CONTRACT ICE COMPARISON: PRIME	2016	2017	2018	2019	2019 % Increase
Eble	\$268.00	\$273.00	\$275.00	\$275.00	0.00%
Naga-waukee	\$271.16	\$273.00	\$275.00	\$275.00	0.00%
Other Area Ice Arenas (Average)	\$272.20	\$274.51	\$270.00	N/A	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2016	2017	2018	2019	2019 % Increase
Eble	\$233.32	\$236.25	\$240.00	\$240.00	0.00%
Naga-waukee	\$236.48	\$236.25	\$240.00	\$240.00	0.00%
Waukesha Summer	\$195.00	\$200.00	\$200.00	\$200.00	0.00%
Other Area Ice Arenas (Average)	\$226.11	\$234.13	\$229.80	N/A	N/A

Current and Planned Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '18	Estimated Operating Impact	A=Annual T= One-Time
201808	Eble Park Ice Arena Refrigeration System	2019	\$308,000	50%	No Change	A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.24	4.26	4.26	4.26	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$521,938	\$523,000	\$516,300	\$512,700	(\$10,300)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$8,307	\$8,000	\$7,500	\$9,000	\$1,000
Appr. Fund Balance	\$222	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$530,467	\$531,000	\$523,800	\$521,700	(\$9,300)
Personnel Costs	\$254,075	\$267,717	\$209,862	\$270,937	\$3,220
Operating Expenses (excl. Depr. Exp)	\$211,565	\$242,440	\$233,820	\$230,432	(\$12,008)
Depreciation Expense (a)	\$88,116	\$87,852	\$88,821	\$90,262	\$2,410
Interdept. Charges	\$49,430	\$43,576	\$42,563	\$46,528	\$2,952
Fixed Assets (Memo) (b)	\$4,235	\$22,500	\$22,000	\$50,000	\$27,500
Total Expenditures	\$603,186	\$641,585	\$575,066	\$638,159	(\$3,426)

Operating Income/(Loss) (a)	(\$72,719)	(\$110,585)	(\$51,266)	(\$116,459)	(\$5,874)
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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

Program revenues decrease \$10,300 to \$512,700, mainly due to a decrease of \$6,400 in concession revenue, a reduction of \$2,000 in league revenue, a decrease of \$2,500 in merchandise/board, which is partially offset by a \$600 increase in public skating. Public skating and lesson fees may be adjusted as necessary to maintain market position. In 2019, the department will review current concession offerings to reflect customer expectations and purchasing trends.

Personnel costs increase slightly over \$3,200 to \$270,937, and fund the cost to continue existing staffing levels.

Operating expenses, excluding budgeted depreciation, decrease about \$12,000 mainly due to \$18,600 reduction maintenance costs which is partially offset with a \$7,500 increase in utility costs. Depreciation is scheduled to increase \$2,400 to \$93,000 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$3,000 mainly due to a \$3,000 increase in vehicle repair charges.

Fixed assets are budgeted at \$50,000 and include \$35,000 for locker room floor replacement and \$15,000 for a replacement scoreboard.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2019 vs. 2018 Budget Change
Contract Ice Hours	2,042	1,600	1,600	1,600	0
Public Skating Attendance	10,500	10,700	10,700	10,700	0
No. of Skate Rentals	5,400	5,500	5,500	5,500	0

Naga-Waukee Ice Arena Revenue

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018 vs. 2019 Budget Change
Public Skating	\$82,050	\$79,800	\$79,200	\$80,400	\$600
Learn to Skate Program	\$26,060	\$22,000	\$22,000	\$22,000	\$0
WCHL - Hockey League	\$68,921	\$82,000	\$80,000	\$80,000	(\$2,000)
Contracted Ice	\$305,559	\$290,000	\$296,000	\$290,000	\$0
Concession	\$37,634	\$44,700	\$37,100	\$38,300	(\$6,400)
Investment Income	\$5,217	\$7,000	\$6,500	\$7,000	\$0
Merch/Bds/Misc	\$4,804	\$5,500	\$3,000	\$4,000	(\$1,500)
Total	\$530,245	\$531,000	\$523,800	\$521,700	(\$9,300)

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.71	4.69	4.69	4.69	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$589,077	\$540,000	\$545,500	\$558,800	\$18,800
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$9,756	\$2,000	\$2,200	\$2,000	\$0
Appr. Fund Balance	\$9,117	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$607,950	\$542,000	\$547,700	\$560,800	\$18,800
Personnel Costs	\$281,667	\$279,322	\$280,945	\$294,600	\$15,278
Operating Expenses (excl. Depr. Exp)	\$197,883	\$189,768	\$183,448	\$189,975	\$207
Depreciation Expense (a)	\$89,438	\$74,709	\$78,660	\$46,975	(\$27,734)
Interdept. Charges	\$49,795	\$49,773	\$48,632	\$50,014	\$241
Fixed Assets (Memo) (b)	\$19,577	\$32,000	\$30,000	\$0	(\$32,000)
Total Expenditures	\$618,783	\$593,572	\$591,685	\$581,564	(\$12,008)

Operating Income/(Loss) (a)	(\$10,833)	(\$51,572)	(\$43,985)	(\$20,764)	\$30,808
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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 increase \$18,800 to \$558,800. A \$28,000 increase in public skating and hockey league revenue is partially offset by a \$8,700 reduction in concession and merchandise sale revenue. Public skating and lesson fees may be adjusted as necessary to maintain market position.

Personnel costs increase approximately \$15,300 to \$294,600, mainly due to cost to continue existing staff levels and a staff member changing health care options.

Budgeted depreciation expense decreases \$27,700 to \$46,975.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018 vs. 2019 Budget Change
Contract Ice Hours	1,956	1,600	1,600	1,600	0
Public Skating Attendance	12,850	13,000	13,000	13,000	0
No. of Skate Rentals	7,550	7,600	7,600	7,600	0
Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018 vs. 2019 Budget Change
Public Skating	\$119,135	\$105,000	\$105,700	\$115,500	\$10,500
Learn to Skate Program	\$15,180	\$19,500	\$19,000	\$19,000	(\$500)
WCHL – Hockey League	\$92,198	\$70,000	\$80,000	\$87,500	\$17,500
Contracted Ice	\$325,638	\$300,000	\$300,000	\$300,000	\$0
Concession	\$35,784	\$45,500	\$40,800	\$36,800	(\$8,700)
Merch/Bds/Misc	\$10,898	\$2,000	\$2,200	\$2,000	\$0
Total	\$598,833	\$542,000	\$547,700	\$560,800	\$18,800

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 11 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	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,048,719	\$1,000,000	\$1,000,000	\$1,050,000	\$50,000	5.0%
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	\$2,587,639	\$2,791,505	\$2,531,000	\$2,766,000	(\$25,505)	-0.9%
Appr. Fund Balance (a)	\$1,301,735	\$1,230,000	\$1,380,414	\$1,053,100	(\$176,900)	-14.4%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,938,093	\$5,021,505	\$4,911,414	\$4,869,100	(\$152,405)	-3.0%
Expenditures						
Personnel Costs	\$380,068	\$382,881	\$350,608	\$366,968	(\$15,913)	-4.2%
Operating Expenses (b)	\$3,147,248	\$3,199,041	\$3,132,821	\$3,189,514	(\$9,527)	-0.3%
Depreciation Expense	\$660,260	\$660,261	\$660,260	\$660,261	\$0	0.0%
Interdept. Charges	\$182,948	\$197,156	\$198,133	\$183,592	(\$13,564)	-6.9%
Fixed Assets (Memo) (c)	\$0	\$100,000	\$100,000	\$0	(\$100,000)	-100.0%
Total Expenditures	\$4,370,524	\$4,439,339	\$4,341,822	\$4,400,335	(\$39,004)	-0.9%
Operating Income/(Loss)	\$567,569	\$582,166	\$569,592	\$468,765	(\$113,401)	-19.5%
Cash Flow From Operations (d)	(\$73,906)	\$12,427	(\$150,562)	\$75,926	\$63,499	511.0%

Position Summary (FTE)

Regular Positions	4.15	4.15	4.15	4.53	0.38
Extra Help	1.25	1.00	1.00	0.00	(1.00)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.40	5.15	5.15	4.53	(0.62)

(a) MRF Appropriated fund balance is used for:

	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Recycling Prog. Disbursement - Base/Incentive Dividend (1.)	\$1,170,000	\$1,170,000	\$1,170,000	\$907,500
Recycling Efficiency Initiative (REI) program (2.)	\$60,000	\$60,000	\$25,000	\$15,600
MRF Equipment Repair/Replacement (3.)	\$0	\$0	\$0	\$130,000
Purchase Order/Carryover from 2017 to 2018	\$0	\$0	\$185,414	\$0
Purchase Order/Carryover from 2016 to 2017	\$71,735	\$0	\$0	\$0
Total Fund Balance Appropriation	\$1,301,735	\$1,230,000	\$1,380,414	\$1,053,100

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 and from associated third party tonnage designated for facility/equipment repairs and replacements. In 2019, these revenues will be budgeted directly in the MRF budget, along with MRF Fund balance as needed, to offset equipment repairs/replacements.

(b) The 2018 Estimates includes 2017 budget appropriation carryovers and open encumbrances, which modified the 2018 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, increases \$50,000 to \$1,050,000 in 2019 based on prior year actual revenues received.

Other revenue decreases about \$25,500 to \$2,766,000, mainly due to an almost \$254,000 decrease in material sales revenues as a result of a decline in market demand for materials. County tonnage is budgeted at 31,000, 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, increases from \$35,000 to \$150,000 based on the MRF Equipment Replacement/Maintenance Plan. The \$2 per ton educational fee, paid by the operating contractor are reduced by \$20,800 to \$41,230 based on declining material markets. Cost share reimbursement revenues from the City of Milwaukee increase \$28,700 mainly due to payments from the City of Milwaukee to cover shared costs for the monthly equipment inspection and annual audit. In the 2019 budget, Investment income generated from programs cash balance will be allocated to the MRF fund resulting in a \$85,000 increase in revenues. The 2019 budget also includes an increase in compost bin sales and compost tipping fees of almost \$20,400 to \$51,900 as communities are paying a higher percentage of the program costs per the cost share agreements. In addition, \$100,000 of landfill siting fee revenues continue to be budgeted to assist with commodity market conditions.

Appropriated MRF Fund balance of \$1,053,100 includes \$907,500 to fund the base dividend and recycling incentive portion of the annual recycling dividend paid to participating municipalities (discussed below), \$130,000 to fund the MRF Equipment Replacement/Maintenance Plan (mentioned above) and \$15,600 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 \$15,900, mainly due to a decrease associated with staff turnover and a 1.00 FTE reduction in temporary extra help, which is partially offset by the creation of a new Public Communication Specialist position added in 2018. A portion of the position costs (0.38 FTE) are allocated to the MRF, and remaining costs are allocated to the Parks and Land Use-General Fund.

Operating expenses decrease over \$9,500 to \$3,189,514. Total grants to communities decrease \$282,500 to \$1,502,500 with the elimination of the community drop-off site matching grant of \$20,000 and a 15% reduction in recycling dividend payments of \$262,500. The recycling dividends include the base dividend and recycling incentive payment along with the direct haul and recycling container credits (per an executed intergovernmental agreement). The reduction in recycling dividend payments is in response to current depressed recyclable commodity markets. The business model for the Joint City/County MRF, including dividend payments, relies heavily on commodity sales revenues, which have struggled to meet historical averages (\$110/ton) in recent years due to international market restrictions. This has resulted in unsustainable 3-year fund balance projections without budget cuts, including reduced community dividend payments. Staff will research if future community dividend payment formulas can be linked to recyclable commodity revenues. Community grants also include green school programs and yard waste composting fees, all in accordance with executed intergovernmental agreements. The table on the following page and accompanying footnotes describe each of these disbursement components in detail, as well as the changes for the 2019 budget.

The 2019 budget includes an increase in \$245,000 in costs related to the MRF Equipment Replacement/Maintenance Plan. Funds were previously budgeted in Fixed Assets but have been shifted to better reflect the classification of items purchased, in accordance with the intergovernmental agreement with the City of Milwaukee. These costs are offset with dedicated replacement funds and MRF Fund balance mentioned previously. Recyclable process services and waste disposal costs increase approximately \$23,600 due to increased residue (non-recyclable) materials being delivered to the MRF. Consulting services increase \$35,000, mainly due to on-going Joint MRF operations including Equipment inspections and annual financial and operational audit that is required by intergovernmental agreements (IGA). The budget for printing/promotion/postage expenses decrease \$32,000 mainly due to the elimination of the annual newsletter.

Scheduled depreciation expenses remains at the 2018 budget level of \$660,300.

Interdepartmental charges decrease approximately \$13,600 to \$183,600 mainly due to a \$15,000 reduction in Administrative Overhead Charges.

Fixed assets are budgeted to decrease \$100,000. These costs have been shifted to operating expenses as previously mentioned to better reflect the classification of items purchased.

Disbursement and other grants to communities: 2018 and 2019

	18 Budget	19 Budget	Bud. Chng.	% Chng.
Base Dividend/Recycling Incentive (a)(b)	\$1,170,000	\$907,500	(\$262,500)	-22.44%
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	\$1,750,000	\$1,487,500	(\$262,500)	-15.00%
Other Recycling Grants to Communities/Organizations (e)	\$85,000	\$65,000	(\$20,000)	-23.53%
Total Grants to Communities	\$1,835,000	\$1,552,500	(\$282,500)	-15.40%

- (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.

Activity Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Tons processed at County compost facility	4,230	4,000	4,000	5,000	1,000
Tons of office paper and containers recycled – County	242	215	250	250	35
Number of participants in education presentation/events	6,136	6,000	6,500	6,500	500
Lbs. of residential computers recycled (a)	375,871	550,000	350,000	350,000	(200,000)

Waukesha County Recycling - Participating Members:

Waukesha County Recycling Program Partners

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

**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 Village of Mukwonago
8 Village of Nashotah	8 Town of Merton
9 Village of Pewaukee	
10 Village of Summit	

Major Departmental Strategic Plan Objectives

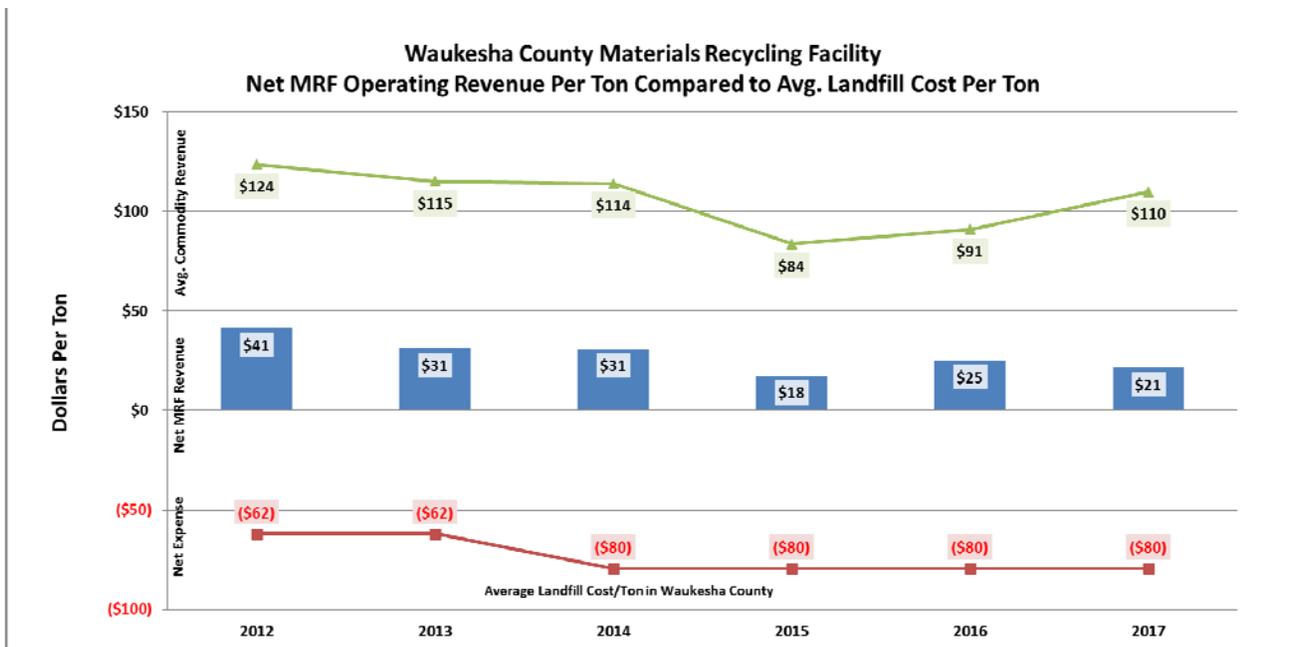
Quality Pillar: High standards of service excellence

Objective #1: Landfill Diversion Rates

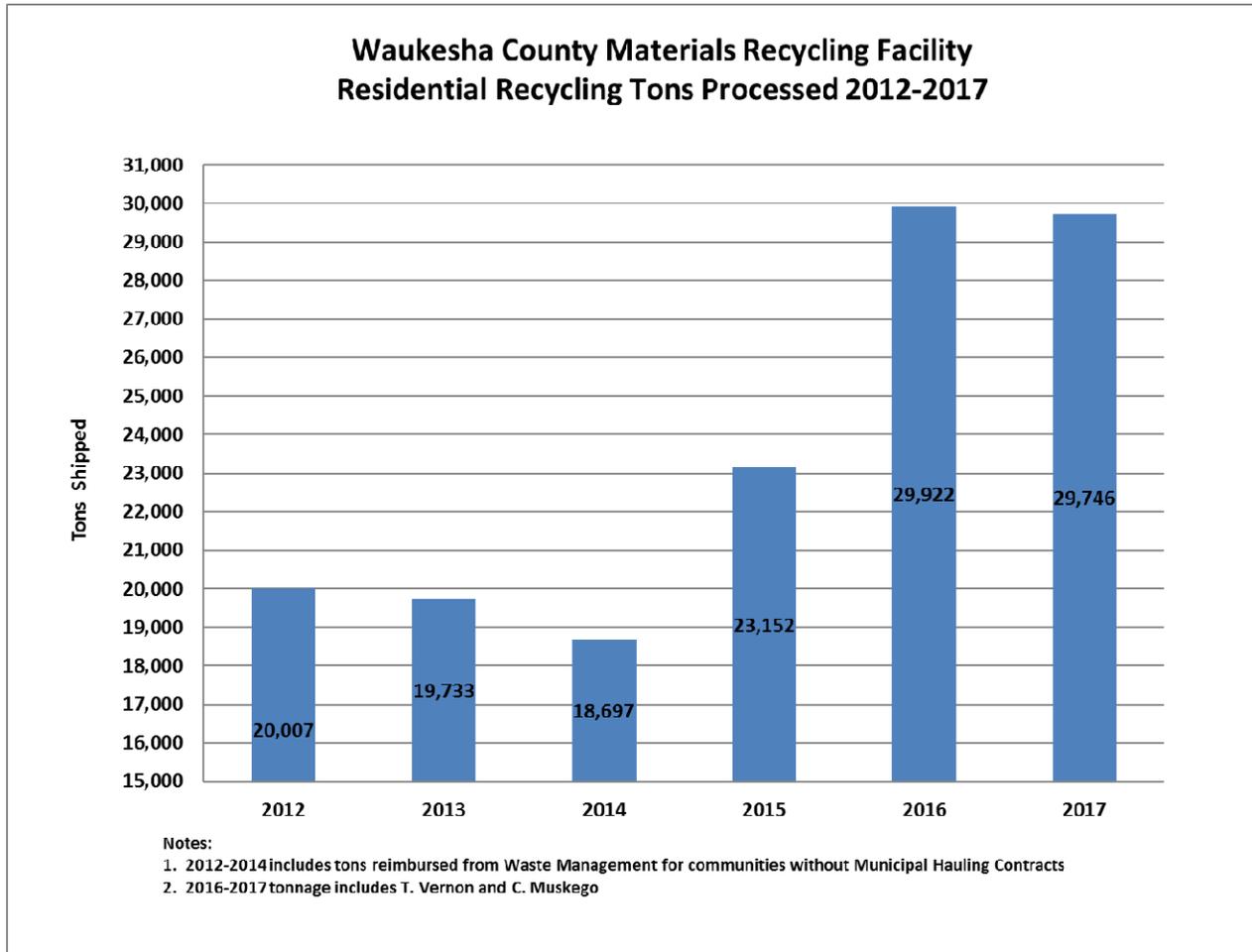
Increase landfill diversion rates by 10% for the County and at least one (1) municipal partner by December 31, 2020 through waste reduction, recycling, composting, collaboration and implementation of the County Sustainability Plan.*

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 (per ton) MRF operating revenues compared to the average landfill tip fees and average recyclable commodity revenues for the past six years. While recyclable commodity markets were recovering in 2017, new international import bans are flooding domestic markets and reducing prices once again in 2018. The 2017 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 \$33.22 per ton and when added to average landfill costs there is a \$103.97 per ton advantage to recycling.



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. For the original 25 participating communities, the switch to single sort resulted in a 44% increase in recyclable tonnage. Tonnage for 2016 and 2017 includes two new communities that joined the County recycling program (Town of Vernon and the City of Muskego). The total tonnage is projected to level off and maintain at approximately 31,000 tons for 2018 and 2019.



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Public Works

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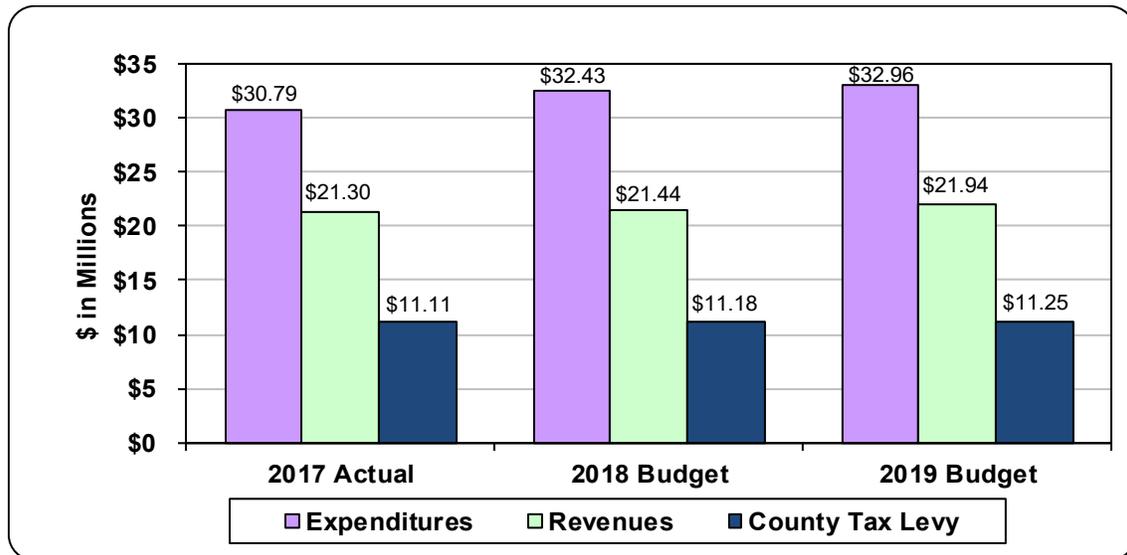
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PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below. The **Public Works Department** includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and facilities, maintenance, and housekeeping services. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and provides appropriations for maintenance and repair of State Trunk Highways within the county, under contract with the State Department of Transportation (DOT) and engineering, permit processing and traffic control for roadways. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and contracted program administration. A **Central Fleet Maintenance Internal Service Fund** provides for maintenance and repairs of county-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair, and replacement decisions. The **Vehicle/Equipment Replacement Internal Service Fund** finances necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations Enterprise Fund** of the Department of Public Works, through a Fixed Based Operator contract, maintains and operates a reliever airport serving general aviation and business travel needs.

Not included in this functional area are public works-related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Internal Service Fund, in General Administration Functional Area Section).



The 2019 expenditure budget for this functional area totals \$32,957,400, after adjustments to exclude proprietary fund capitalized fixed asset items, an increase of \$529,300 or 1.6% from the 2018 Adopted Budget. Budgeted revenues (including \$481,900 of fund balance appropriations) total \$21,938,900, an increase of \$498,500 or 2.3% from the previous year's budget. The tax levy necessary to fund this functional area totals \$11,249,400, an increase of \$70,000 or 0.6% from the 2018 Adopted Budget.

**** PUBLIC WORKS ****
Functional Area Summary by Agency

	2017 Actual	2018		2019 Budget	Change from 2018	
		Adopted Budget	2018 Estimate		Adopted Budget \$	%
* TOTAL PUBLIC WORKS *						
Revenues (a)	\$21,295,739	\$21,440,358	\$22,563,089	\$21,938,900	\$498,542	2.3%
County Tax Levy (b)(c)	\$11,109,428	\$11,179,428	\$11,179,428	\$11,249,428	\$70,000	0.6%
Expenditure (d)	\$30,790,427	\$32,428,137	\$33,102,149	\$32,957,417	\$529,280	1.6%
Rev. Over (Under) Exp.	\$1,368,217	\$0	\$145,640	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$246,523	\$191,649	\$494,728	\$230,911	\$39,262	20.5%

BREAKDOWN BY AGENCY

PUBLIC WORKS						
Revenues (a)	\$21,295,739	\$21,440,358	\$22,563,089	\$21,938,900	\$498,542	2.3%
County Tax Levy (b)(c)	\$11,109,428	\$11,179,428	\$11,179,428	\$11,249,428	\$70,000	0.6%
Expenditure (d)	\$30,790,427	\$32,428,137	\$33,102,149	\$32,957,417	\$529,280	1.6%
Rev. Over (Under) Exp.	\$1,368,217	\$0	\$145,640	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$246,523	\$191,649	\$494,728	\$230,911	\$39,262	20.5%

(a) Appropriated fund balance is included in revenues as follows:

Fund	Description of Use	2017	2018 Budget	2018 Estimate	2019 Budget
General	Building Improvement Plan funding	\$100,000	\$75,000	\$75,000	\$100,000
General	One-time conference room furniture replacement	\$0	\$25,000	\$25,000	\$0
General	Purchase order and carryovers from prior year	\$263,717	\$0	\$248,153	\$0
	Subtotal General Fund Balance Appropriation	\$363,717	\$100,000	\$348,153	\$100,000
Transportation	One-time purchase of highway maintenance eqmnt*	\$84,000	\$40,000	\$40,000	\$0
Transportation	Purchase order and carryovers from prior year	\$7,846	\$0	\$41,408	\$0
Transportation	Partial funding for intersection imprvmnt program	\$0	\$0	\$0	\$50,000
Transportation	Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
	Subtotal Transportation Fund Balance Appropriation**	\$141,846	\$90,000	\$131,408	\$100,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$36,084	\$0	\$0	\$0
Central Fleet	One-time expense for on-site software training	\$6,000	\$0	\$0	\$0
	Subtotal Central Fleet Fund Balance Appropriation	\$143,167	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Airport	Purchase order and carryovers from prior year	\$65,685	\$0	\$0	\$0
	Subtotal Airport Fund Balance Appropriation	\$246,514	\$180,829	\$180,829	\$180,829
TOTAL FUND BALANCE APPROPRIATION		\$895,244	\$471,912	\$761,473	\$481,912

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance (PbM) Program.

**General Fund Balance is appropriated for the Transportation Fund Budget.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in the Airport Fund to fund estimated operating loss and/or fixed asset purchases.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of \$3,461,614 in the 2019 budget, \$4,076,560 in the 2018 Budget, \$4,087,891 in the 2018 Estimate, and \$3,973,759 in 2017. Central Fleet Fund expenditures exclude fixed asset purchases of \$15,000 in the 2018 budget.

PUBLIC WORKS

Functional Area Budget Highlights

Significant Budget and program changes for the Public Works department are highlighted as follows:

- State **General Transportation Aids (GTA)** are budgeted to increase overall by \$475,000, based on an increase in the state's 2017-19 biennial budget. The Transportation Fund is budgeting \$150,000 of this increase, including \$80,000 for the County Highway Maintenance program, \$60,000 in the Traffic Control program, and \$10,000 for the Engineering Services program. The remaining \$325,000 is budgeted in the Capital Project fund for repaving of county highways.
- **Road Salt expenditures for county highway snow and ice removal operations** are budgeted to increase by \$103,600 in 2019. Salt rates increase by \$9.30 or 15.4%, from \$60.58 to \$69.88. The increase in rates is partially offset by a decrease in budgeted salt tonnage by 700 tons, from 16,400 tons to 15,700 tons. Road salt purchased and then sold to municipalities is budgeted to increase by \$20,900 due to the increase in salt rates, partially offset by a decrease in tonnage by 500 tons, from 6,000 tons to 5,500 tons. Revenues from these salt sales, which includes an \$8 per ton handling fee, increases by \$16,900. Salt provided to the Department of Parks and Land Use for snow and ice removal on park roads and county parking lots, increases by \$5,500, with salt tonnage budgeted at the 2018 level of 600 tons. The total budget for salt increases \$130,000.
- **State Highway Maintenance operations revenue reimbursements** for work on state roads, as directed by the Wisconsin Department of Transportation, are budgeted to increase by a net \$190,800. This includes \$352,400 of anticipated higher state Routine Maintenance Agreement (RMA) reimbursements. This is partially offset by a \$161,600 decrease in reimbursements for Performance-Based Maintenance (PbM) program work, based on the current-year 2018 state-approved contracts. PbM was initiated in 2014 to examine a new way of funding state highway maintenance, through a system where the County submits quotes for state-specific projects—versus the RMA system that reimburses for time and materials—which may incentivize efficient maintenance work.
- County tax levy support for **Transit Services** remains at \$867,700. General Fund Balance of \$50,000 is budgeted for fuel adjustment clauses in vendor contracts. The state and federal revenue reimbursement rate (of gross transit expenses) is budgeted at 58.89%, a decrease from the 2018 budgeted rate of 59.79%. The 2019 operating expense budget reflects a similar level of transit service overall, with minor route modifications to increase efficiency.
- The **Traffic Control** budget includes a **new Intersection Improvement Program** to enhance or modify existing signal equipment, modify turn lanes and improve pedestrian crossings. The program is budgeted at \$100,000 and funded with \$50,000 of General Transportation Aids and \$50,000 of General Fund balance.
- The **Central Fleet Vehicle Fuel** budget assumes an 8% decrease in fuel prices from the 2018 budget.
- The **Central Fleet Repair and Maintenance** budget includes an increase in interdepartmental revenues by about \$43,400 or 2%, reflecting a 2% increase in labor rates.
- Charges to departments for the **Vehicle Replacement Fund** are budgeted to increase about \$165,000, from \$3.1 million to about \$3.2 million, due to increasing vehicle/equipment prices, which is partly driven by improved technology and regulatory requirements.
- **Energy and utility budget costs for county facilities** are budgeted to remain at the 2018 budgeted level of \$2,035,500. The electrical utility budget decreases \$25,000, reflecting lower energy consumption. This is offset by an increase in water/sewer utility expenses by \$25,000, reflecting increasing utility rates. Natural gas is budgeted to remain at the 2018 budgeted level. Costs are maintained through prior-year energy efficiency improvements (e.g., lighting replacement, more efficient boilers chillers).
- The **Building Improvement Plan (BIP)** totals \$1,031,000 in the 2019 budget. The base BIP remains budgeted at \$950,000. In addition to the base BIP, the plan includes \$81,000 for improvements at the Mental Health Center (MHC). Because the Mental Health Center recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the Mental Health Center. Overall General Fund balance support in the BIP is \$100,000, an increase of \$25,000.
- Personnel cost in the **Housekeeping Services** program are budgeted to decrease about \$33,600, primarily due to the unfunding of a 1.0 FTE building services worker, estimated to reduce costs \$50,000, partially offset by the cost to continue remaining staff. County buildings are cleaned with a combination of contracted and in-house cleaning staff.
- County Tax Levy in the **Airport Operations Fund** is budgeted to decrease by \$30,000, from \$90,563 to \$62,563, largely due to a net increase of about \$56,000 in revenues. These additional revenues are mostly from additional land lease funds anticipated for a new hangar being built and inflationary adjustments to existing lease agreements.

**BUDGETED POSITIONS 2017-2019
SUMMARY BY AGENCY AND FUND**

PUBLIC WORKS

Agency	Fund	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Budget	18-19 Change
PUBLIC WORKS	General	43.90	43.90	43.90	42.90	(1.00)
PUBLIC WORKS	Transportation	76.70	76.70	76.70	75.70	(1.00)
PUBLIC WORKS	Central Fleet Maintenance	14.00	14.00	14.00	14.00	0.00
PUBLIC WORKS	Vehicle Replacement Fund	0.00	0.00	0.00	0.00	0.00
PUBLIC WORKS	Airport Operations	3.00	3.00	3.00	3.00	0.00
TOTAL REGULAR POSITIONS		137.60	137.60	137.60	135.60	(2.00)
TOTAL EXTRA HELP		2.81	3.48	3.48	4.12	0.64
TOTAL OVERTIME		4.10	4.13	4.13	4.13	-
TOTAL BUDGETED POSITIONS		144.51	145.21	145.21	143.85	(1.36)

2019 BUDGET ACTIONS

Public Works - General

Unfund: 1.00 FTE Building Services Worker

Public Works - Transportaion

Unfund: 1.00 FTE Patrol Worker (County Highway Operations)
Increase: 0.64 FTE Extra Help

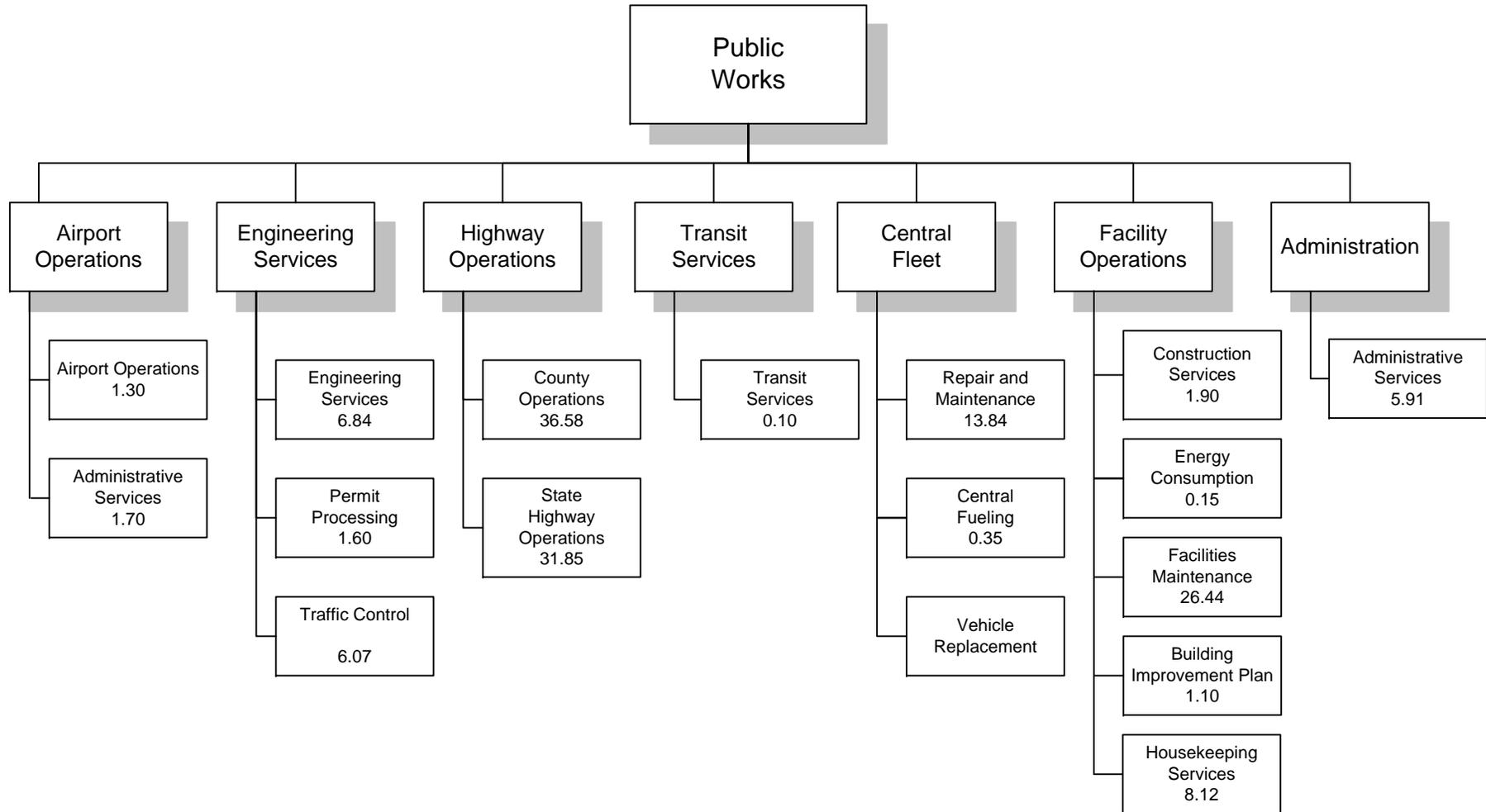
2018 CURRENT YEAR ACTIONS

None

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



143.85 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

Public Works

Statement of Purpose/Summary

Statement of Purpose

Provide the foundations of success for the citizens and businesses of Waukesha County by constructing and maintaining quality transportation and building infrastructure.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate (b)	Budget	Adopted Budget \$	%
Public Works-General Fund						
Revenues (b)(d)	\$934,089	\$566,922	\$816,449	\$573,743	\$6,821	1.2%
County Tax Levy	\$8,039,880	\$8,038,824	\$8,038,824	\$8,070,488	\$31,664	0.4%
Expenditures (b)	\$8,216,668	\$8,605,746	\$8,840,435	\$8,644,231	\$38,485	0.4%
Rev. Over (Under) Exp.	\$757,301	\$0	\$14,838	\$0	\$0	N/A
Transportation Fund						
Revenues (b)(d)	\$12,349,976	\$12,293,483	\$13,148,601	\$12,713,087	\$419,604	3.4%
County Tax Levy	\$2,946,985	\$3,048,041	\$3,048,041	\$3,116,377	\$68,336	2.2%
Expenditures (b)	\$14,686,045	\$15,341,524	\$16,065,839	\$15,829,464	\$487,940	3.2%
Rev. Over (Under) Exp.	\$610,916	\$0	\$130,803	\$0	\$0	N/A
Central Fleet						
Revenues (b)(d)	\$3,434,303	\$3,885,986	\$3,885,986	\$3,847,460	(\$38,526)	-1.0%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (b)	\$3,442,331	\$3,884,561	\$3,916,808	\$3,829,837	(\$54,724)	-1.4%
Operating Inc./Loss (c)	(\$8,028)	\$1,425	(\$30,822)	\$17,623	\$16,198	1136.7%
Vehicle Replacement						
Revenues	\$3,388,673	\$3,577,533	\$3,577,863	\$3,632,319	\$54,786	1.5%
County Tax Levy (a)	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$3,233,453	\$3,387,309	\$3,070,768	\$3,419,031	\$31,722	0.9%
Operating Inc./Loss (c)	\$155,220	\$190,224	\$507,095	\$213,288	\$23,064	12.1%
Airport						
Revenues (d)	\$1,188,698	\$1,116,434	\$1,134,190	\$1,172,291	\$55,857	5.0%
County Tax Levy	\$122,563	\$92,563	\$92,563	\$62,563	(\$30,000)	-32.4%
Expenditures	\$1,211,930	\$1,208,997	\$1,208,298	\$1,234,854	\$25,857	2.1%
Operating Inc./Loss (c)	\$99,331	\$0	\$18,455	\$0	\$0	N/A
Total All Funds						
Revenues (b)(d)	\$21,295,739	\$21,440,358	\$22,563,089	\$21,938,900	\$498,542	2.3%
County Tax Levy (a)	\$11,109,428	\$11,179,428	\$11,179,428	\$11,249,428	\$70,000	0.6%
Expenditures (b)	\$30,790,427	\$32,428,137	\$33,102,149	\$32,957,417	\$529,280	1.6%
Rev. Over (Under) Exp.	\$1,368,217	\$0	\$145,640	\$0	\$0	N/A
Operating Inc./Loss (c)	\$246,523	\$191,649	\$494,728	\$230,911	\$39,262	20.5%
Position Summary (FTE)						
Regular Positions	137.60	137.60	137.60	135.60	(2.00)	
Extra Help	2.81	3.48	3.48	4.12	0.64	
Overtime	4.10	4.13	4.13	4.13	0.00	
Total	144.51	145.21	145.21	143.85	(1.36)	

(a) Tax levy amount is not determined by expenditures less revenues.

(b) The 2018 Estimate includes 2017 budget appropriation carryovers and open encumbrances, which modified the 2018 budget after it was adopted. Department management will submit an ordinance requesting additional expenditure authority for projected above-budget spending in the Transportation Fund in 2018, funded with state highway maintenance reimbursement revenues.

(c) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.

(d) Fund Balance is appropriated as shown on the following page:

Fund Balance Use

Fund	Description of Use	2017	2018 Budget	2018 Estimate	2019 Budget
General	Building Improvement Plan funding	\$100,000	\$75,000	\$75,000	\$100,000
General	One-time conference room furniture replacement		\$25,000	\$25,000	\$0
General	Purchase order and carryovers from prior year	\$263,717		\$248,153	\$0
	Subtotal General Fund Balance Appropriation	\$363,717	\$100,000	\$348,153	\$100,000
Transportation	One-time purchase of highway maintenance equipment*	\$84,000	\$40,000	\$40,000	\$0
Transportation	Purchase order and carryovers from prior year	\$7,846		\$41,408	\$0
Transportation	Partial funding for new intersection improvement program				\$50,000
Transportation	Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
	Subtotal Transportation Fund Balance Appropriation**	\$141,846	\$90,000	\$131,408	\$100,000
Central Fleet	Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Central Fleet	Purchase order and carryovers from prior year	\$36,084			
Central Fleet	One-time expense for on-site software training	\$6,000			
	Subtotal Central Fleet Fund Balance Appropriation	\$143,167	\$101,083	\$101,083	\$101,083
Airport	Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Airport	Purchase order and carryovers from prior year	\$65,685			\$0
	Subtotal Airport Fund Balance Appropriation	\$246,514	\$180,829	\$180,829	\$180,829
TOTAL FUND BALANCE APPROPRIATION		\$895,244	\$471,912	\$761,473	\$481,912

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects performed through the Performance-Based Maintenance program (PbM).

**General Fund Balance is appropriated for the Transportation Fund budget.

Major Departmental Strategic Plan Objectives

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

Objective 1: Highway Snow and Ice Removal. After a winter snow storm event, achieve 90% bare pavement on County Trunk Highway System as defined by the Wisconsin Department of Transportation Highway Maintenance Manual.

Road Category	2015/2016 winter actual	2016/2017 winter actual	2017/2018 winter actual	2018/2019 Target
<p>Category 2:</p> <ul style="list-style-type: none"> High volume four lane highways (ADT >= 25,000) and Some four lane highways (ADT <= 25,000) Some six lane highways. <p><i>i.e. CTH O Moorland Rd., CTH ES National Ave. in New Berlin, CTH Y Barker Rd. CTH M in Brookfield</i></p>	1.79 hours	1.80 hours	2.75 hours	2.00 hours
<p>Category 3:</p> <ul style="list-style-type: none"> All other four lane highways (ADT < 25,000). <p><i>i.e. CTH YY in Menomonee Falls, CTH L in Muskego, CTH X and CTH TT in Waukesha</i></p>	1.76 hours	2.66 hours	2.10 hours	2.00 hours
<p>Category 4:</p> <ul style="list-style-type: none"> Most high volume two lane highways (ADT >= 5,000) Some two lanes (ADT < 5,000). <p><i>i.e. CTH C in Genesee and Delafield. CTH V V in Town and Village of Merton</i></p>	2.19 hours	2.70 hours	2.09 hours	3.00 hours
<p>Category 5:</p> <ul style="list-style-type: none"> All other two lane Highways <p><i>i.e. CTH ZZ ZC in Town of Ottawa, CTH S in Town of Eagle</i></p>	3.17 hours	3.25 hours	2.78 hours	4.00 hours

Team Pillar: Best professionals serving the public in the best way

Objective 2: Improve Communication. By 2019, achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "Information and knowledge are openly shared within my department."

2014 Actual	2015 Actual	2016 Actual	2017 Actual	Target
48.00%	54.00%	52.00%	50.00%	80.00%

Objective 3: Rewards and Recognition. By 2020, achieve a rating of 80% or higher on the annual County Wide Strategic Planning Survey for the statement: "I understand I can be recognized for extra effort while demonstrating the county's core values."

2014 Actual	2015 Actual	2016 Actual	2017 Actual	Target
50.00%	56.00%	58.00%	65.00%	80.00%

Quality Pillar: High standards of service excellence

Objective 4: Improve Coordination with Other Governments. Collaborate communication efforts with other governmental jurisdictions for cross sharing of resources.

Customer Service Pillar: High customer satisfaction

Objective 5: Improved Traffic Operations. Improve efficiencies and customer service in traffic operations through improved processes; staffing structure; training; equipment levels; and internal communication between engineering, highway operations, and the public by December 2019.

Objective 6: Improve Customer Service. To establish consistent customer service across Waukesha County departments, achieve a 4.5 out of 5.0 mean rating annually for customer service satisfaction with respect to accessibility, accuracy, attitude, operations, timeliness, and communication.

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the county's facilities. Provide a safe and efficient work environment within the county facilities. Provide managerial, fiscal, technical, and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing county infrastructure issues.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual (a)	Adopted Budget	Estimate (a)(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$9,000	\$9,000	\$9,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$38,927	\$41,513	\$41,513	\$41,860	\$347	0.8%
Interdepartmental	\$508,199	\$416,309	\$415,783	\$422,783	\$6,474	1.6%
Other Revenue	\$23,246	\$100	\$2,000	\$100	\$0	0.0%
Appr. Fund Balance (a)(b)	\$363,717	\$100,000	\$348,153	\$100,000	\$0	0.0%
County Tax Levy (Credit)	\$8,039,880	\$8,038,824	\$8,038,824	\$8,070,488	\$31,664	0.4%
Total Revenue Sources	\$8,973,969	\$8,605,746	\$8,855,273	\$8,644,231	\$38,485	0.4%
Expenditures						
Personnel Costs	\$3,326,249	\$3,405,682	\$3,471,499	\$3,467,019	\$61,337	1.8%
Operating Expenses (a)(b)	\$3,978,250	\$4,253,975	\$4,336,819	\$4,458,323	\$204,348	4.8%
Interdept. Charges	\$515,763	\$541,089	\$528,561	\$528,889	(\$12,200)	-2.3%
Fixed Assets (a)(b)	\$396,406	\$405,000	\$503,556	\$190,000	(\$215,000)	-53.1%
Total Expenditures	\$8,216,668	\$8,605,746	\$8,840,435	\$8,644,231	\$38,485	0.4%
Rev. Over (Under) Exp.	\$757,301	\$0	\$14,838	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	43.90	43.90	43.90	42.90	(1.00)
Extra Help	0.40	0.40	0.40	0.40	0.00
Overtime	0.31	0.32	0.32	0.32	0.00
Total FTEs	44.61	44.62	44.62	43.62	(1.00)

(a) The 2018 estimate includes 2017 carryovers of \$248,153 mostly related to the Building Improvement Plan projects, which includes open encumbrances that modified the budget after it was adopted.

(b) General Fund Balance is appropriated for:

Description	2017	2018 Budget	2017 Estimate	2019 Budget
Building Improvement Plan funding	\$100,000	\$75,000	\$75,000	\$100,000
One-time conference room furniture replacement	\$0	\$25,000	\$25,000	\$0
Purchase order & carryovers from prior year	\$263,717	\$0	\$248,153	\$0
Total Fund Balance Appropriation	\$363,717	\$100,000	\$348,153	\$100,000

Construction Services

Program Description

This division is responsible for coordinating all building-related capital projects in the five-year capital plan and major maintenance projects in the Building Improvement Plan. Coordination consists of following county project control methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. In addition, this division is responsible for management of properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within county office buildings.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$743	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$211,096	\$208,981	\$208,981	\$212,181	\$3,200
Total Revenues	\$211,839	\$208,981	\$208,981	\$212,181	\$3,200
Personnel Costs	\$190,005	\$196,296	\$196,363	\$201,484	\$5,188
Operating Expenses	\$0	\$12,000	\$10,000	\$10,000	(\$2,000)
Interdept. Charges	\$727	\$685	\$685	\$697	\$12
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$190,732	\$208,981	\$207,048	\$212,181	\$3,200

Rev. Over (Under) Exp.	\$21,107	\$0	\$1,933	\$0	\$0
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Program Highlights

Net personnel costs are increasing by about \$5,200 primarily related to costs to continue for the regular staff of 1.90 FTE. Staff support is used to provide support to the capital projects and to provide building project services to the other county departments. Operating expenses are budgeted to decrease \$2,000 due to there not being any rental properties remaining to maintain (last one was demolished).

Current and Planned Construction Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 18	Est. Operating Impact
201210	UWW Roofing Upgrades	2018	\$3,209,000	100%	Reduced
201412	Mental Health Center Roof Replacement	2018	\$302,000	100%	Reduced
201503	Demolish Former HHS Building	2018 (a)	\$3,620,000	30%	\$74,000 (b)
201418	Courthouse Project - Secure Courtroom Construction	2021	\$38,500,000	10%	(c)
201705	Courthouse Project Step 2 - Renovate 1959 Courthouse	2025	\$58,600,000	0%	(c)

- (a) Demolition of the East Wing is expected to be complete in 2018.
- (b) Preserving the remainder of the former HHS Buildings is estimated to result in operating costs for maintenance and insurance.
- (c) Construction of the court tower in the first project will increase building square footage maintained and is expected to increase expenses for utilities by \$5,000, housekeeping services by \$80,000, and repair/maintenance expenses by \$15,000. The second courthouse project (renovate 1959 courthouse) is expected to lower utility costs through the installation of energy efficient building systems. Contracted housekeeping services costs will likely be offset by savings as the Facilities Maintenance Division continues to transition from in-house cleaning staff to contracted cleaning staff. Regarding staffing, consolidating office space and moving operations within departments closer together is expected to result in greater operational efficiencies. The exception is the Sheriff's Department which is requesting six additional correctional officer positions during interim construction (estimated to cost \$1 million) and three permanent positions after the completion of the first project in 2021 (estimated to cost \$240,000 annually).

Building Improvement Plan

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.10	1.10	1.10	1.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$145,000	\$75,000	\$75,000	\$81,000	\$6,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$300,778	\$100,000	\$317,589	\$100,000	\$0
County Tax Levy (Credit)	\$960,100	\$988,921	\$988,921	\$966,823	(\$22,098)
Total Revenues	\$1,405,878	\$1,163,921	\$1,381,510	\$1,147,823	(\$16,098)
Personnel Costs	\$110,201	\$113,921	\$113,998	\$116,823	\$2,902
Operating Expenses	\$645,066	\$645,000	\$763,956	\$841,000	\$196,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$396,406	\$405,000	\$503,556	\$190,000	(\$215,000)
Total Expenditures	\$1,151,673	\$1,163,921	\$1,381,510	\$1,147,823	(\$16,098)
Rev. Over (Under) Exp.	\$254,205	\$0	\$0	\$0	\$0

Program Highlights

Interdepartmental revenues consist of a charges to the Mental Health Center for building improvement projects at that facility. General Fund balance appropriations, remain the same as in the 2018 budget. The use of General Fund balance has been reduced in previous years and is planned to be eventually phased out in future budgets.

Net personnel costs are increasing by about \$2,900 primarily related to costs to continue for the regular staff of 1.10 FTE's. The Five-Year Building Improvement Plan projects are budgeted across both operating expense appropriations (for non-capitalized items) or in the fixed asset appropriations (if items are capitalized and cost over \$5,000). Overall, the base plan of \$950,000 is remaining stable from the 2018 Adopted Budget. Additional expenditures for Mental Health Center (MHC) projects total \$81,000, an increase of \$6,000 from 2018. Because the MHC recovers a portion of program costs (including these projects) through outside funding, these costs are offset with an interdepartmental revenue charge from the MHC.

Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other county employees as improvements to their work areas; or have been identified by staff during a condition analysis. Overall, the plan assumes the Courthouse and Northview buildings are in "maintenance only" mode pending renovation, replacement, or removal of buildings in the capital plan. This means that the mechanical systems may be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Building Improvement Plan by Type of Project

Type of Project	Plan 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Roof	\$45,000	\$30,000	\$35,000	\$35,000	\$170,000
HVAC	\$305,000	\$415,000	\$535,000	\$385,000	\$255,000
Furniture	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Paint / Wall Cover	\$75,000	\$20,000	\$20,000	\$20,000	\$50,000
Electrical	\$85,000	\$90,000	\$15,000	\$40,000	\$0
Carpet / Tile / Seal	\$70,000	\$35,000	\$35,000	\$75,000	\$75,000
Doors & Windows	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Seal/ Tuckpoint	\$50,000	\$10,000	\$10,000	\$75,000	\$75,000
Maintenance Only (a)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Remodel	\$0	\$0	\$0	\$0	\$0
Asbestos	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Safety/Security	\$80,000	\$25,000	\$25,000	\$45,000	\$50,000
Flooring	\$46,000	\$50,000	\$0	\$0	\$0
HVAC Controls	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Grand Total	\$1,031,000	\$950,000	\$950,000	\$950,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$75,000	\$25,000	\$0	\$0
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Building Improvement Plan by Building

By Building	Plan 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Administration Center	\$130,000	\$110,000	\$115,000	\$20,000	\$0
Communications Center	\$0	\$0	\$130,000	\$0	\$95,000
County Jail	\$20,000	\$0	\$0	\$0	\$0
Courthouse	\$0	\$0	\$0	\$0	\$0
Health Human Services	\$0	\$0	\$0	\$40,000	\$0
Highway Operations	\$30,000	\$80,000	\$65,000	\$0	\$0
Juvenile Center	\$0	\$85,000	\$50,000	\$0	\$0
Law Enforcement Center	\$0	\$0	\$0	\$0	\$0
Mental Health Center	\$81,000	\$0	\$25,000	\$0	\$0
Other/All Buildings (b)	\$770,000	\$675,000	\$615,000	\$780,000	\$855,000
UWW	\$0	\$0	\$0	\$0	\$0
Grand Total	\$1,031,000	\$950,000	\$950,000	\$950,000	\$950,000

Use of Fund Balance (c)	\$100,000	\$75,000	\$25,000	\$0	\$0
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- (a) Maintenance Only mode includes the Courthouse and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken; however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.
- (b) Projects, as needed, in other buildings are groupings of maintenance projects that have been identified through experience as maintenance needs, yet at the time of budget development it is unknown which building will require the specific maintenance. Items included here are flooring replacements, painting, window and door replacements, replace/repair mechanical equipment as needed, tuck point/seal/caulk building envelope as needed and roof repairs as needed. When these projects are completed, the expenses are charged to the building where the work was completed.
- (c) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$38,927	\$41,513	\$41,513	\$41,860	\$347
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$2,093,370	\$2,015,238	\$2,015,238	\$2,015,431	\$193
Total Revenues	\$2,132,297	\$2,056,751	\$2,056,751	\$2,057,291	\$540
Personnel Costs	\$20,538	\$21,291	\$21,446	\$21,831	\$540
Operating Expenses	\$1,804,560	\$2,035,460	\$1,990,460	\$2,035,460	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,825,098	\$2,056,751	\$2,011,906	\$2,057,291	\$540
Rev. Over (Under) Exp.	\$307,199	\$0	\$44,845	\$0	\$0

Program Highlights

Charges for services revenues include about \$41,900 for county office space rental to outside agencies such as title companies, the Farm Service Agency, and the District Court Administrator. Net personnel costs are increasing by about \$550 primarily related to costs to continue for the regular staff of 0.15 FTE's. Operating expenses of \$2,035,500 remain at the 2018 budget level overall. The electrical utility budget decreases \$25,000 to \$1,355,600, reflecting a decrease in estimated energy consumption by 250,000 Kilowatt-Hours. This is offset by an increase in water/sewer expenses by \$25,000 to \$236,100, reflecting increasing utility rates. Natural gas expenses remain at the 2018 budgeted level of \$443,800. Due to the volatile nature of the utility markets and changing weather conditions, energy costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets will be adjusted accordingly.

Activity-Utility Source	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget	Change
Electricity (Kilowatt-Hrs)	13,877,112	13,619,501	13,202,141	13,950,000	13,700,000	(250,000)
Natural Gas (Therms)	734,314	695,201	682,768	764,000	764,000	0
Water/Sewer (Gallons)	24,008,500	24,152,900	23,434,000	23,450,000	23,450,000	0

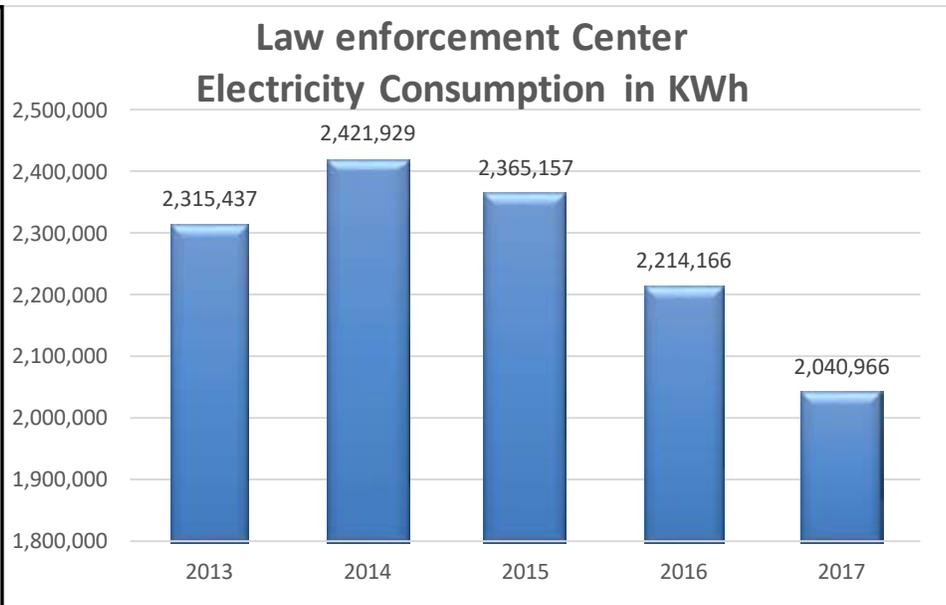
Energy Consumption (cont.)

2017 Annual Units per rentable square foot	Gas - Therms	Electricity - KWH	Water – M Gallons
All Buildings*	0.88	13.13	23.34
Administration Center	1.22	16.38	14.72
Communications Center	1.36	67.99	24.22
County Jail	1.17	18.53	52.55
Courthouse	1.18	24.91	13.79
(OLD) Health & Human Services*	0	1.22	0
Health & Human Services	0.69	10.93	11.61
Law Enforcement Center	0.86	16.78	61.61
Juvenile Center	2.22	19.48	8.23
Mental Health Center	1.28	14.71	22.18
Northview	1.41	9.56	25.04

* The "All Buildings" category excludes the former Health and Human Services Building, which is vacant but requires electricity to power the fire protection system.

Investment in Energy Projects Reduce kWh Usage in Law Enforcement Center

This chart illustrates the total electrical consumption by year at the Law Enforcement Facility. The County invested in a energy reduction project at this facility in 2016 with the installation of two energy efficient chillers for cooling, and the replacement of pneumatic HVAC controls with direct digital controls (DDC). The energy data was captured in its 1st year of operation in 2017. The continuation of the County's commitment to energy projects aid in the overall reduction of energy consumption.



Facilities Maintenance

Program Description

The Facilities Maintenance Division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. through internal work or through external contracts. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement. This program area is the main contact with departmental customers for all building maintenance needs.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	26.44	26.44	26.44	26.44	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$356,199	\$334,309	\$333,783	\$334,783	\$474
Other Revenue	\$21,523	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$62,196	\$0	\$29,420	\$0	\$0
County Tax Levy (Credit)	\$2,965,667	\$3,005,079	\$3,005,079	\$3,063,227	\$58,148
Total Revenues	\$3,405,585	\$3,339,388	\$3,368,282	\$3,398,010	\$58,622
Personnel Costs	\$1,892,385	\$1,962,874	\$1,990,995	\$2,027,232	\$64,358
Operating Expenses	\$870,924	\$885,650	\$896,845	\$879,283	(\$6,367)
Interdept. Charges	\$466,330	\$490,864	\$490,747	\$491,495	\$631
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,229,639	\$3,339,388	\$3,378,587	\$3,398,010	\$58,622
Rev. Over (Under) Exp.	\$175,946	\$0	(\$10,305)	\$0	\$0

Program Highlights

Interdepartmental revenues in this program area are received from other county departments for maintenance services provided to their departments. These revenues are mainly from enterprise funds or certain other special revenue funds that receive outside revenue sources to pay for these related expenses.

Net personnel costs are increasing by about \$64,400 primarily related to costs to continue for the regular staff of 25.75 FTE's. Funding continues for a 0.40 FTE architectural intern and 0.29 FTE of overtime. Operating expenditures included in this program area are for materials and supplies required to maintain the exterior and interior county buildings. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. In addition, expenditures include the cost of contracts administered by the staff required for the operations of the building systems. Staff work closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: elevator service, chiller and boiler maintenance, and sprinkler/fire alarm testing. Operating expenditures are about \$6,400 lower in the 2019 budget, which is primarily the impact of the county's investment in the Building Improvement Program, reducing maintenance and repair needs. Interdepartmental charges are increasing by about \$600. Increases include Vehicle Replacement Program charges by \$4,300, general vehicle liability insurance of \$6,600 and End User Technology Fund (EUTF) charges are increasing \$3,000. These increases are partially offset by a reduction in Workers Compensation of \$7,600 and Property Boiler Insurance of \$4,700 and small reductions in vehicle repair/maintenance and fuel.

Housekeeping Services

Program Description

The Housekeeping Division is responsible for maintaining a clean working environment for most of the county-owned buildings either through the use of internal staff or through contracted housekeeping services. Internal housekeeping staff is responsible for maintaining the Courthouse and Northview buildings. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center, Mental Health Center, Juvenile Center, the Human Services Center, Communications Center, Law Enforcement Center including the County Jail, Highway Operations Center and four substations, and the Waukesha Employee Health and Wellness Center. Housekeeping supervisory staff are the primary point of contact for communication from other county personnel for all housekeeping concerns.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.11	9.12	9.12	8.12	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$7,000	\$7,000	\$7,000	\$7,000	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$1,216,276	\$1,245,875	\$1,245,875	\$1,229,782	(\$16,093)
Total Revenues	\$1,223,276	\$1,252,875	\$1,252,875	\$1,236,782	(\$16,093)
Personnel Costs	\$565,120	\$594,546	\$591,430	\$560,922	(\$33,624)
Operating Expenses	\$635,429	\$653,765	\$652,765	\$671,330	\$17,565
Interdept. Charges	\$4,491	\$4,564	\$4,548	\$4,530	(\$34)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,205,040	\$1,252,875	\$1,248,743	\$1,236,782	(\$16,093)
Rev. Over (Under) Exp.	\$18,236	\$0	\$4,132	\$0	\$0

Program Highlights

Interdepartmental revenues consist of a cross-charge for supply costs to the Mental Health Center (MHC). Expenses for the actual housekeeping service are paid directly through the MHC budget. The MHC benefits from economies of scale when the housekeeping supplies are ordered centrally by the housekeeping staff. Personnel costs decrease \$33,600 primarily due to the unfunding of a building services worker, estimated to reduce costs \$50,000, partially offset by the cost to continue remaining staff. The program funds 8.12 FTE positions in this program. Operating expenditures include the contracted costs to clean many of the county buildings and the cost of cleaning supplies. Contracted cleaning services are used to clean all county buildings except the Courthouse and Northview in 2019. Buildings serviced with contracted cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, the new Health and Human Services Center, Highway Operations Center and all Highway Substations, the Big Bend/Vernon Sheriff's Substation, and the Communications Center. The Waukesha Employee Health and Wellness Center is cleaned by contract; however, the costs are not included in this budget (budgeted directly in that fund). A 3% increase in the new housekeeping contract is anticipated in 2019 when a new contract will be in effect. Interdepartmental charges include cost of telephone and copier replacement charges; and technology total cost of computer ownership charges.

Administrative Services

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; and provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.91	5.91	5.91	5.91	0.00
General Government	\$0	\$9,000	\$9,000	\$9,000	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,723	\$100	\$2,000	\$100	\$0
Appr. Fund Balance	\$0	\$0	\$1,144	\$0	\$0
County Tax Levy (Credit)	\$593,371	\$574,730	\$574,730	\$583,044	\$8,314
Total Revenues	\$595,094	\$583,830	\$586,874	\$592,144	\$8,314
Personnel Costs	\$548,000	\$516,754	\$557,268	\$538,727	\$21,973
Operating Expenses	\$22,271	\$22,100	\$22,793	\$21,250	(\$850)
Interdept. Charges	\$44,215	\$44,976	\$32,581	\$32,167	(\$12,809)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$614,486	\$583,830	\$612,642	\$592,144	\$8,314
Rev. Over (Under) Exp.	(\$19,392)	\$0	(\$25,768)	\$0	\$0

Program Highlights

General government revenues include administrative reimbursement for the Local Road Improvement Program (LRIP) budget at \$9,000, the same as 2018. This revenue is received every other year; however, one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Net personnel costs increase in this program by \$22,000, largely due to cost to continue of staff. Operating expenses of \$21,250 include budget appropriations for general office supply purchases, centralized postage and printing costs for the department, funds for employee bus passes for the Clean Air Compliance program, and expenditures for staff professional development. Interdepartmental charges include expenses for technology total cost of computer ownership, telephone services, copier replacement charges, and radio equipment replacement charges. Decreases are mainly due to utilization of push-to-talk cell phones rather than radios for daily communications

Transportation

Public Works

Special Revenue Fund

Fund Purpose

Provide for transportation-related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act. Engineering, Traffic Control and Permit processing programs are also included in this fund.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate (b)	Budget	Adopted Budget \$	%
Revenues						
General Government (b)	\$10,438,554	\$10,429,985	\$11,229,161	\$10,770,795	\$340,810	3.3%
Fine/Licenses	\$136,870	\$130,000	\$130,000	\$136,500	\$6,500	5.0%
Charges for Services	\$498,629	\$541,480	\$541,480	\$558,340	\$16,860	3.1%
Interdepartmental	\$622,314	\$604,933	\$619,465	\$649,576	\$44,643	7.4%
Other Revenue	\$511,763	\$497,085	\$497,087	\$497,876	\$791	0.2%
Appr. Fund Balance (a)	\$141,846	\$90,000	\$131,408	\$100,000	\$10,000	11.1%
County Tax Levy (Credit)	\$2,946,985	\$3,048,041	\$3,048,041	\$3,116,377	\$68,336	2.2%
Total Revenue Sources	\$15,296,961	\$15,341,524	\$16,196,642	\$15,829,464	\$487,940	3.2%
Expenditures						
Personnel Costs (b)	\$6,426,063	\$6,716,551	\$7,077,692	\$6,820,647	\$104,096	1.5%
Operating Expenses (a)(b)	\$4,031,043	\$3,998,832	\$4,288,928	\$4,247,503	\$248,671	6.2%
Interdept. Charges (b)	\$4,147,915	\$4,586,141	\$4,663,869	\$4,761,314	\$175,173	3.8%
Fixed Assets (a)	\$81,024	\$40,000	\$35,350	\$0	(\$40,000)	-100.0%
Total Expenditures	\$14,686,045	\$15,341,524	\$16,065,839	\$15,829,464	\$487,940	3.2%
Rev. Over (Under) Exp.	\$610,916	\$0	\$130,803	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	76.70	76.70	76.70	75.70	(1.00)
Extra Help	2.41	3.08	3.08	3.72	0.64
Overtime	3.60	3.62	3.62	3.62	0.00
Total FTEs	82.71	83.40	83.40	83.04	(0.36)

(a) Includes General Fund balance appropriation of:

Description	2017	2018 Budget	2018 Estimate	2019 Budget
One time purchase of attenuator crash pad*	\$0	\$30,000	\$30,000	\$0
One-time purchase of two arrow boards*	\$0	\$10,000	\$10,000	\$0
One-time purchase of portable traffic signals*	\$64,000	\$0	\$0	\$0
One-time purchase of concrete screed*	\$10,000	\$0	\$0	\$0
One time purchase of tar kettle loader*	\$10,000	\$0	\$0	\$0
Intersection Improvement Program	\$0	\$0	\$0	\$50,000
Purchase order & carryovers from prior year	\$7,846	\$0	\$41,408	\$0
Transit Fuel Adjustment	\$50,000	\$50,000	\$50,000	\$50,000
Total Fund Balance Appropriation	\$141,846	\$90,000	\$131,408	\$100,000

*Funded with prior-year revenues earned by the Highway Operations Division for work on state highway projects through the Performance-Based Maintenance program (PbM).

(b) Department management will submit an ordinance requesting additional expenditure authority for projected above-budget spending, funded with state highway maintenance reimbursement revenues.

County Operations

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches, and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the county. The Operations Division also provides services to other county departments and municipalities on a cost reimbursement basis.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	37.82	36.82	36.82	36.58	(0.24)
General Government	\$3,543,313	\$3,693,692	\$3,794,809	\$3,773,692	\$80,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$498,629	\$541,480	\$541,480	\$558,340	\$16,860
Interdepartmental	\$622,314	\$604,933	\$619,465	\$649,576	\$44,643
Other Revenue	\$71,622	\$55,000	\$55,000	\$55,000	\$0
Appr. Fund Balance	\$91,846	\$40,000	\$72,408	\$0	(\$40,000)
County Tax Levy (Credit)	\$1,619,874	\$1,627,855	\$1,627,855	\$1,782,511	\$154,656
Total Revenues	\$6,447,598	\$6,562,960	\$6,711,017	\$6,819,119	\$256,159
Personnel Costs	\$2,529,272	\$2,847,065	\$2,894,604	\$2,887,952	\$40,887
Operating Expenses	\$1,863,481	\$1,980,232	\$2,052,524	\$2,164,230	\$183,998
Interdept. Charges	\$1,472,406	\$1,695,663	\$1,725,328	\$1,766,937	\$71,274
Fixed Assets	\$81,024	\$40,000	\$35,350	\$0	(\$40,000)
Total Expenditures	\$5,946,183	\$6,562,960	\$6,707,806	\$6,819,119	\$256,159
Rev. Over (Under) Exp.	\$501,415	\$0	\$3,211	\$0	\$0

Program Highlights

General government revenues consist of state General Transportation Aids (GTA). Overall, the county anticipates receiving \$475,000 in additional GTA revenues based on an increase in the 2017-19 state biennial budget, including \$80,000 more in this program, \$60,000 more in the Traffic Control program, \$10,000 more in the Engineering Services program, and \$325,000 in the capital budget to help fund repavement of county highways.

Charges for services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The 2019 budget anticipates 5,500 tons of salt being purchased by local municipalities, reduced 500 tons from the 2018 budget. This tonnage is based on agreements between the county and the respective local jurisdictions. The markup/handling fee charged to municipalities is anticipated to be \$8.00 per ton. The price of salt has increased \$9.30 per ton, or 15.4%, from \$60.58 in the 2018 budget to \$69.88 in 2019 (\$77.88 with markup). Revenues from municipal salt sales increase \$16,900. Charges to municipalities for pavement marking services remain at the 2018 budgeted level of \$130,000.

County Operations (Continued)

Interdepartmental revenues, totaling around \$649,600, are increasing about \$44,600. These revenues include the reimbursement from the state for salt and equipment storage and radio cost reimbursements (\$253,700), as well as administrative cost recovery (\$257,000). These two revenue sources are increasing \$32,300 in total in the 2019 budget, mainly for increased storage and miscellaneous cost recovery. Interdepartmental revenues also include about \$138,900 for services provided to the Airport that includes mowing, brush control and small pavement work on the grounds; work provided to Parks and Land Use, such as changing light bulbs in parking lots and tree trimming; and sale of an estimated 600 tons of salt to Parks and Land Use.

Other revenues represent insurance reimbursements for damage to highway guardrail property due to accidents and the sale of scrap metal. The revenue remains at the 2018 budgeted level of \$55,000. A 2016 LEAN project related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper categories, which includes recoveries for the Traffic Control budget (e.g., damage to traffic signals).

Net personnel costs are increasing by about \$40,900 to \$2,888,000. Increases are related to cost to continue for current staff, which is offset by a 1.00 FTE patrol worker being unfunded in 2019, estimated to reduce costs about \$87,000. Regular staff are budgeted at 34.00 FTE's in 2019. Funding continues for 1.10 FTE of overtime, and 1.48 FTE of extra help for seasonal patrol workers, an increase of \$43,000 for an additional 0.76 FTE from the 2018 budget, which helps offset the unfunding of the one patrol worker position. The County Highway Maintenance budget provides support funding for 27.00 FTE patrol workers and 2.00 crew leaders to maintain the County Highway System.

Operating expenses increase approximately \$184,000 to about \$2,164,000, primarily due to an increase in contracted salt prices. The price per ton for salt is budgeted at \$69.88 per ton, which is based on the confirmed 2018/2019 winter contracted price. This price is higher by \$9.30 per ton, or 15.4%, than the last contracted price of \$60.58 per ton. Salt is the largest expense in this appropriation unit, budgeted at \$1,523,000, a \$130,000 increase from 2018. The salt budget for county highway snow and ice removal operations is budgeted to increase \$103,600. To offset the increase in salt price, budgeted county salt usage is reduced 700 tons in 2019, from 16,400 to 15,700 tons. In addition, the county budgets for salt usage for Parks and Land Use (600 tons), an increase of \$5,500, and some local municipalities (5,500 tons, a 500 ton decrease), an increase of \$20,900.

Operating expenses include \$50,000 transferred from the Traffic Control program for traffic sign repair/replacement to this program where the expenses will be managed. Other operating expenditures include roadway materials such as cold/hot patch, crackfiller, gravel, sand, cement, guardrail, and culvert pipe budgeted at about \$130,000; utility expenses for the main shop and four substation budgeted at \$136,700; plow blade replacement expenditures of \$63,000; contracted roadway repair, including rental of equipment, budgeted at \$32,000; and landfill/waste disposal costs of \$29,000.

Interdepartmental charges include charges for End User Technology (EUTF) total cost of computer ownership; insurance costs, including workers' compensation; radio services; vehicle costs; and telephone costs. The largest expenditure in this appropriation unit is for vehicle costs. Vehicle costs include vehicle repairs, vehicle replacements, and fuel costs, and are budgeted to increase by \$73,000, primarily due to higher vehicle replacement charges, reflecting increasing vehicle costs. This is partially offset by fuel costs, based on an assumed reduction of 8% in the cost per gallon in 2019. A portion of the total vehicle costs are also supported by the State of Wisconsin and are budgeted in the State Highway Maintenance portion of this budget. Overall, vehicle costs to support the department fleet (both County and State Highway Maintenance programs) are anticipated to increase about \$139,900 to \$3,675,100. Based on anticipated State revenues to support State road maintenance, \$2,259,200 of the total \$3,675,100 of vehicle expenses are supported by the State Maintenance budget.

County Operations (Continued)

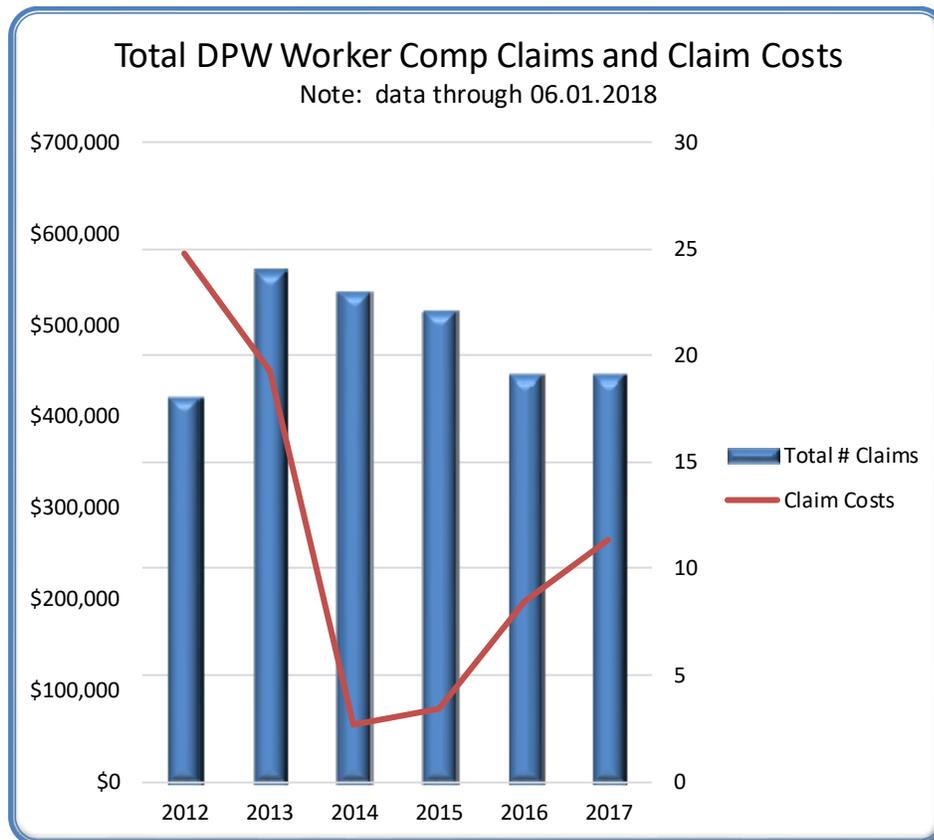
Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2018	Est. Operating Impact
201401	Construct Salt Storage Facility/Replace Brinemaker	2019	\$323,700	0%	TBD

Activity	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Centerline miles of road maintained – County (a)	401	401	400	400	401	1
Centerline miles of road maintained – Non County/Non-State	325	325	325	325	325	0
Pavement Repair & Restoration per Lane Mile (b)	\$298	\$232	\$350	\$350	\$300	(\$50)
Center line striping cost per mile	\$837	\$860	\$860	\$860	\$870	\$10
Mowing—1 linear mile cost per mile	\$445	\$479	\$400	\$479	\$500	\$100
Avg Annual maint 1 lane mile	\$5,320	\$5,426	\$5,000	\$500	\$5,300	\$300
Salt Annual Tons Used on County Roads	16,567	16,998	16,400	16,400	15,700	(700)

(a) Changes in County centerline miles mainly due to jurisdictional transfers related to highway capital projects.

(b) Includes pothole patching, full depth asphalt repair and crack sealing



	2016 Actual	2017 Actual	2018 Estimate	2019 Budget
% of DPW Worker Comp Costs related to Highway Operations	75.45%	78.48%	77.07%	79.89%

State Highway Operations

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation (WisDOT). Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; and mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the state. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2017 Actual	2018 Budget	2018 Estimate (a)	2019 Budget	Budget Change
Staffing (FTE)	31.28	31.97	31.97	31.85	(0.12)
General Government (a)	\$6,009,413	\$5,812,871	\$6,485,110	\$6,003,681	\$190,810
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,009,413	\$5,812,871	\$6,485,110	\$6,003,681	\$190,810
Personnel Costs (a)	\$2,635,113	\$2,498,161	\$2,814,618	\$2,573,914	\$75,753
Operating Expenses (a)	\$629,692	\$464,700	\$663,214	\$476,616	\$11,916
Interdept. Charges (a)	\$2,635,542	\$2,850,010	\$2,899,850	\$2,953,151	\$103,141
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,900,347	\$5,812,871	\$6,377,682	\$6,003,681	\$190,810
Rev. Over (Under) Exp.	\$109,066	\$0	\$107,428	\$0	\$0

(a) Department management will submit an ordinance requesting additional expenditure authority for projected above-budget spending, funded with state highway maintenance reimbursement revenues.

Program Highlights

The State Highway Maintenance program budget is a non-tax levy supported program. All expenses are approved and reimbursed by the Wisconsin Department of Transportation (WisDOT). The 2019 general government revenue budget is based on the State's approved 2018 Routine Maintenance Agreement (RMA) and anticipated funding for the Performance-Based Maintenance (PbM) program. The PbM program is a system where the county submits quotes for state-specified projects (versus the RMA system that reimburses for time and materials), which may incentivize more-efficient maintenance work. The increase in revenue of about \$190,800 includes an increase in RMA revenues of about \$352,400, which is partially offset by a decrease in PbM revenues by about \$161,600. The decrease in PbM revenue is based on the current 2018 contracts.

Personnel costs are increasing by about \$75,800. The costs are driven by the actual labor revenues generated from state work. This program continues to support 29.00 FTE positions (2 superintendents and 27 patrol workers). Overtime is budgeted 2.30 FTE or about 4,780 hours. Extra help is decreasing slightly in 2019 by 0.12FTE or about 250 hours.

Operating expenses are increasing \$11,900 from the 2018 budget. This increase is related to the level of service and funding for the maintenance of the State Highway System.

Interdepartmental charges increase about \$103,100 and is primarily related to estimated equipment reimbursement from the state for vehicle-related expenses including vehicle replacement, vehicle repair and maintenance, offset by a reduction in fuel costs. Overall these costs are budgeted to increase by about \$67,000 to \$2,259,200. Also, interdepartmental charges include payments to the County Highway Operations program for administrative cost recovery, salt storage, and other miscellaneous costs, which increase by about \$32,300.

Activity	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Centerline miles of road maintained	227	227	227	227	227	0
Centerline miles of road striped	340	340	340	340	340	0
Lane miles maintained	1,075.0	1,075.0	1,077.5	1,077.5	1,077.5	0

Source: WisDOT 2015 Level of Service (LOS) Model calculation

Transit Services

Program Description

Through third-party contracts, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter service, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional “commuter” services carrying workers to jobs in the Milwaukee CBD. Non-traditional “reverse commuter” services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This program also provides paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.10	0.10	0.10	0.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$126,782	\$135,025	\$135,025	\$136,492	\$1,467
Appr. Fund Balance	\$50,000	\$50,000	\$50,000	\$50,000	\$0
County Tax Levy (Credit)	\$867,700	\$867,700	\$867,700	\$867,700	\$0
Total Revenues	\$1,044,482	\$1,052,725	\$1,052,725	\$1,054,192	\$1,467
Personnel Costs	\$13,951	\$11,525	\$12,004	\$11,035	(\$490)
Operating Expenses	\$1,043,207	\$1,041,200	\$1,041,200	\$1,043,157	\$1,957
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,057,158	\$1,052,725	\$1,053,204	\$1,054,192	\$1,467
Rev. Over (Under) Exp.	(\$12,676)	\$0	(\$479)	\$0	\$0

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from state and federal sources is received directly by and paid to vendors by Waukesha Metro. Other revenue is a reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for state and federal funding. The state and federal revenues are anticipated to be reimbursed at a rate of 58.89% of gross expenses in 2019. The 2018 budgeted level was 59.79%. The frequency of audits to determine the actual reimbursement rate can vary and are typically two to five years after the budget year ends, so it can be several years later before the final reimbursement is determined. The budget performance of other similar systems around the state can also influence the final audited rate as the state funds are pooled amongst other similarly sized systems. General Fund balance remains at \$50,000 in the 2019 budget and is used for expenses related to the fuel adjustment clause in the applicable transit service contracts (as determined by Waukesha Metro).

The 2019 operating expense budget reflects a similar level of transit service overall. Modifications include minor adjustments to the 901, 904, 905 and 79 routes for increased efficiency. Fare increases of \$0.25 occurred in 2018 for the 901, 904, 905, and 906 routes. In addition, in 2018 paratransit fares increased \$0.50 for standard zones and \$1.50 for extended zones, making paratransit fares \$7.00 for standard zones and \$10.00 for extended zones.

Transit Services (Continued)

Expenses related to the fuel adjustment clause in the transit contracts remain at \$50,000, unchanged from the 2018 budget base. These expenses are based on comparing current fuel prices to a designated fuel price benchmark that is unique to each transit contract. The fuel price benchmark remains the same throughout the life of the contract, which is usually five years.

Overall ridership on routes is estimated to decrease slightly, with increases in ridership for the Gold Line and route 79, offset by decreases in the 901, 904, 905 and 906 routes. In general, ridership is affected by many things including the price of fuel. As the price of fuel drops, ridership also decreases because driving becomes more affordable. Also, due to changes Milwaukee County made to their Go Pass program in 2018, farebox revenues have increased (which are credited against route charges paid by the county, and not reflected directly in this budget). Funds for a marketing program continue in the 2019 budget.

Approximately 0.10 FTE of the Business Manager’s position continues to be budgeted in the 2019 budget. The Waukesha County transit budget continues direct responsibility for the maintenance of the park and ride lots at Goerke’s Corner, CTH G and Pilgrim Road because there are transit stops at these locations. County tax levy contribution for the transit services program is budgeted at \$867,700, which is unchanged from the 2018 budget.

Activity

Total Ridership

Route	Route Description	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018-2019 Change
1	Waukesha Metro to Brookfield Square	114,902	120,886	113,223	105,100	107,425	106,026	104,794	106,366	340
Gold Line	Brookfield Square Extension	228,366	222,130	209,777	213,694	213,963	223,385	242,561	237,710	14,325
79	Weekday from Menomonee Falls to Downtown Milwaukee	42,359	35,378	33,255	32,254	28,305	28,335	34,414	34,069	5,734
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	135,345	131,711	125,491	121,588	108,144	117,212	101,407	101,407	(15,805)
906	Weekday between Mukwonago and Milwaukee via I-43	35,237	34,204	30,412	28,385	25,582	27,732	23,093	23,093	(4,639)
Subtotal		556,209	544,309	512,158	501,021	483,419	502,690	506,269	502,645	(45)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	5,856	3,677	3,095	3,169	3,480	3,900	3,108	3,419	(481)
Total with Paratransit		562,065	547,986	515,253	504,190	486,899	506,590	509,377	506,064	(526)

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

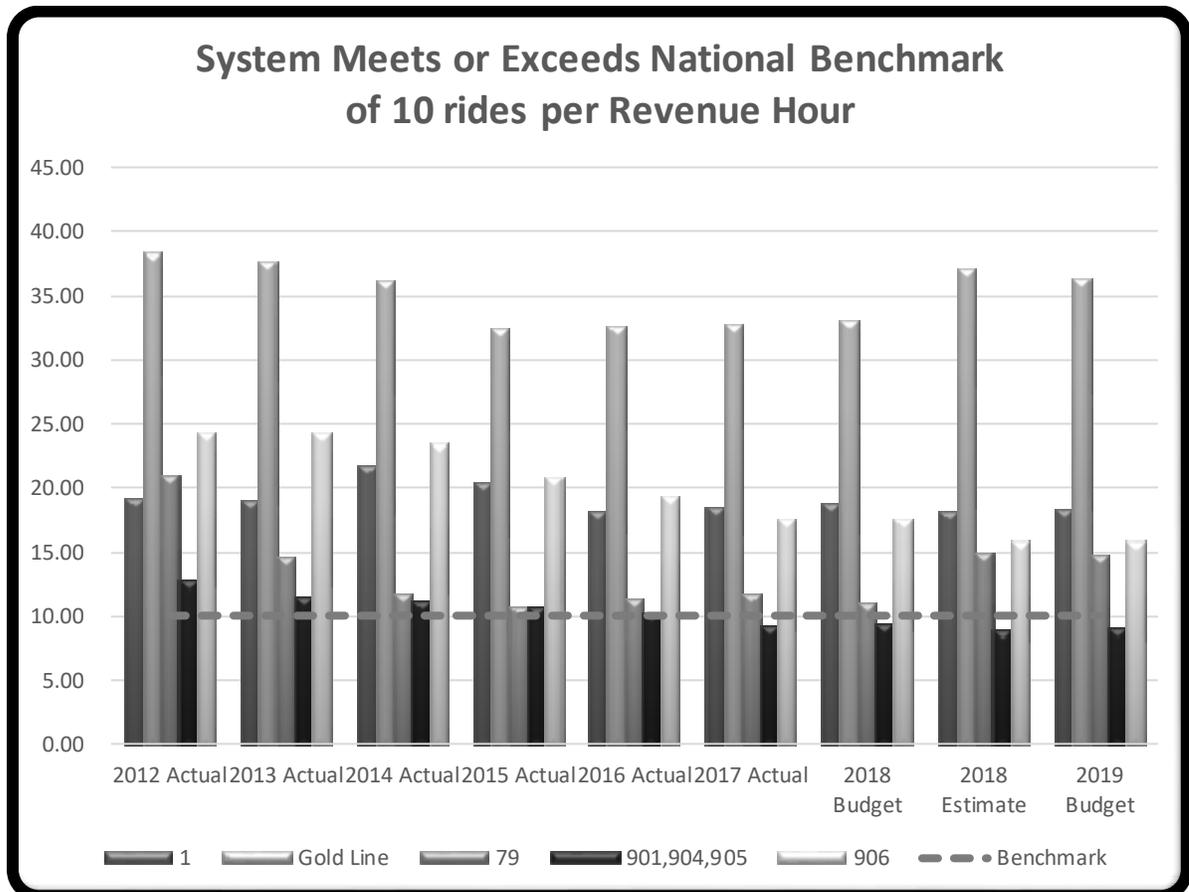
Route	Route Description	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018-2019 Change
1	Waukesha Metro to Brookfield Square	\$0.78	\$0.78	\$0.87	\$0.95	\$0.93	\$0.97	\$0.98	\$1.00	\$0.03
Gold Line	Brookfield Square Extension	\$2.20	\$2.13	\$2.24	\$2.21	\$2.37	\$2.72	\$2.06	\$2.29	(\$0.43)
79	Weekday from Menomonee Falls to Downtown Milwaukee	\$10.23	\$10.49	\$11.53	\$10.95	\$13.35	\$11.53	\$8.08	\$9.81	(\$1.72)
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	\$8.99	\$9.61	\$10.00	\$10.59	\$11.36	\$11.57	\$14.05	\$13.48	\$1.91
906	Weekday between Mukwonago and Milwaukee via I-43	\$8.97	\$9.60	\$10.67	\$11.82	\$12.29	\$14.24	\$16.93	\$17.29	\$3.05
Subtotal Average		\$5.45	\$4.52	\$4.99	\$5.05	\$5.23	\$5.50	\$5.67	\$5.47	(\$0.03)
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	\$33.55	\$35.83	\$36.92	\$37.35	\$37.59	\$44.38	\$50.15	\$50.16	\$5.78
Avg with Paratransit		\$5.87	\$5.03	\$5.35	\$5.28	\$5.43	\$5.90	\$5.89	\$5.77	(\$0.13)

Transit Services (Continued)

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour. The standard benchmark for Rides per Revenue Hour is 10.0 or higher.

Route	Route Description	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	2018-2019 Change
1	Waukesha Metro to Brookfield Square	19.10	21.71	20.25	18.16	18.53	18.34	18.13	18.40	0.06
Gold Line	Brookfield Square Extension	37.73	36.20	32.49	32.57	32.76	34.14	37.07	36.32	2.18
79	Weekday from Menomonee Falls to Downtown Milwaukee	14.70	11.86	10.75	11.31	11.79	11.37	15.00	14.84	3.47
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	11.55	11.24	10.67	10.30	9.20	9.97	8.91	9.07	(0.90)
906	Weekday between Mukwonago and Milwaukee via I-43	24.23	23.52	20.91	19.40	17.59	19.07	15.88	15.88	(3.19)
Subtotal Average		16.30	19.61	18.21	17.98	17.05	17.93	17.90	18.45	0.52
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.64	2.57	2.24	2.21	2.41	2.32	2.04	2.14	(0.18)
Avg with Paratransit		15.04	17.60	16.98	17.21	16.38	17.05	17.09	17.54	0.49



Engineering Services

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Highway Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects, and side bank cutting.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.14	6.84	6.84	6.84	0.00
General Government	\$442,914	\$461,711	\$474,621	\$471,711	\$10,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$207,946	\$202,060	\$202,062	\$201,384	(\$676)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$81,950	\$51,782	\$51,782	\$43,221	(\$8,561)
Total Revenues	\$732,810	\$715,553	\$728,465	\$716,316	\$763
Personnel Costs	\$696,977	\$651,704	\$681,984	\$650,688	(\$1,016)
Operating Expenses	\$27,472	\$25,100	\$27,490	\$26,000	\$900
Interdept. Charges	\$38,158	\$38,749	\$37,981	\$39,628	\$879
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$762,607	\$715,553	\$747,455	\$716,316	\$763
Rev. Over (Under) Exp.	(\$29,797)	\$0	(\$18,990)	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which are budgeted \$10,000 higher than the 2018 budgeted level. This program includes approximately \$471,700 of the total departmental GTA revenue, estimated at about \$5.1 million. County Highway Maintenance, Traffic Control, and the county highway repaving capital project include the remaining GTA revenues.

The 2019 budget continues to include external revenues from the federal Highway Safety Improvement Program (HSIP) and the Surface Transportation Program (STP) for reimbursement of staff design. These revenues are decreasing by \$700 in 2019.

Personnel costs decrease about \$1,000 from the 2018 budget. Cost to continue for staff is offset by savings resulting from turnover. This program continues to fund 6.84 FTE. Extra help funding continues for 0.69 FTE for three summer interns and 1.00 FTE for a co-op student. The co-op student program is run through a partnership with both Marquette University and the University of Wisconsin-Milwaukee.

Operating expenses increase \$900 to \$26,000. Operating expenses include bridge inspection services, engineering software maintenance; survey supplies, and funds for staff professional development.

Interdepartmental charges include costs of computer and phone services.

Engineering Services (Continued)

Activity

Performance Measures	2015 Actual	2016 Actual	2017 Actual	2018 Target	2018 Estimate	2019 Target
Bridge Conditions						
<i>Sufficiency Index: Benchmark</i>				80.0		80.0
Sufficiency Index: Actuals	84.7	83.9	84.6	84.0	84.0	84.0
Number of Bridges	67	66	66	65	65	65
Load Posted Bridges	0	0	0	0	0	0

Pavement Condition Index (PCI)						
County Highway System						
<i>PCI: Benchmark</i>				70.0		70.0
PCI: Actuals						
Asphalt—primary (arterial highways)	65.0	62.0	60.0	66.0	60.0	59.0
Asphalt—secondary (major collector highways)	59.0	56.0	60.0	57.0	60.0	59.0
Asphalt—tertiary (minor collector highways)	50.0	49.0	59.0	57.0	59.0	58.0
Concrete	61.0	61.0	60.0	63.0	60.0	61.0

Current and Planned Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State/Other Revenues	Estimated Completion Year	2018 Est. % Compl. Yr End	Net Annual Est. Operating Impact
201618 (a)	Bridge Aid Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
201701 (a)	Culvert Replacement Program: 2018-2022	\$100,000	\$100,000	\$0	Ongoing	N/A	\$0
200427 (b)	Signal/Safety Improvements	N/A	N/A	N/A	2019	N/A	Reduced
201416 (a)	Repaving Program 2018-2022	\$3,800,000	\$3,145,000	\$655,000	Ongoing	N/A	\$0
200606	CTH P, Bark River Bridge	\$1,786,000	\$860,000	\$926,000	2018	100%	Reduced
200810	CTH CW, Ashippun River Bridge	\$1,391,000	\$741,000	\$650,000	2018	100%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	\$4,624,000	\$1,898,000	\$2,726,000	2018	100%	Reduced
201201	CTH Q, Oconomowoc River Bridge	\$975,000	\$350,000	\$625,000	2019	90%	Reduced
201813	CTH V V, CTH E - Intersection	\$1,648,000	\$604,000	\$1,044,000	2018	100%	\$0
201814	CTH KF, CTH JK - Intersection	\$1,335,000	\$475,000	\$860,000	2018	100%	\$3,600
200917	Waukesha West Bypass	\$14,817,000	\$6,417,000	\$8,400,000	2019	100%	\$92,000
201004	CTH ES, Fox River Bridge	\$564,000	\$564,000	\$0	2019	40%	Reduced
201620	CTH V V, Hickory Street to CTH F	\$587,000	\$296,000	\$291,000	2019	100%	Reduced
201304	CTH Y, Pilak Creek Tributary Bridge Rplc	\$634,000	\$634,000	\$0	2019	30%	Reduced
201603	CTH O & I Intersection Reconstruction	\$2,349,000	\$383,500	\$1,965,500	2020	30%	Minor Incr
201302	CTY YY, Underwood Creek Structure	\$1,366,000	\$1,366,000	\$0	2020	20%	Reduced
201611	CTH C, Hasslinger Drive Intersection	\$695,100	\$291,100	\$404,000	2020	10%	\$0
201706	CTH D, Calhoun Rd to 124th Street	\$2,909,000	\$622,000	\$2,287,000	2021	30%	Reduced
201008	CTH M, Calhoun Rd to East County Line	\$27,515,000	\$11,405,000	\$16,555,000	2021	40%	\$42,500
201402	CTH XX, Pebble Brook Creek Bridge	\$370,000	\$156,000	\$214,000	2021	0%	Reduced
201502	CTH O, I-94 to USH 18	\$6,750,000	\$1,750,000	\$5,000,000	2021	0%	Reduced
201601	CTH I, Fox River Bridge	\$612,000	\$198,000	\$414,000	2021	0%	Reduced
201613	CTH D, Moraine Hills Drive Intersection	\$1,110,000	\$439,500	\$670,500	2021	0%	\$0
201610	CTH O, CTH I to CTH ES	\$12,063,000	\$3,181,000	\$8,882,000	2022	0%	\$0
201614	CTH E, Woodland Drive Intersection	\$1,035,000	\$1,035,000	\$0	2022	0%	\$0
201801	CTH F, N.B. Bridge at Green Road	\$450,000	\$168,000	\$282,000	2023	0%	Reduced
201802	CTH V V, W.B. Bridge at Menomonee River	\$1,370,000	\$428,000	\$942,000	2023	0%	Reduced
201805	CTH T, Northview Rd to I-94	\$2,659,000	\$604,000	\$2,055,000	2023	0%	Reduced
201803	CTH O, CTH ES to STH 59	\$23,314,000	\$5,929,000	\$17,385,000	2024	0%	Reduced
201804	CTH DE, Wild Rose Lane to Oak Court	\$1,014,000	\$1,014,000	\$0	2024	0%	\$0

(a) Consists of program projects with continuing annual appropriations. Project costs listed above consist of the amount budgeted for 2019.

(b) Funding for this program project ended in 2017. Remaining intersection projects will be completed with remaining budget appropriations from prior years. Future intersection projects will be introduced in the capital plan as separate projects.

Traffic Control

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.87	6.07	6.07	6.07	0.00
General Government	\$442,914	\$461,711	\$474,621	\$521,711	\$60,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$105,413	\$105,000	\$105,000	\$105,000	\$0
Appr. Fund Balance	\$0	\$0	\$9,000	\$50,000	\$50,000
County Tax Levy (Credit)	\$361,878	\$464,945	\$464,945	\$389,832	(\$75,113)
Total Revenues	\$910,205	\$1,031,656	\$1,053,566	\$1,066,543	\$34,887
Personnel Costs	\$401,117	\$542,337	\$509,875	\$527,445	(\$14,892)
Operating Expenses	\$467,191	\$487,600	\$504,500	\$537,500	\$49,900
Interdept. Charges	\$1,809	\$1,719	\$710	\$1,598	(\$121)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$870,117	\$1,031,656	\$1,015,085	\$1,066,543	\$34,887
Rev. Over (Under) Exp.	\$40,088	\$0	\$38,481	\$0	\$0

Program Highlights

General government revenues consist of General Transportation Aids (GTA), which increase \$60,000 from the 2018 budget. This program includes approximately \$521,700 of the total departmental GTA revenue, estimated at about \$5.1 million. County Highway Maintenance, Engineering Services, and the county highway repaving capital project include the remaining GTA revenues.

Other revenues represent insurance reimbursements for damage to traffic signals and signs due to accidents. The revenue is based on the 2017 actuals and remains at the 2018 budgeted level. A LEAN project completed in early 2016 related to damage reimbursement claims has resulted in more accurate and consistent tracking of revenues in the proper categories, which includes the County Highway Maintenance budget.

In the 2019 budget \$50,000 of GTA (mentioned above) and \$50,000 of General Fund balance will be allotted for a new intersection improvement program to enhance or modify existing signal equipment, modify turn lanes and improve pedestrian crossings.

Net personnel costs decrease about \$14,900 mainly due to benefit selection changes. This budget continues to support 0.22 FTE of overtime.

Operating expenses increase \$49,900, primarily due to the new intersection improvement program mentioned above (\$100,000). These expenses are partially offset by transfer of \$50,000 for routine sign and signal repair and maintenance costs to the county highway operations program. Operating expenses also include pavement marking expenses at \$155,000; traffic signal electricity costs at \$160,000; signal maintenance costs, which include signal cabinet maintenance and Digger’s Hotline charges at \$85,000; and the replacement of two traffic counters at \$4,000.

Activity	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Traffic Signals	113	113	116	119	119	3
Roundabout Intersections	7	7	8	8	8	0

Permit Processing

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.50	1.60	1.60	1.60	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$136,870	\$130,000	\$130,000	\$136,500	\$6,500
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$15,583	\$35,759	\$35,759	\$33,113	(\$2,646)
Total Revenues	\$152,453	\$165,759	\$165,759	\$169,613	\$3,854
Personnel Costs	\$149,633	\$165,759	\$164,607	\$169,613	\$3,854
Operating Expenses	\$0	\$0	\$0	\$0	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$149,633	\$165,759	\$164,607	\$169,613	\$3,854
Rev. Over (Under) Exp.	\$2,820	\$0	\$1,152	\$0	\$0

Program Highlights

Permit fees rates increase in the 2019 budget and are itemized on the schedule on the following page. This follows the cycle of increasing fees every two years. Revenues for driveway access permit and utility permit revenues are estimated to increase \$6,500 from 2018 budget. Previously commercial permits that required a traffic study included both permit and study in one cost. Beginning with new 2019 rates, the traffic study and the commercial permit have been changed to two separate items with separate costs reflected below. This will allow for reimbursement of all requested traffic studies.

Personnel costs are about \$169,600, an increase of about \$3,900 from the 2018 budget. This increase is primarily due cost to continue for existing employees.

Activity	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	53	83	75	75	75	0
Utility Permits Processed	352	383	380	380	380	0

Utility Permits		2017/2018		2018/2019	
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	\$90	\$230	\$95	\$240
	Add'l 1,000'		\$230		\$240
Excavate/Plow in ROW	First 200'	\$90	\$180	\$95	\$190
	Add'l mile		\$180		\$190
New Poles	Each	\$90	\$180	\$95	\$190
Re-application		\$90		\$95	

Access Permits		2017/2018		2018/2019	
	Unit	Application	Permit	Application	Permit
Single Family, Farm					
No Culvert	Each driveway		\$510		\$540
With culvert, owner supplied and installed by Waukesha County	Each driveway		\$1,120		\$1,180
		Application	Permit	Application	Permit
Commercial/Industrial/Institutional/Subdivision (type A,B,C or D entrance)	Each driveway	\$470	\$780	\$495	\$820
Commercial/Industrial/Institutional/Subdivision(> 50,000 sf) or Subdivision (>100 Units)(type A,B,C or D entrance) Includes Traffic study review fee	Each driveway	\$470	\$1,820	n/a	
Traffic Impact Study Review (Required for commercial/industrial/institutional > 50,000 SR or for subdivisions > 100 units)	Each TIA	previously combined with permit			\$1,090
Commercial/Industrial/Institutional/Subdivision (Roadway reconstruction needed)	Each driveway	470	4400	\$495	\$3,530
Traffic Signal Installation	Per signal		\$1,630		\$1,710
Re-application		\$95		\$100	
Miscellaneous work in R/W (Not included below)					
Other driveway work e.g., - repave, replace culvert			\$135		\$145
Fee for county to install culvert - owner supply			\$600		\$630
Temporary driveway			\$190		\$200
Sign in right of way			\$160		\$170
Sign in right of way - county install owner-supplied sign			\$180		\$190
Revocable Occupancy permit			\$395		\$415
Sidewalk			\$135		\$145

Changes in 2019-2020 fee structure break the Traffic Impact Study Review out to a separate item.

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle and equipment repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for county departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids; assisting user departments in making vehicle maintenance, repair, and replacement decisions; and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the county's fleet capability.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$81,287	\$67,104	\$67,104	\$67,749	\$645	1.0%
Interdepartmental (a)	\$3,175,438	\$3,697,599	\$3,697,599	\$3,658,428	(\$39,171)	-1.1%
Other Revenue	\$34,411	\$20,200	\$20,200	\$20,200	\$0	0.0%
Appr. Fund Balance (b)	\$143,167	\$101,083	\$101,083	\$101,083	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,434,303	\$3,885,986	\$3,885,986	\$3,847,460	(\$38,526)	-1.0%
Expenditures						
Personnel Costs	\$1,151,366	\$1,198,746	\$1,218,065	\$1,193,129	(\$5,617)	-0.5%
Operating Expenses (b)	\$2,218,951	\$2,580,169	\$2,594,925	\$2,535,781	(\$44,388)	-1.7%
Interdept. Charges	\$72,014	\$105,646	\$103,818	\$100,927	(\$4,719)	-4.5%
Fixed Assets (Memo) (b)(c)	\$0	\$15,000	\$15,000	\$0	(\$15,000)	-100.0%
Total Expenditures (c)	\$3,442,331	\$3,884,561	\$3,916,808	\$3,829,837	(\$54,724)	-1.4%
Operating Income/(Loss) (c)	(\$8,028)	\$1,425	(\$30,822)	\$17,623	\$16,198	1136.7%

Position Summary (FTE)

Regular Positions	14.00	14.00	14.00	14.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.19	0.19	0.19	0.19	0.00
Total FTEs	14.19	14.19	14.19	14.19	0.00

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

(b) Includes Central Fleet Fund balance appropriation of:

Description	2017	2018 Budget	2018 Est	2019 Budget
Offset facility depreciation expense	\$101,083	\$101,083	\$101,083	\$101,083
Purchase order & carryovers from prior year	\$36,084	\$0	\$0	\$0
One-time expense for on-site training for upgrades to maintenance software	\$6,000	\$0	\$0	\$0
Total Fund Balance Appropriation	\$143,167	\$101,083	\$101,083	\$101,083

(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	13.84	13.84	13.84	13.84	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$70,241	\$59,389	\$59,389	\$59,749	\$360
Interdepartmental (a)	\$2,250,910	\$2,277,111	\$2,277,111	\$2,320,473	\$43,362
Other Revenue	\$19,554	\$10,200	\$10,200	\$10,200	\$0
Appr. Fund Balance	\$143,167	\$101,083	\$101,083	\$101,083	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,483,872	\$2,447,783	\$2,447,783	\$2,491,505	\$43,722
Personnel Costs	\$1,121,264	\$1,168,573	\$1,186,516	\$1,164,968	(\$3,605)
Operating Expenses	\$1,301,490	\$1,166,295	\$1,181,052	\$1,195,453	\$29,158
Interdept. Charges	\$72,014	\$95,146	\$93,318	\$90,427	(\$4,719)
Fixed Assets	\$0	\$15,000	\$15,000	\$0	(\$15,000)
Total Expenditures	\$2,494,768	\$2,430,014	\$2,460,886	\$2,450,848	\$20,834
Operating Income/(Loss)	(\$10,896)	\$17,769	(\$13,103)	\$40,657	\$22,888

(a) Interdepartmental revenues are generated from charges to departments that receive revenues from various sources including tax levy funding.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a multi-year average of services provided to customers. Charges for services revenues are increasing slightly from the 2018 budget even though the 2017 actuals are higher. Due to the uncertainty of level of service requests from external customers in the future, this revenue is budgeted at a more conservative level than actual revenue history shows. Interdepartmental charge revenues increase \$43,400, about 2%. Other revenues include salvage revenues, oil recycling revenues, procurement card rebates, and miscellaneous reimbursements. Fund Balance continues to be used to offset the facility depreciation.

Repair & Maintenance (Continued)

Personnel costs decrease about \$3,600. This smaller increase is a result of turnover of staff in 2018 resulting in lower salaries and related benefits. The overtime budget remains budgeted at 395 hours (0.19 FTE) in 2018 and is based on recent years' use of overtime.

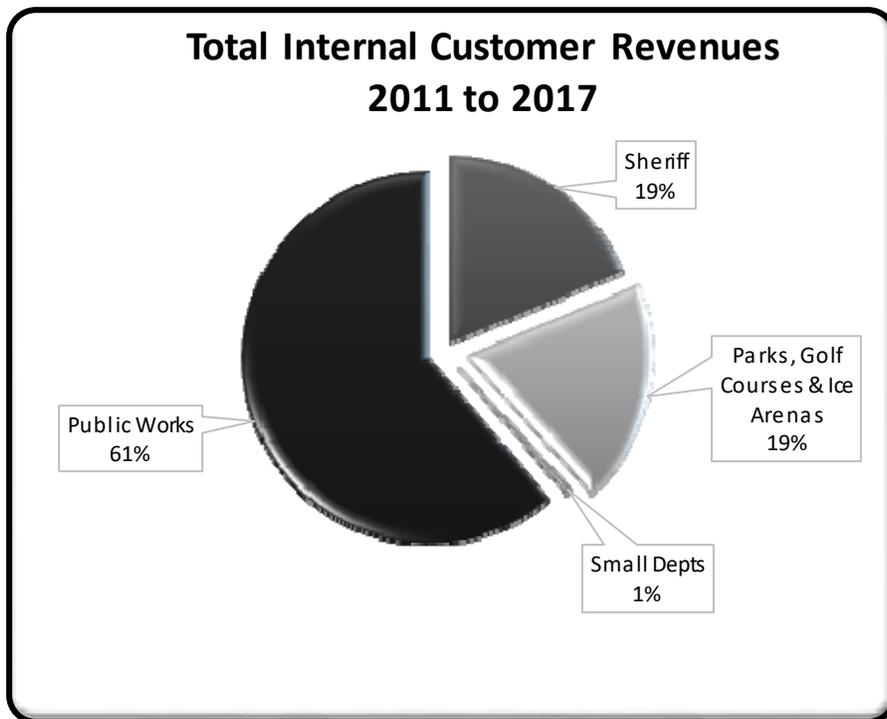
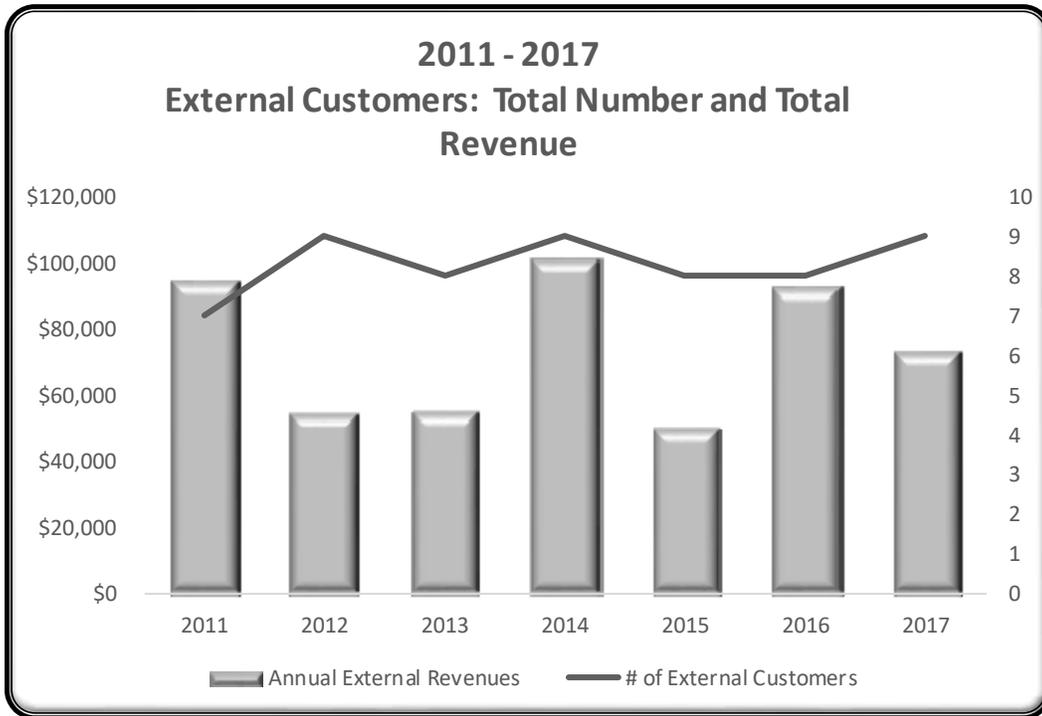
Operating expenses are increasing about \$29,200 mostly related to estimated increases in service requests in 2018. The major expenses in the operating expenses appropriation unit include \$689,400 for the costs of parts, an increase of \$17,400; \$199,100 for the cost of commercial repair services, an increase of \$8,600; and \$50,000 of support/licensing costs for Fleet Focus, no change from 2018; \$117,750 of depreciation expense, a decrease of \$2,600; and a small tools replacement program budgeted at \$17,000, no change from the 2018 budget. Other expenditures in this appropriation unit include building maintenance costs, shop supplies for the shop personnel, training expenses, utilities, and housekeeping costs.

Interdepartmental charges are about \$4,700 lower than the 2018 budget. The decrease is primarily due to a \$4,600 reduction costs for worker's compensation. Expenses in this appropriation unit include general vehicle liability insurance, property insurance, end user technology-total cost of ownership charges (EUTF), telephone charges, radio charges, and indirect cost charges.

In an effort to keep the 2018 to 2019 rate increases at or below 2%, the 2019 Central Fleet Rates are as follows:

Rate Type	2018	2019	% Change
External Heavy Labor Rate	\$103.31	\$105.38	2.0%
External Light Labor Rate	\$86.35	\$88.08	2.0%
External Service Labor Rate	\$94.00	\$95.88	2.0%
Internal Heavy Labor Rate	\$95.72	\$97.63	2.0%
Internal Light Labor Rate	\$80.89	\$82.51	2.0%
Internal Service Labor Rate	\$87.81	\$89.57	2.0%
Parts Markup	16.0%	16.0%	0.0%
Commercial Markup	16.0%	16.0%	0.0%

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total Work Orders	5,225	6,200	6,200	5,700	(500)
Internal Customer Work Orders	5,059	5,950	5,950	5,500	(450)
External Customer Work Orders	166	250	250	200	(50)
Total Internal. Cust. Rep./Maint. Rev.	\$2,210,910	\$2,237,111	\$2,237,111	\$2,250,910	\$13,799
Total External Cust. Rep./Maint. Rev	\$73,189	\$59,389	\$59,389	\$59,749	\$360
Total External Customers	8	8	9	9	1



Central Fueling

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment and some external customers.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.35	0.35	0.35	0.35	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$11,046	\$7,715	\$7,715	\$8,000	\$285
Interdepartmental (a)	\$924,528	\$1,420,488	\$1,420,488	\$1,337,955	(\$82,533)
Other Revenue	\$14,857	\$10,000	\$10,000	\$10,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$950,431	\$1,438,203	\$1,438,203	\$1,355,955	(\$82,248)
Personnel Costs	\$30,102	\$30,173	\$31,549	\$28,161	(\$2,012)
Operating Expenses	\$917,461	\$1,413,874	\$1,413,873	\$1,340,328	(\$73,546)
Interdept. Charges	\$0	\$10,500	\$10,500	\$10,500	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$947,563	\$1,454,547	\$1,455,922	\$1,378,989	(\$75,558)
Operating Income/(Loss)	\$2,868	(\$16,344)	(\$17,719)	(\$23,034)	(\$6,690)

(a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.

Program Highlights

Personnel costs are decreasing \$2,000 due to staff turnover in 2018 resulting in reductions in salary and benefit costs. Interdepartmental revenues are decreasing due to a budgeted decrease in fuel prices by about 8% in 2019. However, fuel consumption by the customers is anticipated to increase by 5,600 gallons compared to the 2018 budget. Fuel usage is based on a multi-year average of actual usage. Other revenues include off-road vehicle fuel tax rebates.

Operating expenses decrease mainly due to a lower price per gallon anticipated in 2019. Interdepartmental Charges remain steady in 2019. These charges are largely the repair costs Central Fleet performs on fuel stations.

Current and Planned Capital Projects

Project #	Project Name	Expected Year of Completion	Total Project Cost	Est % Completed at end of 2018	Est. Operating Impact
201415	Fuel Tank Replacement and Infrastructure	2019	\$1,500,000	10%	Annual Software Maintenance Estimated to be \$25,000

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. The county adopted a Vehicle Replacement Plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of \$7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the replacement fund by user departments with inflationary increases on replacements funded by proceeds from the sale of retired vehicles and by investment income applied to the fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,714,685	\$3,065,533	\$3,065,533	\$3,230,619	\$165,086	5.4%
Other Revenue (b)	\$673,988	\$512,000	\$512,330	\$401,700	(\$110,300)	-21.5%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,388,673	\$3,577,533	\$3,577,863	\$3,632,319	\$54,786	1.5%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,132,360	\$3,284,456	\$2,967,915	\$3,311,426	\$26,970	0.8%
Interdept. Charges	\$101,093	\$102,853	\$102,853	\$107,605	\$4,752	4.6%
Fixed Assets (Memo) (c)	\$3,973,759	\$4,076,560	\$4,087,891	\$3,461,614	(\$614,946)	-15.1%
Total Expenditures (c)	\$3,233,453	\$3,387,309	\$3,070,768	\$3,419,031	\$31,722	0.9%
Operating Income/(Loss) (c)	\$155,220	\$190,224	\$507,095	\$213,288	\$23,064	12.1%

- (a) Interdepartmental revenues are charges to departmental users, which may be funded by a combination of revenue sources including tax levy.
- (b) Other revenues include revenues from vehicle and equipment sales. Investment income is accounted for but is not budgeted for in the fund and is used to offset increases in future vehicle replacement costs.
- (c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed asset purchase orders will be funded with operating revenues, and existing fund balance are included in the department's fixed asset request.

Vehicle Replacement Plan

Program Description

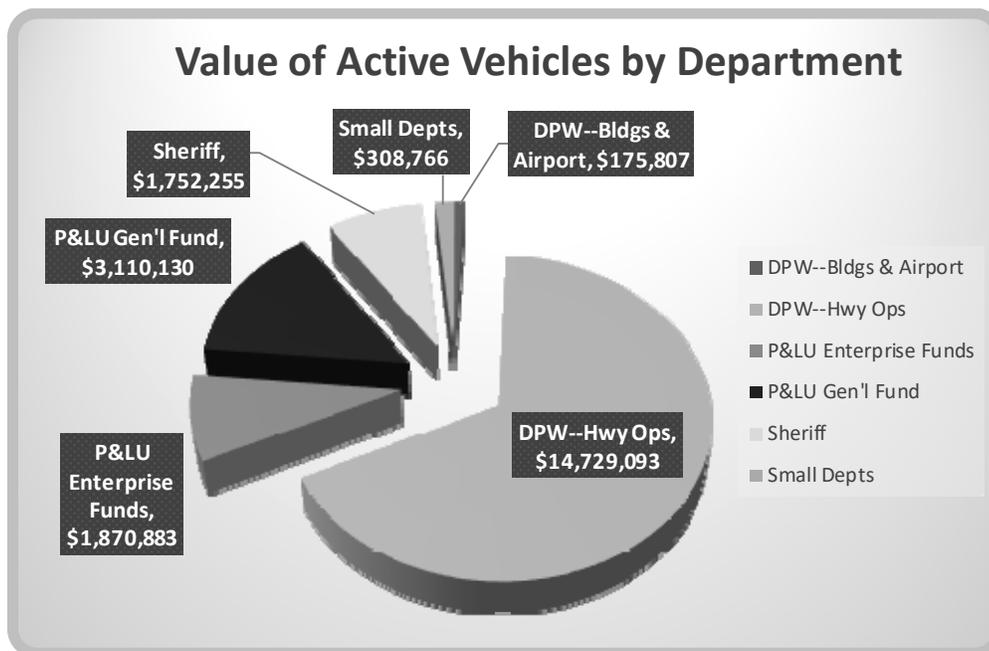
The Vehicle/Equipment Replacement Fund is an interest bearing internal service fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross-charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full-year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2018 vehicle purchases. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. These revenues increase about \$165,000, which is largely due to increases in vehicle/equipment prices. Departments are charged replacement fees based on the cost of the vehicle they currently operate (rather than paying toward an estimated future price). As new vehicles are purchased, the replacement charges “reset” to the new, higher price. Recently, there has been larger numbers of replacements (73 budgeted in 2016, 62 in 2017, and 55 in 2018) at higher overall costs (near or above \$4 million each of the three years), which has resulted in more replacement charges being reset to higher levels. Part of the increase in vehicle prices is driven by improvements in technology for greater functionality/efficiency and regulations (e.g., emissions standards).

Other revenues are the estimated value received from the sale of retired vehicles at auction. The budget can fluctuate based on the number of and value of vehicles going to auction each year.

Operating expenditures increase about \$27,000 mostly related to depreciation costs for the vehicle replacement plan as a result of changes from new vehicles being added offset by vehicles being retired. Insurance cost allocations (interdepartmental charges) are based on a three-year experience history and are increasing about \$4,800 from the 2018 allocations. This increase is due to the increase in the value of the vehicles in the plan which is directly related to the decreased risk exposure of the vehicles.



Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Active Vehicles in Plan	383	383	383	383	0
Vehicles Replaced	62	55	55	65	10

Waukesha County
2019 Vehicle Replacement Plan

<u>Department</u>	<u>Description</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Total Cost</u>	<u>Est. Salvage</u>
Sheriff's Department	Squad, Police Pursuit Package	19	\$35,590	\$676,210	\$152,000
Sheriff's Department	Squad, Police Pursuit Package	1	\$38,560	\$38,560	\$8,000
Sheriff's Department	Van, full size transport	2	\$31,400	\$62,800	\$11,000
Sheriff's Department	SUV, Police Pursuit Package	1	\$28,400	\$28,400	\$3,000
Sheriff's Department	SUV	1	\$28,370	\$28,370	\$3,000
Sheriff's Department	SUV	1	\$27,300	\$27,300	\$3,000
Sheriff's Department	Van, mini	1	\$22,950	\$22,950	\$2,500
Subtotal Sheriff's Dept		26		\$884,590	\$174,000
Public Works Hwys	Compressor Truck w/ Compressor	1	\$93,750	\$93,750	\$5,000
Public Works Hwys	Excavator, Rubber tire w/ trailer H115	1	\$205,000	\$205,000	\$12,000
Public Works Hwys	Floor Scrubber	1	\$18,850	\$18,850	\$1,300
Public Works Hwys	One Ton Flat Bed	1	\$70,233	\$70,233	\$10,000
Public Works Hwys	Pickup 1/2 Ton	1	\$27,000	\$27,000	\$5,000
Public Works Hwys	Rotary Broom, Truck mounted	1	\$12,440	\$12,440	\$500
Public Works Hwys	SERVICE TRUCK (tire truck)	1	\$68,000	\$68,000	\$5,000
Public Works Hwys	SUV	2	\$34,000	\$68,000	\$5,000
Public Works Hwys	breaker	1	\$160,100	\$160,100	\$5,000
Public Works Hwys	Tractor, Right triple flail,cab; trailer	1	\$119,000	\$119,000	\$6,000
Public Works Hwys	Truck, 1 Ton Sign	1	\$109,450	\$109,450	\$8,000
Public Works Hwys	Truck, 1 Ton Sign, Aerial(w/	1	\$137,500	\$137,500	\$18,000
Public Works Hwys	Truck, Patrol, muni body	3	\$231,200	\$693,600	\$72,000
Public Works Hwys	Walk behind concrete saw & trailer	1	\$32,025	\$32,025	\$3,000
Subtotal DPW Hwys		17		\$1,814,948	\$155,800
Public Works Bldgs	Van, Ford Transit	1	\$31,250	\$31,250	\$4,000
Public Works Bldgs	Highlift with NO trailer	1	\$30,000	\$30,000	\$2,000
Public Works Bldgs	Van - Ford Transit	1	\$36,200	\$36,200	\$3,000
Subtotal DPW Bldgs		3		\$97,450	\$9,000
Emergency Prep	SUV	1	\$40,077	\$40,077	\$3,500
Subtotal Emergency Prep		1		\$40,077	\$3,500
Parks & Land Use Gen'l Fund	Floor Scrubber, ride on	1	\$15,300	\$15,300	\$950
Parks & Land Use Gen'l Fund	Mower, zero turn w/ vac system	1	\$24,000	\$24,000	\$1,000
Parks & Land Use Gen'l Fund	Pickup 1/4 T, ext cab, w/ cap	1	\$30,600	\$30,600	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow ext cab, crew cab	1	\$45,790	\$45,790	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow, crew cab	1	\$42,390	\$42,390	\$5,000
Parks & Land Use Gen'l Fund	Pickup, 3/4 T, 4x4, plow, w/ cap	1	\$38,100	\$38,100	\$5,000
Parks & Land Use Gen'l Fund	SUV	1	\$30,000	\$30,000	\$4,000
Parks & Land Use Gen'l Fund	Tractor Loader,4x4,cab,sweeper	1	\$77,600	\$77,600	\$3,000
Parks & Land Use Gen'l Fund	Truck 1 T dmp, 4x4, plow, sndr	1	\$78,669	\$78,669	\$5,000
Parks & Land Use Gen'l Fund	Utility veh,4 wheel,4x4,dmp bx	1	\$14,900	\$14,900	\$1,000
Parks & Land Use Gen'l Fund	Utility,veh,4 wheel,4x4,dmp bx	1	\$20,200	\$20,200	\$2,000
Subtotal P&LU Gen'l Fund		11		\$417,549	\$36,950
Parks & Land Use Enterprise Fund	Aerator, tow-behind, fairway	1	\$40,800	\$40,800	\$3,000
Parks & Land Use Enterprise Fund	Sweeper, core harvesting	1	\$13,100	\$13,100	\$1,000
Parks & Land Use Enterprise Fund	Sweeper, core harvesting	1	\$13,100	\$13,100	\$1,000
Parks & Land Use Enterprise Fund	Utility Vehicle, 4 Wheel, dumpbox	1	\$14,000	\$14,000	\$2,200
Parks & Land Use Enterprise Fund	Utility Vehicle, 4 Wheel, dumpbox, cab	1	\$40,000	\$40,000	\$4,000
Parks & Land Use Enterprise Fund	Utility Vehicle, 4 wheel	1	\$14,000	\$14,000	\$2,000
Parks & Land Use Enterprise Fund	Mower, 7 gang fairway	1	\$72,000	\$72,000	\$5,000
Subtotal P&LU Golf Courses		7		\$207,000	\$18,200
Grand Total		65		\$3,461,614	\$401,700

**Vehicle Replacement
Fund**

Public Works

Program

**WAUKESHA COUNTY
FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN**

Agency	<u>2018 Budget</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>		<u>2022</u>		<u>2023</u>	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Public Works Hwy Ops	17	\$2,506,800	17	\$1,814,948	13	\$2,013,603	19	\$2,618,400	16	\$3,509,000	8	\$386,050
Public Works Bldg Ops	0	\$0	3	\$97,450	0	\$0	1	\$35,600	2	\$79,100	0	\$0
Sheriff (a)	12	\$416,060	26	\$884,590	11	\$355,611	1	\$44,600	5	\$142,200	5	\$158,500
Parks & Land Use Gen'	15	\$617,900	11	\$417,549	13	\$672,600	8	\$380,700	13	\$665,589	15	\$611,180
Golf Courses	11	\$535,800	7	\$207,000	7	\$243,500	6	\$271,400	13	\$440,150	6	\$343,200
Ice Arenas	0	\$0	0	\$0	1	\$101,200	1	\$19,000	0	\$0	0	\$0
Medical Examiner	0	\$0	0	\$0	0	\$0	2	\$99,000	0	\$0	2	\$103,200
Human Services	0	\$0	0	\$0	1	\$26,000	0	\$0	3	\$78,400	0	\$0
Records Mgmt	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Emergency Mgmt	0	\$0	1	\$40,077	0	\$0	1	\$40,600	0	\$0	0	\$0
Radio Services	0	\$0	0	\$0	0	\$0	0	\$0	1	\$39,600	0	\$0
	55	\$4,076,560	65	\$3,461,614	46	\$3,412,514	39	\$3,509,300	53	\$4,954,039	36	\$1,602,130

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 years for most), future year replacement projections will not show on chart.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to southeastern Wisconsin and the Great Lakes region. By leading the industry with quality facilities and services and operating in a fiscally prudent manner, the airport strives to meet the needs of all customers and users. Through short-and long-range planning, the staff initiates proactive and environmentally responsible projects, establishes systems to maintain existing structures, and designs future improvements. The airport provides a safe, convenient, and efficient operating environment for all members of the aviation community while cooperating with all levels of government and working toward reducing its dependency on county tax levy.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$900,617	\$916,105	\$931,861	\$966,012	\$49,907	5.4%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$41,567	\$19,500	\$21,500	\$25,450	\$5,950	30.5%
Appr. Fund Balance (a)	\$246,514	\$180,829	\$180,829	\$180,829	\$0	0.0%
County Tax Levy (a)	\$122,563	\$92,563	\$92,563	\$62,563	(\$30,000)	-32.4%
Total Revenue Sources	\$1,311,261	\$1,208,997	\$1,226,753	\$1,234,854	\$25,857	2.1%
Expenditures						
Personnel Costs	\$268,410	\$281,358	\$278,750	\$287,609	\$6,251	2.2%
Operating Expenses (a)(b)	\$732,747	\$757,020	\$751,674	\$757,078	\$58	0.0%
Interdept. Charges	\$210,773	\$170,619	\$177,874	\$190,167	\$19,548	11.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,211,930	\$1,208,997	\$1,208,298	\$1,234,854	\$25,857	2.1%
Operating Income/(Loss)	\$99,331	\$0	\$18,455	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	3.00	3.00	3.00	3.00	0.00

(a) Airport Fund balance is used as follows:

	2017	2018 Budget	2018 Est	2019 Budget
Partially offset depreciation expense	\$180,829	\$180,829	\$180,829	\$180,829
Purchase order & carryovers from prior year	\$65,685	\$0	\$0	\$0
Total Fund Balance Appropriation	\$246,514	\$180,829	\$180,829	\$180,829

(b) Budgeted depreciation expense is included in the operating expense appropriation unit, which only represents the county's portion of the capital investment and excludes State and Federal funds as contributed capital. As a result, the operation's income or loss shown here differs from the Comprehensive Annual Financial Report statements and includes these funds as contributed capital.

Airport Operations

Program Description

The operations program maintains the airport grounds, infrastructure, and equipment as necessary to ensure a safe and secure airfield operation. The program tracks the condition of airport buildings and associated equipment through scheduling and monitoring of contact maintenance services. This program is also responsible for wildlife control, airfield security, hazard mitigation, emergency response, and monitors the contract for performing and providing aeronautical services and parking and ramp operations. This program includes the air traffic control tower facility and operations and fuel farm operations. The cost of the air traffic controllers is funded by the Federal Contract Tower Program.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.30	1.30	1.30	1.30	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$776,973	\$793,105	\$808,861	\$843,012	\$49,907
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$34,183	\$18,000	\$19,200	\$23,450	\$5,450
Appr. Fund Balance	\$246,514	\$180,829	\$180,829	\$180,829	\$0
County Tax Levy	(\$5,088)	(\$28,154)	(\$28,154)	(\$63,067)	(\$34,913)
Total Revenues	\$1,052,582	\$963,780	\$980,736	\$984,224	\$20,444
Personnel Costs	\$113,710	\$117,900	\$117,556	\$120,822	\$2,922
Operating Expenses	\$684,426	\$721,677	\$712,302	\$719,850	(\$1,827)
Interdept. Charges	\$163,358	\$124,203	\$131,503	\$143,552	\$19,349
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$961,494	\$963,780	\$961,361	\$984,224	\$20,444
Operating Income/(Loss)	\$91,088	\$0	\$19,375	\$0	\$0

Program Highlights

Charges for service revenues are budgeted to increase about \$49,900 and include revenues from land leases. Other charges for service include hangar rental revenues, office space revenues from the Fixed Base Operator (FBO) for exclusively leased county facilities, the FBO lease for the Airport fuel farm, FBO lease for ramp space, and tie down fees. The increase is mostly due to the revenue from a land lease agreement for a new hangar from an existing aeronautical service provider (\$14,000) and contractual increases in lease agreements. The fund balance appropriation remains the same as the 2018 budget levels and is used to partially offset depreciation expense.

Personnel costs are increasing about \$2,900. This increase results from cost to continue for the existing employees. This program area continues to support 1.30 FTE positions. Overall, the Airport continues to budget for 3.00 FTE positions to operate all the programs.

Operating expenses are budgeted to decrease \$1,800 in 2019. This is due to a \$5,200 decrease in depreciation and a \$3,200 decrease in water, gas, and electricity costs. Other operating expenses of \$240,000 for snow removal, \$15,000 for T-hangar maintenance, and \$4,000 for airport roof repairs remain unchanged from 2018.

Interdepartmental charges increase \$19,300, mostly due to a \$13,500 increase in Central Fleet charges for aging snow removal equipment, and \$6,800 increase in required grounds maintenance.

Airport Operations (Continued)

Activity Data	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total Airport Buildings	12	12	12	12	12	0
Square Yards of Pavement (a)	456,949	477,238	497,238	507,238	517,238	20,000
Acres of grass to be mowed (a)	337	333	329	327	325	(4)

(a) The 2017 and 2018 budgets assume partial completion of the Airport ramp expansion project (capital project #201621), which will increase square yards of pavement and reduce acres of grass to be mowed.

Activity Data	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Fuel Purchases (gallons)						
Jet A (b)	1,044,021	1,132,587	1,090,000	1,090,000	1,090,000	0
100LL	102,969	103,853	140,000	140,000	140,000	0
Total	1,146,990	1,236,440	1,230,000	1,230,000	1,230,000	0

(b) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Airport Activity Data	2015 Actual	2016 Actual	2017 Actual	2018 Target	2018 Estimate	2019 Target
<i>PCI: Benchmark</i>				70.0		
PCI: Actuals						
Runways	95.0	95.0	95.0	94.0	94.0	93.0
Taxiways	89.0	89.0	89.0	88.0	88.0	87.0
Aprons	73.0	80.0	80.0	81.0	81.0	80.0
Landside Pavements	70.0	71.0	72.0	72.0	72.0	71.0

Administrative Services

Program Description

Administrative Services is the first point of service to our customers and is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts; the enforcement of all provisions; and is responsible for coordinating and providing efficient administrative/clerical support for the airport's development and operations.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$123,644	\$123,000	\$123,000	\$123,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$7,384	\$1,500	\$2,300	\$2,000	\$500
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$127,651	\$120,717	\$120,717	\$125,630	\$4,913
Total Revenues	\$258,679	\$245,217	\$246,017	\$250,630	\$5,413
Personnel Costs	\$154,700	\$163,458	\$161,194	\$166,787	\$3,329
Operating Expenses	\$48,321	\$35,343	\$39,372	\$37,228	\$1,885
Interdept. Charges	\$47,415	\$46,416	\$46,371	\$46,615	\$199
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$250,436	\$245,217	\$246,937	\$250,630	\$5,413
Operating Income/(Loss)	\$8,243	\$0	(\$920)	\$0	\$0

Program Highlights

Charges for services include revenues from fuel sales, budgeted at \$123,000. Fuel volume projections are based on historic data. Fuel flowage revenues received from the FBOs remain at \$0.10 per gallon. Other revenues include \$2,000 from cost recoveries for airport identification/access control badges issued. Overall, county tax levy for this fund has been reduced by \$30,000 bringing the total tax levy allocated to the airport to \$62,563.

Personnel costs are increasing by \$3,300 from the 2018 budget, due to the cost to continue for the employees budgeted in this program area. This program continues to support 1.70 FTE positions. Overall, the airport continues to budget for 3.00 FTE positions to operate all the programs. Operating expenses are increasing by \$2,000 from the 2018 adopted budget. Increases in operating expenses are primarily due to an increase in computer software.

Activity

Marketing Performance Measures	2015 Actual	2016 Actual	2017 Actual	2018 Target	2018 Estimate	2019 Target
Customer Satisfaction Survey (biennial)						
-Management Effectiveness	89%	90%	90%	90%	90%	90%
-Communication Effectiveness	84%	96%	90%	90%	90%	90%
T-Hangar Occupancy Rate *	84%	80%	83%	85%	95%	98%
Total Cumulative # of Hangars	54	55	56	57	57	65

* A study of the T-Hangar was completed in May 2014 to address the aging structure and plan future improvements to increase occupancy

Airport

Operations Fund

Public Works

Capital Projects

Airport Capital Projects

Current and Planned Capital Projects				Estimated Annual Operating Impact*		
Project #	Project Name	Estimated Completion Year	County Project Cost	(Revenue)/Expense	Estimated Depreciation/Other Operating Expense	Total (Rev)/Exp
200804	Master Plan Update	2019	\$65,000	\$0	\$6,500	\$6,500
200703	Airport Maintenance and Snow Removal Building	2019	\$290,000	\$0	\$7,250	\$7,250
201621	Airport Ramp Expansion	2019	\$625,000	(\$84,000)	\$35,100	(\$48,900)
200310	Runway 10/28 Safety Area	2020	\$796,000	\$2,000	\$31,840	\$33,840
201308	Taxiway C realignment and Lighting	2021	\$210,000	\$0	\$10,500	\$10,500

* See capital project forms for ongoing operating impacts

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General Administration

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GENERAL ADMINISTRATION

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GENERAL ADMINISTRATION

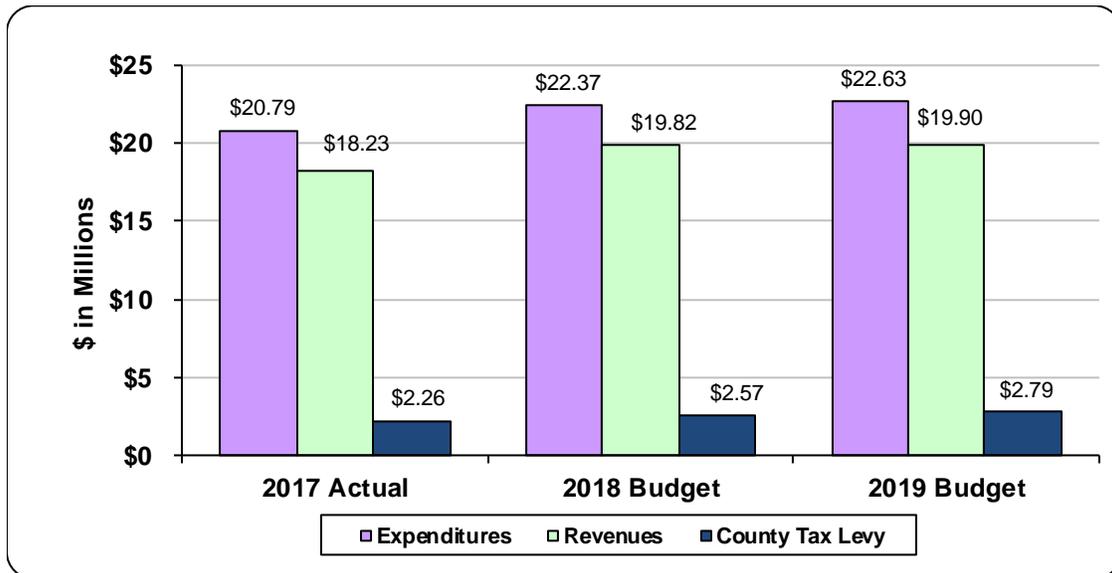
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive, County Board, County Clerk, and County Treasurer.**

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following Internal Service Funds: **Risk Management, Collections, and End User Technology.** The Technology fund includes the County's information technology and communications functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County departments, boards, commissions, and committees.

General Administration related operations and projects that are included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



The 2019 expenditures budget for this functional area totals \$22,626,800, after excluding internal service fund capitalization fixed asset expenses. This represents an increase of about \$252,200 or 1.1% from the 2018 Adopted Budget. Budgeted revenues in 2019 include \$1,275,000 of fund balance appropriations and total \$19,895,600, an increase of \$75,200 or 0.4% from the 2018 Adopted Budget. The tax levy necessary to fund this functional area totals \$2,785,500, an increase of \$217,900 or 8.5% from the 2018 Adopted Budget, which is mainly due to the transfer of records management functions to the general fund from an internal service fund, resulting in changes in charges for services and a shift in tax levy from the Register of Deeds.

**** GENERAL ADMINISTRATION ****
Functional Area Summary by Agency

	2017 Actual	2018		2019 Budget	Change from 2018 Adopted Budget	
		Adopted Budget	2018 Estimate		\$	%
* TOTAL GENERAL ADMINISTRATION *						
Revenues (a)	\$18,229,205	\$19,820,404	\$19,712,269	\$19,895,634	\$75,230	0.4%
County Tax Levy (c)	\$2,261,743	\$2,567,532	\$2,567,532	\$2,785,460	\$217,928	8.5%
Expenditure (b)	\$20,788,499	\$22,374,550	\$22,183,639	\$22,626,795	\$252,245	1.1%
Rev. Over (Under) Exp.	(\$669,577)	\$0	(\$269)	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$372,026	\$13,386	\$96,431	\$54,299	\$40,913	305.6%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	\$9,261	\$0	\$14,000	\$0	\$0	N/A
County Tax Levy	\$568,865	\$568,865	\$568,865	\$578,865	\$10,000	1.8%
Expenditure	\$527,823	\$568,865	\$557,573	\$578,865	\$10,000	1.8%
Rev. Over (Under) Exp.	\$50,303	\$0	\$25,292	\$0	\$0	N/A
COUNTY BOARD						
Revenues	\$140,640	\$0	\$129,476	\$0	\$0	N/A
County Tax Levy	\$1,070,592	\$1,068,236	\$1,068,236	\$1,063,080	(\$5,156)	-0.5%
Expenditure	\$1,017,241	\$1,068,236	\$1,176,841	\$1,063,080	(\$5,156)	-0.5%
Rev. Over (Under) Exp.	\$193,991	\$0	\$20,871	\$0	\$0	N/A
COUNTY CLERK						
Revenues (a)	\$302,581	\$324,489	\$308,110	\$238,860	(\$85,629)	-26.4%
County Tax Levy	\$380,810	\$348,810	\$348,810	\$323,810	(\$25,000)	-7.2%
Expenditure	\$387,475	\$673,299	\$581,027	\$562,670	(\$110,629)	-16.4%
Rev. Over (Under) Exp.	\$295,916	\$0	\$75,893	\$0	\$0	N/A
COUNTY TREASURER						
Revenues (a)	\$4,234,629	\$5,662,100	\$5,356,179	\$5,610,000	(\$52,100)	-0.9%
County Tax Levy (c)	(\$5,308,850)	(\$4,961,850)	(\$4,961,850)	(\$4,899,850)	\$62,000	N/A
Expenditure	\$629,382	\$700,250	\$679,603	\$710,150	\$9,900	1.4%
Rev. Over (Under) Exp.	(\$1,703,603)	\$0	(\$285,274)	\$0	\$0	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)	\$13,027,094	\$13,304,297	\$13,377,436	\$13,499,672	\$195,375	1.5%
County Tax Levy	\$4,635,954	\$4,680,954	\$4,680,954	\$4,855,404	\$174,450	3.7%
Expenditure (b)	\$16,980,784	\$17,971,865	\$17,865,334	\$18,300,777	\$328,912	1.8%
Rev. Over (Under) Exp.	\$310,238	\$0	\$96,625	\$0	\$0	N/A
Oper Income/(Loss) (d)	\$372,026	\$13,386	\$96,431	\$54,299	\$40,913	305.6%
CORPORATION COUNSEL						
Revenues	\$515,000	\$529,518	\$527,068	\$547,102	\$17,584	3.3%
County Tax Levy	\$914,372	\$862,517	\$862,517	\$864,151	\$1,634	0.2%
Expenditure	\$1,245,794	\$1,392,035	\$1,323,261	\$1,411,253	\$19,218	1.4%
Rev. Over (Under) Exp.	\$183,578	\$0	\$66,324	\$0	\$0	N/A

- (a) The 2019 budget includes a total of \$1,274,900 fund balance appropriations that includes \$210,000 for the Treasurer, \$663,400 for the DOA IT Business and Infrastructure Program, \$150,000 for DOA Collections, \$191,500 for Risk Management, and \$60,000 for Human Resources. The 2018 budget includes a total of \$917,600 fund balance appropriations that includes \$80,000 for the County Clerk, \$250,000 for the Treasurer, \$726,100 for the DOA IT Business and Infrastructure Services Program, \$18,500 for Records Management Services, \$5,000 for Information Technology Solutions, \$50,000 for DOA Collections, and \$118,000 for Human resources.
- (b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. The 2019 Budget expenditures exclude fixed asset purchases as follows: End User Technology Fund of \$556,445. Total 2017 expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of \$492,064.
- (c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.
- (d) Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2019 Budget include the following:

- The **County Treasurer's** office budget operates with a tax levy credit, which results from more revenues budgeted than expenditures. This tax levy credit is used to reduce tax levy funding for other general governmental operations. The 2019 budgeted tax levy credit declines by \$62,000 to \$4,899,850 mainly due to an estimated increase in investment income of \$540,000 to \$3,047,600 and decrease in revenues of \$310,000 to \$1,980,000 for penalties and interest on delinquent taxes. Fund balance is used in 2019 to offset the decrease in penalty on delinquent taxes of \$210,000.
- The **County Clerk's Office** expenditure budget decreases by \$110,600, mainly due to fewer elections in 2019 and the new implementation of the election system which results in a 40% reduction in paper ballot costs. An increase for election costs may occur in even-numbered years, when there are more elections held.
- The **County Board's** expenditures decrease by \$5,200, mostly related to the reduction of 0.50 FTE of an Administrative Specialist. The County Board has reduced its tax levy use for four consecutive years.
- The **Department of Administration (DOA) General Fund** operations increase \$25,000 over all, including operating expenditures decreasing \$103,100, mostly due to one time costs for a compensation study and furniture replacement, offset with personnel cost to continue increases. Personnel changes include the creation of a 1.00 FTE Administrative Specialist, funded through the abolishment of 1.00 FTE Fiscal Assistant. Tax levy increases \$174,000 with the transfer of mail services and record management services to the general fund and reflecting the loss of revenues that will no longer cover these costs. This includes interdepartmental revenues decrease of \$78,200 associated with ROD microfilm duplication fees. The Records Management Division will continue to facilitate ROD document sales and process microfilm as a service. Charges for services decreased \$57,300 due to imaging sales revenue being directly recognized in the Register of Deeds office.
- **DOA End User Technology Fund (EUTF)** budgeted an expenditure increase of \$75,500 in the 2019 budget. Revenue increases of \$116,400 include interdepartmental revenue increases of \$105,500 (less than 2%) and an overall increase of \$48,600 for telecommunication costs. This includes increased for cellular phone lines offset by decreased contract services. Charges for services increase \$25,000 for revenue from the utilization of new components of existing Public Safety Software.
- The **DOA – Risk Management Fund** budget expenditures increase 4.9% or \$137,400 to \$2.9 million. This is primarily due to the reduction in the Wisconsin Municipal Insurance Company dividends and the reduction of recoveries on claims. General fund balance of \$191,500 is applied to help offset the impact to department charges, and is intended to be phased out over the next several years.
- The **DOA – Collections Fund** works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Overall, expenditures increase \$91,400, mostly due to the one-time expense of \$110,000 to fund system conversion costs. Personnel costs decrease \$44,000 due to the 0.80 FTE reduction of temporary extra help.
- The **Corporation Counsel – General Legal Services** budget increases \$19,200, primarily for personal cost to continue for 12.64 FTE.

**BUDGETED POSITIONS 2017-2019
SUMMARY BY AGENCY AND FUND**

GENERAL ADMINISTRATION

Agency	Fund	2017 Year End	2018 Adopted Budget	2018 Modified Budget	2019 Budget	18-19 Change
COUNTY EXECUTIVE	General	4.65	4.65	4.65	4.65	0.00
COUNTY BOARD	General	5.50	5.50	5.50	5.00	(0.50)
COUNTY CLERK	General	4.00	4.00	4.00	4.00	0.00
TREASURER	General	5.00	5.00	5.00	5.00	0.00
DEPT. OF ADMINISTRATION	General	55.95	56.70	56.70	56.70	0.00
	End User Technology	27.95	27.95	27.95	31.34	3.39
	Risk Management	2.95	2.95	2.95	2.95	0.00
	Collections	5.65	6.90	6.90	6.90	0.00
	Subtotal Dept. of Admin.	92.50	94.50	94.50	97.89	3.39
CORPORATION COUNSEL	General	11.35	11.75	11.75	11.85	0.10
TOTAL REGULAR POSITIONS		123.00	125.40	125.40	125.00	(0.40)
TOTAL EXTRA HELP		8.69	10.78	10.78	8.99	(1.79)
TOTAL OVERTIME		0.14	0.09	0.09	0.11	0.02
TOTAL BUDGETED POSITIONS		131.83	136.27	136.27	134.10	(2.17)

2019 BUDGET ACTIONS

County Executive

Reclassify: 0.65 FTE Administrative Assistant to Administrative Specialist
Reduce: 0.04 FTE Extra Help

County Board

Unfund: 0.50 FTE Administrative Specialist

County Clerk

None

Treasurer

Increase: 0.02 FTE Overtime
Reduce: 0.05 FTE Extra Help

Department of Administration - General

Create: 1.00 FTE Administrative Specialist (Administrative Services)
Abolish: 1.00 FTE Fiscal Assistant (Acctg Serv/Accounts Payable)
Reclassify: 1.00 FTE Training Coordinator to Senior Human Resources Analyst (Human Resources)
Reduce: 0.78 FTE Extra Help

Department of Administration - End User Technology Fund

Create: 1.00 FTE Information Technology Analyst
Abolish: 1.00 FTE Information Technology Technician

Department of Administration - Risk Management Fund

None

Department of Administration - Collections Fund

Reduce: 0.80 FTE Extra Help

Corporation Counsel - General Legal Services

Transfer: 0.10 FTE Senior Administrative Specialist from Child Support
Reduce: 0.12 FTE Extra Help

2018 CURRENT YEAR ACTIONS

County Board

None

County Clerk

None

Treasurer

None

Department of Administration- General

None

Department of Administration- End User Technology

None

Department of Administration- Collections

None

Department of Administration - Risk Management Fund

None

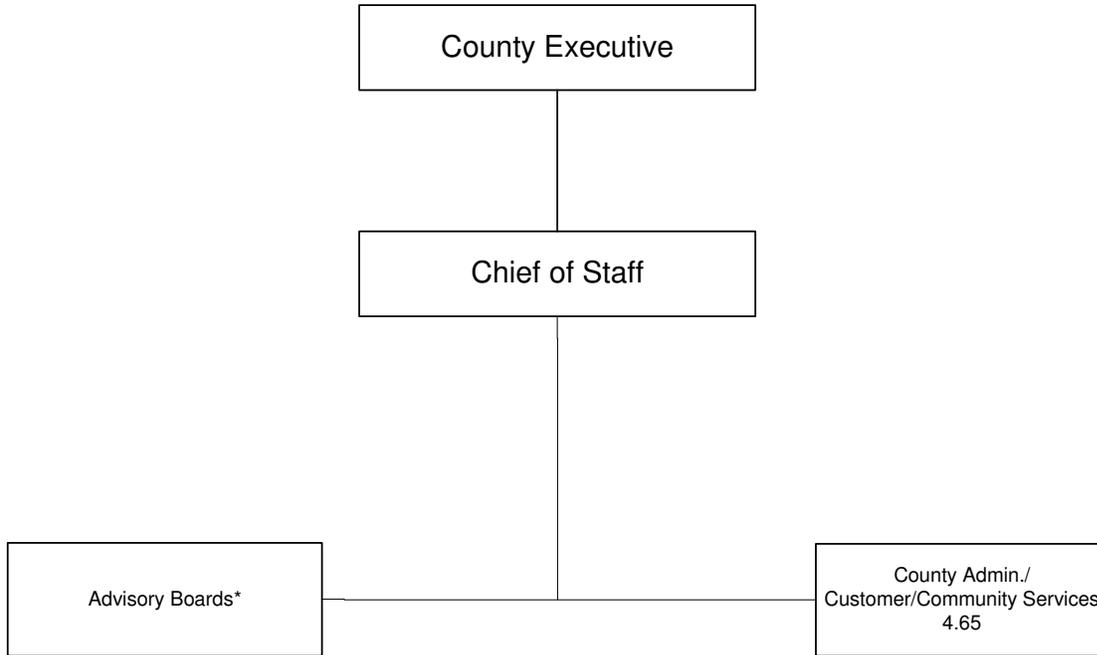
Corporation Counsel

Increase: 0.50 FTE Senior Attorney
Reduce: 0.50 FTE Attorney

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.65 Total FTE'S

1. Position counts stated in terms of budgeted full time equivalent positions (FTE) includes extra help and overtime.
 2. See Stats/Trends Section for position detail.
- * No Staff FTE's are allocated to Advisory Boards.

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions, and the County Executive.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$7,736	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$1,525	\$0	\$14,000	\$0	\$0	N/A
County Tax Levy (Credit)	\$568,865	\$568,865	\$568,865	\$578,865	\$10,000	1.8%
Total Revenue Sources	\$578,126	\$568,865	\$582,865	\$578,865	\$10,000	1.8%
Expenditures						
Personnel Costs	\$473,764	\$509,003	\$487,938	\$521,799	\$12,796	2.5%
Operating Expenses	\$30,645	\$34,356	\$45,623	\$31,937	(\$2,419)	-7.0%
Interdept. Charges	\$23,414	\$25,506	\$24,012	\$25,129	(\$377)	-1.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$527,823	\$568,865	\$557,573	\$578,865	\$10,000	1.8%
Rev. Over (Under) Exp.	\$50,303	\$0	\$25,292	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	4.65	4.65	4.65	4.65	0.00
Extra Help	0.04	0.04	0.04	0.00	(0.04)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	4.69	4.69	4.69	4.65	(0.04)

(a) Prior to the 2018 budget, other revenues were primarily related to the County Executive Awards luncheon. In 2018, the Waukesha County Business Alliance began sponsoring the event as part of a collaborative partnership.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect Taxpayer Investments

Objective 1: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management practices to help lower borrowing costs and the tax rate.

The bond rating status is reflective of the county’s diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2017 Actual	2018 Actual	2019 Target
County’s Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Executive continues to make job growth, business growth and economic development top priorities. The formation of the county’s new Economic Development Organization (EDO) in 2016, in partnership with the City of Waukesha and the University of Wisconsin Small Business Development Center was designed to support continued growth in new construction and job creation in Waukesha County.

New construction growth in the County’s equalized value.

Performance Measure	2016 Actual	2017 Actual	2018 Actual
\$ County Equalized Value (includes TID)	\$51.9 billion	\$54.2 billion	\$56.5 billion
\$ Amount of New Construction (a)	\$820.2 million	\$937.9 million	\$848.6 million
% of Change (b)	1.63%	1.81%	1.57%

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

(b) The percent change is calculated by dividing the amount of new construction by the previous year’s equalized value.

Objective 3: County Tax Impact on Homeowners

The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation, as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*

Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2011-2016 Actual	2012-2017 Actual	2013-2018 Actual
Average annual CPI-U core (less food and energy) % increase over the five-year period.	2.04%	1.93%	2.06%
Average annual tax increase (decrease) % on the tax bill of the median value home over the 5 year period	(0.08)%	0.00%	0.20%

* Year ending June 30th is consistently used since it represents the period preceding the budget development process.

County Administration/Customer/Community Services

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget, and for coordination of efficient executive office administrative and clerical support. The county executive is responsible for managing administrative functions of county government, which are not vested in other elected officials. The county executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting county evaluation requirements. The county executive also provides for public relations between county government and other entities including other governments, commercial, industrial, non-profit concerns, and county citizens.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.69	4.69	4.69	4.65	(0.04)
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	\$7,736	\$0	\$0	\$0	\$0
Appr. Fund Balance(a)	\$1,525	\$0	\$14,000	\$0	\$0
County Tax Levy (Credit)	\$545,030	\$551,675	\$551,675	\$563,675	\$12,000
Total Revenues	\$554,291	\$551,675	\$565,675	\$563,675	\$12,000
Personnel Costs	\$468,480	\$498,803	\$481,688	\$513,399	\$14,596
Operating Expenses(a)	\$27,455	\$27,366	\$41,151	\$25,147	(\$2,219)
Interdept. Charges	\$23,414	\$25,506	\$24,012	\$25,129	(\$377)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$519,349	\$551,675	\$546,851	\$563,675	\$12,000
Rev. Over (Under) Exp.	\$34,942	\$0	\$18,824	\$0	\$0

(a) 2018 Operating Expenses are estimated to exceed the 2018 adopted budget due to 2017 carryover and purchase orders added to the adopted budget by County Board approved ordinance.

Program Highlights

Personnel costs increase nearly \$14,600 or 2.9% mainly to reflect the cost to continue of 4.65 FTEs after a slight reduction of 0.04 FTE extra help costs based on prior year history and current year estimates. Operating expenses decrease \$2,200 mostly due to reductions in consulting services costs of \$4,000, partly offset by increases in travel reimbursement costs of \$1,500 based on prior year experience and current trends. Interdepartmental charges decrease slightly by \$400 largely due to reductions in postage costs.

Activity Data

	2017 Actual(b)	2018 Budget	2018 Estimate	2019 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. This number includes reviews of other department news releases and electronic media. (b)	800	1,600	1,200	1,300

(a) Includes Corporation Counsel and UW Extension

(b) Initial projected numbers were calculated off of the highest possible number of tweets recommended for engagement. They differ from the actual number of tweets, which still falls within the recommended number to create engagement.

Advisory Boards

Program Description

The county executive has the authority to appoint department heads and all members of boards and commissions with County Board approval. The boards and commissions advise the county executive and departments on policy issues.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$23,835	\$17,190	\$17,190	\$15,190	(\$2,000)
Total Revenues	\$23,835	\$17,190	\$17,190	\$15,190	(\$2,000)
Personnel Costs	\$5,284	\$10,200	\$6,250	\$8,400	(\$1,800)
Operating Expenses	\$3,190	\$6,990	\$4,472	\$6,790	(\$200)
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$8,474	\$17,190	\$10,722	\$15,190	(\$2,000)
Rev. Over (Under) Exp.	\$15,361	\$0	\$6,468	\$0	\$0

Program Highlights

Overall, expenditures for the advisory boards is budgeted to decrease \$2,000 to better reflect prior year actuals and current year estimates.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

Boards & Commissions Members

	<u>Co. Board</u>	<u>Citizens</u>	<u>Avg. Meetings Per Month</u>
Health & Human Services Board	4	6	1.25
Park & Planning Commission	3	4	1
Aging and Disability Resource Center Advisory Board	2	9	1
Wisconsin River Rail Transit Commission	1	2	1
Airport Operations Commission	1	4	1
Board of Adjustment	0	7	1
Ethics Board	0	4	As needed

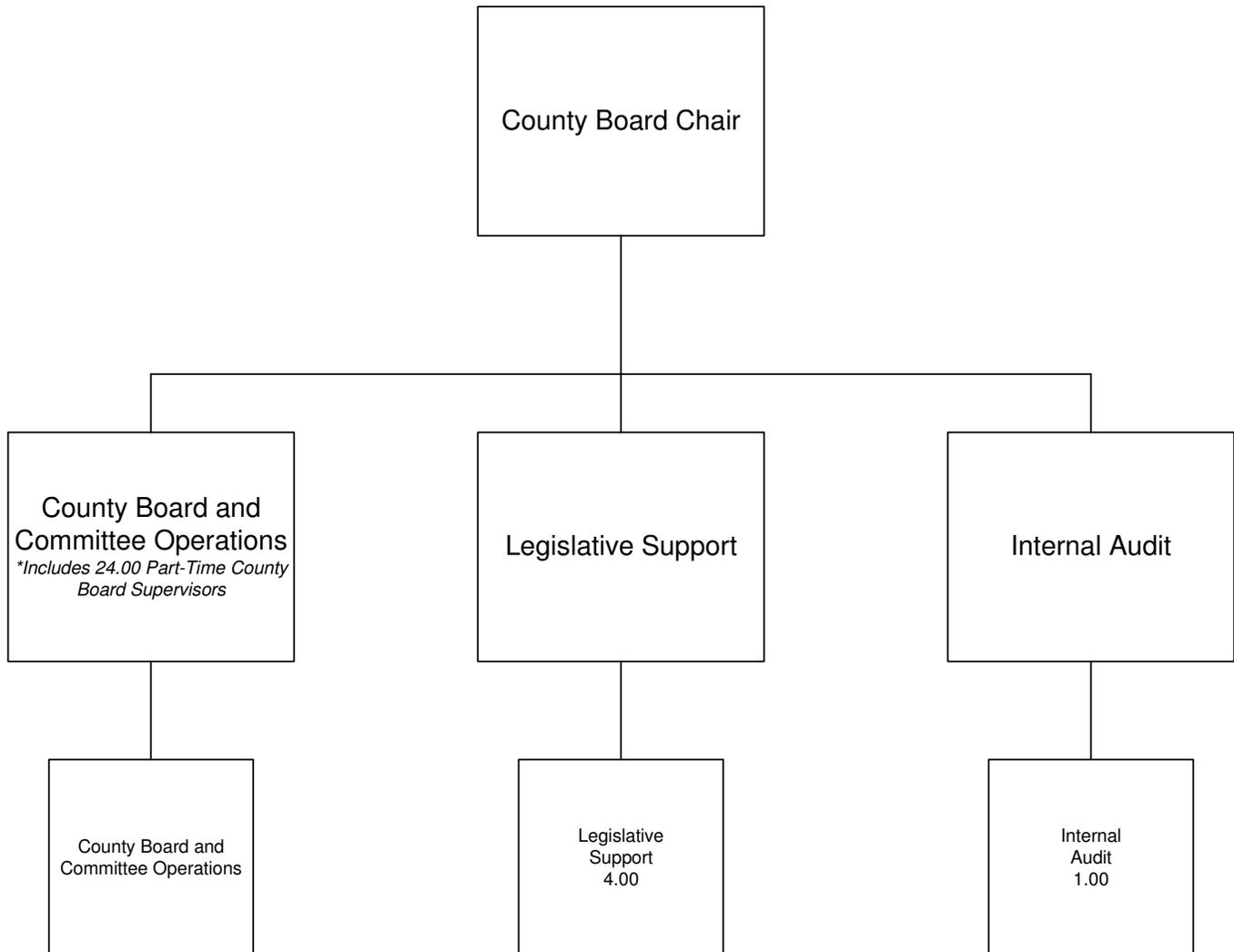
Other Boards and Commissions appointed by the county executive that are not included in the County Executive's Department budget include: The Southeastern Wis. Regional Planning Commission appointees, The Housing Authority, Lake Management Districts, trustees to library boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission (which is included in the DOA - Human Resource Budget), CDBG Board (included in the Parks and Land Use - CDBG budget), the Veteran Service Commission (included in the HHS - Veteran Services office budget), and Waukesha County representatives on the Bridges Library System Board (budgeted in the Bridges Library System Budget).

Also, employees are appointed to the Future Parkland Standing Committee, Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee, and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



5.00 TOTAL FTE'S

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

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, and quality of life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the County Board. There are seven standing committees organized on functional lines. The Executive, Finance, and Human Resources Committees deal with administrative policy matters, whereas the remaining four standing committees, Judiciary and Law Enforcement; Health and Human Services (HHS); Land Use, Parks and Environment; and Public Works, are concerned with policy matters affecting public services.

Through the internal audit function, the County Board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (a) (b)	\$140,640	\$0	\$129,476	\$0	\$0	N/A
County Tax Levy (Credit)	\$1,070,592	\$1,068,236	\$1,068,236	\$1,063,080	(\$5,156)	-0.5%
Total Revenue Sources	\$1,211,232	\$1,068,236	\$1,197,712	\$1,063,080	(\$5,156)	-0.5%
Expenditures						
Personnel Costs	\$814,250	\$833,303	\$815,627	\$819,596	(\$13,707)	-1.6%
Operating Expenses (a) (b)	\$173,923	\$204,854	\$331,653	\$212,956	\$8,102	4.0%
Interdept. Charges	\$29,068	\$30,079	\$29,561	\$30,528	\$449	1.5%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,017,241	\$1,068,236	\$1,176,841	\$1,063,080	(\$5,156)	-0.5%
Rev. Over (Under) Exp.	\$193,991	\$0	\$20,871	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.50	5.50	5.50	5.00	(0.50)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.50	5.50	5.50	5.00	(0.50)

(a) (b) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Open purchase order for audit of FMIS system	\$11,765		\$0	
Open purchase order for requisitioned funds for five-year software maintenance			\$69	
Various open purchase orders carried over	\$4,606		\$2,457	
Open purchase order for Public Health Division operations			\$83,650	
Open purchase order for permitting process review			\$24,700	
Open purchase order carried over for Probate	\$25,950			
Open purchase order carried over for Highway Operations	\$40,050			
Open purchase order carried over for five-year maintenance	\$1,269			
Open purchase order carried over for Sheriff's Department audit	\$57,000		\$18,600	
Total Fund Balance Appropriation:	\$140,640		\$0	\$129,476
				\$0

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Investment and Financial Management

Protect taxpayer’s investments and maintain exemplary financial management policies to help lower borrowing costs and the tax rate.

The bond rating status is reflective of the county’s diverse and growing tax base, personal income levels, solid financial position and flexibility, and low debt burden.

Performance Measure:	2016 Actual	2017 Actual	2018 Actual	2019 Target
County’s Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Objective 2: County-Wide Economic Development and Workforce Development

Protect taxpayer’s investments and create an environment that promotes county-wide economic development. The County Board Chairman is making concerted efforts to enhance regional economic and workforce development in 2018 and 2019, including enabling communication across the region and building and training a strong and diverse workforce capable of serving growing industries.

New construction growth in the county’s equalized value.

Performance Measure	2016 Actual	2017 Actual	2018 Actual
\$ Amount of Net New Construction**	\$820.2 million	\$937.9 million	\$848.6 million
% of Change	1.63%	1.81%	1.57%

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

Unemployment Rate	2016 Average	2017 Average	2018 YTD Average	% Change
Waukesha County	3.6%	2.9%	2.4%	-0.5%
State of Wisconsin	4.2%	3.3%	3.0%	-0.3%
USA	4.9%	4.4%	4.1%	-0.3%

**As of May 2018*

Objective 3: Internal Controls and Best Practices

Protect taxpayer’s investments through operational, performance, and financial audits to promote efficiency, economy, adequate internal controls and implementation of best practices, and identify potential loss of county assets. Audit findings are based on measurable objectives and practices to ensure stable future budgets and compliance with county policies and procedures and federal, state, and county laws and regulations. (Internal Audit)

The audit process actively engages departments to facilitate understanding, cooperation, and follow-up, which is critical to the successful completion of a performance audit. Benchmarking analysis is used to compare and identify lead practices in peer counties’ programs that could be considered and adopted to improve effectiveness and efficiency of operations.

Anticipated 2019 audits include: Employee health clinic operations, capital projects, HRIS system, Courthouse Tower construction, PLU recycling facility, and the health and dental fund.

Bond rating, which measures efficacy, efficiency, best practices, and cost effectiveness of services (see county bond rating above).

Legislative Support

Program Description

The County Board Chair and staff evaluate and promote initiatives to better serve supervisors and the public and enhance and increase the development, efficiency, and cost effectiveness of County and County Board operations. The County Board Chairman, elected by the Board to fill a leadership position in the legislative support program, addresses all responsibilities designated in state statutes, county code, and as an elected department head directing overall operations of department staff, including audit functions, intergovernmental relations, task force assignments, research projects, etc.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	4.50	4.50	4.50	4.00	(0.50)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$4,606	\$0	\$2,457	\$0	\$0
County Tax Levy (Credit)	\$478,074	\$471,093	\$471,093	\$457,567	(\$13,526)
Total Revenues	\$482,680	\$471,093	\$473,550	\$457,567	(\$13,526)
Personnel Costs	\$406,187	\$417,989	\$401,615	\$401,814	(\$16,175)
Operating Expenses (a)	\$8,150	\$25,025	\$24,705	\$27,125	\$2,100
Interdept. Charges	\$28,289	\$28,079	\$27,661	\$28,628	\$549
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$442,626	\$471,093	\$453,981	\$457,567	(\$13,526)
Rev. Over (Under) Exp.	\$40,054	\$0	\$19,569	\$0	\$0

(a) The 2017 actual of \$4,606 consists of various purchase orders carried over to 2017.

(b) The estimate of \$2,457 consists of purchase orders carried over from 2017 to 2018.

Program Highlights

Personnel costs decrease due to a reduction from 1.00 FTE to a 0.50 FTE in an Administrative Specialist position. The decrease reflects enhanced efficiencies in office processes.

Activity-Workload Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Committee agenda/minutes prepared	170	190	170	170	(20)
Advisement to committees by staff	265	270	255	255	(15)

County Board and Committees Operations

Program Description

The County Board makes a concerted effort to promote economic development and the well-being of county residents while building relationships with local and state officials to enhance cooperation and delivering services to taxpayers in the most cost effective manner. The Waukesha County Board of Supervisors consists of 25 elected members who elect a chairperson. There are no FTEs budgeted in the County Board and committees operations program due to the part-time nature of the 24 supervisor positions.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$336,213	\$333,406	\$333,406	\$337,820	\$4,414
Total Revenues	\$336,213	\$333,406	\$333,406	\$337,820	\$4,414
Personnel Costs	\$257,793	\$262,968	\$262,675	\$261,720	(\$1,248)
Operating Expenses	\$49,600	\$68,438	\$68,538	\$74,200	\$5,762
Interdept. Charges	\$779	\$2,000	\$1,900	\$1,900	(\$100)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$308,172	\$333,406	\$333,113	\$337,820	\$4,414
Rev. Over (Under) Exp.	\$28,041	\$0	\$293	\$0	\$0

Program Highlights

Operating expenses reflect an increase in funding due to increased participation for educational conferences and sessions for Board members. The increase reflects current year attendance, and anticipated participation for 2019 and future years.

Activity-Workload Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Ordinances/Resolutions considered	95	120	102	100	(20)
County Board meetings attended	276	275	270	275	0
Standing Committee meetings attended	500	570	500	500	(70)

Internal Audit

Program Description

Internal Audit, an independent function of this legislative branch of the county, is responsible for conducting operational, performance, and financial audits of County operations to help ensure safeguarding of County assets, efficiency, management integrity, and reliability by identifying cost effective controls throughout County operations. Internal audits and special projects result in recommendations to improve operations that assist administration, supervisors, and taxpayers of Waukesha County for the purpose of promoting efficiency, economy and adequate internal controls.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.00	1.00	1.00	1.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a) (b)	\$136,034	\$0	\$127,019	\$0	\$0
County Tax Levy (Credit)	\$256,305	\$263,737	\$263,737	\$267,693	\$3,956
Total Revenues	\$392,339	\$263,737	\$390,756	\$267,693	\$3,956
Personnel Costs	\$150,270	\$152,346	\$151,337	\$156,062	\$3,716
Operating Expenses (a) (b)	\$116,173	\$111,391	\$238,410	\$111,631	\$240
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$266,443	\$263,737	\$389,747	\$267,693	\$3,956
Rev. Over (Under) Exp.	\$125,896	\$0	\$1,009	\$0	\$0

- (a) The 2017 fund balance of \$136,034 reflects open purchase orders carried over from 2016 to 2017 including the Sheriff's operating audit of \$57,000, Highway operations audit of \$40,050, Probate audit of \$25,950, FMIS system audit of \$11,765, and the five-year systems maintenance of \$1,269.
- (b) The 2018 estimate for the following audits totaling \$127,019 includes; Public Health audit of \$83,650, Permitting and processing audit of \$24,700, Sheriff's audit of \$18,600, and five-year systems maintenance of \$69.

Program Highlights

Operating costs increase due to \$240 for software maintenance offset by adjustments in contract audits.

Anticipated 2019 audits include: Employee health clinic operations, capital projects, HRIS system, Courthouse Tower Construction, PLU recycling facility, and the health and dental fund.

Activity-Workload Data	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Audits of department activities	9	5	7	6	1
Consult with departments to assist in various projects	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Follow-up of internal audit and external auditor's recommendations	1	1	1	1	0
Percentage of internal audit recommendations accepted by management for implementation*	N/A	80%	80%	80%	0

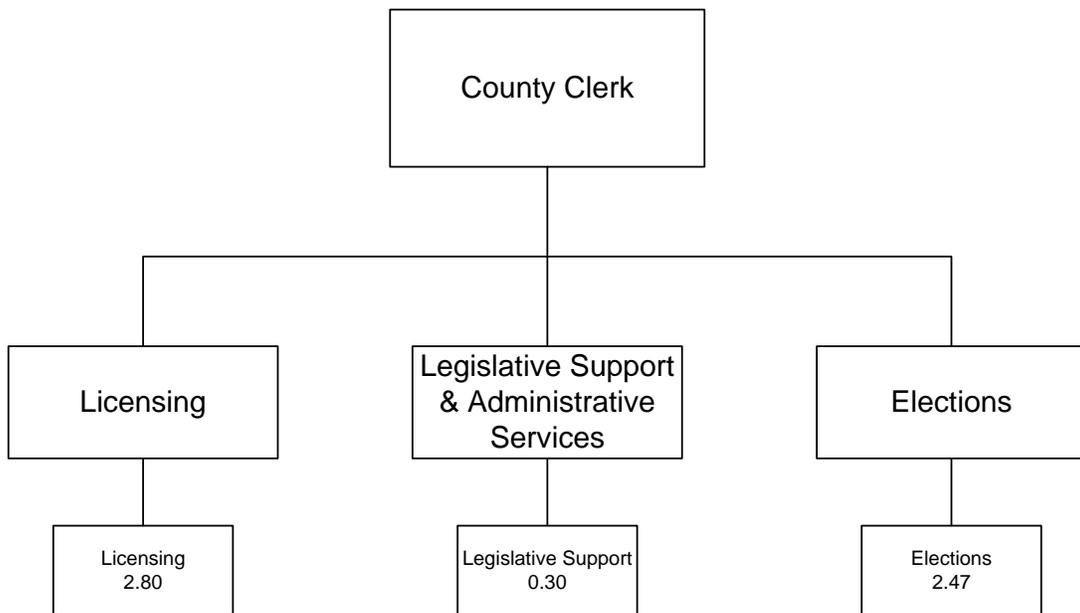
*New activity-workload data measure in 2016.

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County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.57 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

Waukesha County voters elect the County Clerk every four years. It is a State Constitutional Office defined by Wisconsin State Statutes.

The Mission of the County Clerk's Office is to:

- Administer programs for the county in compliance with State Statutes & County Ordinances with special emphasis on ensuring a continued confidence in the integrity of Waukesha's elections, providing excellent customer service by issuing marriage licenses, and serving as a US Passport Acceptance Office.
- Maintain a positive working relationship with elected officials, all County departments, the County Board, 37 municipalities, and the 71 other Wisconsin County Clerks.
- Maximize the benefits of the countywide election equipment, and coordinate and report election results.
- Provide courteous and timely service to all our customers.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$159,585	\$180,500	\$166,650	\$177,850	(\$2,650)	-1.5%
Charges for Services	\$142,332	\$63,289	\$60,760	\$60,385	(\$2,904)	-4.6%
Interdepartmental	\$5	\$0	\$0	\$25	\$25	N/A
Other Revenue	\$659	\$700	\$700	\$600	(\$100)	-14.3%
Appr. Fund Balance (a)	\$0	\$80,000	\$80,000	\$0	(\$80,000)	-100.0%
County Tax Levy (Credit)	\$380,810	\$348,810	\$348,810	\$323,810	(\$25,000)	-7.2%
Total Revenue Sources	\$683,391	\$673,299	\$656,920	\$562,670	(\$110,629)	-16.4%
Expenditures						
Personnel Costs	\$282,367	\$345,383	\$309,024	\$361,654	\$16,271	4.7%
Operating Expenses	\$65,386	\$287,175	\$231,319	\$160,287	(\$126,888)	-44.2%
Interdept. Charges	\$39,722	\$40,741	\$40,684	\$40,729	(\$12)	0.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$387,475	\$673,299	\$581,027	\$562,670	(\$110,629)	-16.4%
Rev. Over (Under) Exp.	\$295,916	\$0	\$75,893	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	1.50	1.55	1.55	1.55	0.00
Overtime	0.07	0.02	0.02	0.02	0.00
Total FTEs	5.57	5.57	5.57	5.57	0.00

(a) 2019 does not include any general fund balance appropriation due to the lower costs associated with the fewer number of elections.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective: Expand customer service by providing notary services.

Licensing

Program Description

The County Clerk’s Office issues marriage licenses to county residents and out-of-state couples marrying in Wisconsin, as provided in Wisconsin State Statutes. It administers the state’s dog-licensing program. The Office serves as an Acceptance Office for passport applications under the direction of the US State Department. A new service, started late in 2018, provides notary services as needed for various customers.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.80	2.80	2.80	2.80	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$159,585	\$180,500	\$166,650	\$177,850	(\$2,650)
Charges for Services	\$16,793	\$15,000	\$12,615	\$15,240	\$240
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$59,684)	(\$35,456)	(\$35,456)	(\$5,122)	\$30,334
Total Revenues	\$116,694	\$160,044	\$143,809	\$187,968	\$27,924
Personnel Costs	\$95,471	\$121,044	\$104,029	\$141,821	\$20,777
Operating Expenses	\$15,453	\$21,600	\$24,719	\$29,087	\$7,487
Interdept. Charges	\$17,316	\$17,400	\$17,400	\$17,060	(\$340)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$128,240	\$160,044	\$146,148	\$187,968	\$27,924
Rev. Over (Under) Exp.	(\$11,546)	\$0	(\$2,339)	\$0	\$0

(a) The tax levy credit in this program area reduces the County Clerk’s overall tax levy need in the Elections program.

Program Highlights:

Fines and licenses include marriage licenses and passport application fees. Passport application fees are budgeted to decrease by \$3,750 to \$35,400. This is related to a budgeted decrease of 690 applications reflecting a continued decline in the volume of passport customers. This is offset by a \$10 increase in the passport fee charge budgeted from \$25 to \$35. Also, passport postage is estimated to decrease by \$1,850 to \$3,650. Passport photos are budgeted to decrease by 200. However, the cost impact is offset by a fee increase of \$2 per photo to \$11.99. Marriage licenses are estimated to increase by \$2,950 to \$126,900. The number of marriage license applications are budgeted to increase by 50 from the 2018 budget level.

Personnel costs are budgeted to increase \$20,800 mostly related to costs to continue the 2.80 FTEs and higher cost benefit selections by employees.

Operating expenses increase \$7,500 primarily due to a reallocation of office supplies to the Legislation Program of \$5,300, office equipment repair and maintenance by \$4,300 offset by a \$4,250 decrease in postage.

Activity – This chart shows the number and fees of issued licenses, applications and passport photos by year.

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Budget	Budget Change
Marriage Licenses	1,921	2,065	1,912	1,900	1,950	50
Marriage Licenses Fee	\$60	\$60	\$60	\$65	\$65	\$0
Domestic Partnerships	2	2	0	1	0	-1
Passports Applications	2,059	1,812	1,582	2,040	1,350	-690
Passport fee-County Portion	\$25	\$25	\$25	\$25	\$35	\$10
Passport Photos	1,282	1,326	1,249	1,200	1,000	-200
Passport Photos Fee	\$9.99	\$9.99	\$9.99	\$9.99	\$11.99	\$2.00

Elections

Program Description

The County Clerk’s Office prepares and publishes state-required election notices, and maintains and files all necessary reports for 11 Waukesha County “Relier” municipalities on the Statewide WisVote System, ensuring they are in compliance with the requirements of Federal law and State statutes. The Office programs electronic media; proofs, orders and distributes ballots; and provides all necessary election supplies to 37 municipalities, school districts, and referendums. The County Clerk’s Office electronically receives unofficial election results on election night and posts results on the County’s website. The County Clerk chairs the County Board of Canvass that certifies the official results for Federal, County, State, and multi-jurisdictional Judges.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	2.97	2.47	2.47	2.47	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services (a)	\$125,328	\$48,229	\$48,000	\$45,000	(\$3,229)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$0	\$80,000	\$80,000	\$0	(\$80,000)
County Tax Levy (Credit)	\$381,457	\$355,684	\$355,684	\$291,607	(\$64,077)
Total Revenues	\$506,785	\$483,913	\$483,684	\$336,607	(\$147,306)
Personnel Costs	\$151,813	\$199,828	\$182,597	\$195,777	(\$4,051)
Operating Expenses	\$42,256	\$263,825	\$196,400	\$120,400	(\$143,425)
Interdept. Charges	\$18,986	\$20,260	\$20,074	\$20,430	\$170
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$213,055	\$483,913	\$399,071	\$336,607	(\$147,306)
Rev. Over (Under) Exp.	\$293,730	\$0	\$84,613	\$0	\$0

(a) 2017 Actual includes 2016 revenue collected in 2017.

(b) The 2018 budget includes one-time General Fund balance appropriation of \$80,000 for higher costs associated with the higher number of elections in even years.

Program Highlights:

Charges for services revenue decreases \$3,200 to \$45,000 includes charges to school districts and municipalities for election services. Fund balance decreases \$80,000 due to the fewer Election program expenditures in 2019 related to fewer elections. Tax levy is reduced related to lower operating expenses.

Operating expenses decrease \$143,400 mainly due to two fewer elections in 2019. Additionally, the new Election system implemented in 2016, results in a 40% reduction in paper ballot costs (\$0.20 to \$0.11 per ballot). Also, the costs of legal notices were reallocated to legislative support program in an amount of \$8,200.

Activities:

	2015	2016	2017 (a)	2018 (b)	2019 EST
Number of Waukesha County Registered Voters as certified in January	269,000	264,140	290,337	238,450	265,000
Number of Regular Elections	2	4	2	4	2
Number of Special Elections	4	0	0	0	0
Total	6	4	2	4	2

(a) 2017 reflects new voter registrations due to the 2016 Presidential election.

(b) 2018 reflects the impact of the “4-year-Inactive Voters” program on the number of voter registrations.

Legislative Support and Administrative Services

Program Description

The County Clerk serves as the Clerk for the County Board. The Clerk’s Office serves as the custodian/ archive for all records of the County Board of Supervisors and other county-related records required by state statutes. It posts agendas and minutes on the County’s website, and publishes County Ordinances with the authorized legal publication.

Administrative Services is also responsible for publishing a yearly Directory of Public Officials, which is distributed and posted on the County’s website. The Office is responsible for preparing a fiscally responsible annual budget. It actively works with the County and County Board on areas of mutual interest such as business continuity, the county accounting system, and internal audit.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.80	0.30	0.30	0.30	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$211	\$60	\$145	\$145	\$85
Interdepartmental	\$5	\$0	\$0	\$25	\$25
Other Revenue	\$659	\$700	\$700	\$600	(\$100)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$59,037	\$28,582	\$28,582	\$37,325	\$8,743
Total Revenues	\$59,912	\$29,342	\$29,427	\$38,095	\$8,753
Personnel Costs	\$35,083	\$24,511	\$22,398	\$24,056	(\$455)
Operating Expenses	\$7,677	\$1,750	\$10,200	\$10,800	\$9,050
Interdept. Charges	\$3,420	\$3,081	\$3,210	\$3,239	\$158
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$46,180	\$29,342	\$35,808	\$38,095	\$8,753
Rev. Over (Under) Exp.	\$13,732	\$0	(\$6,381)	\$0	\$0

Program Highlights:

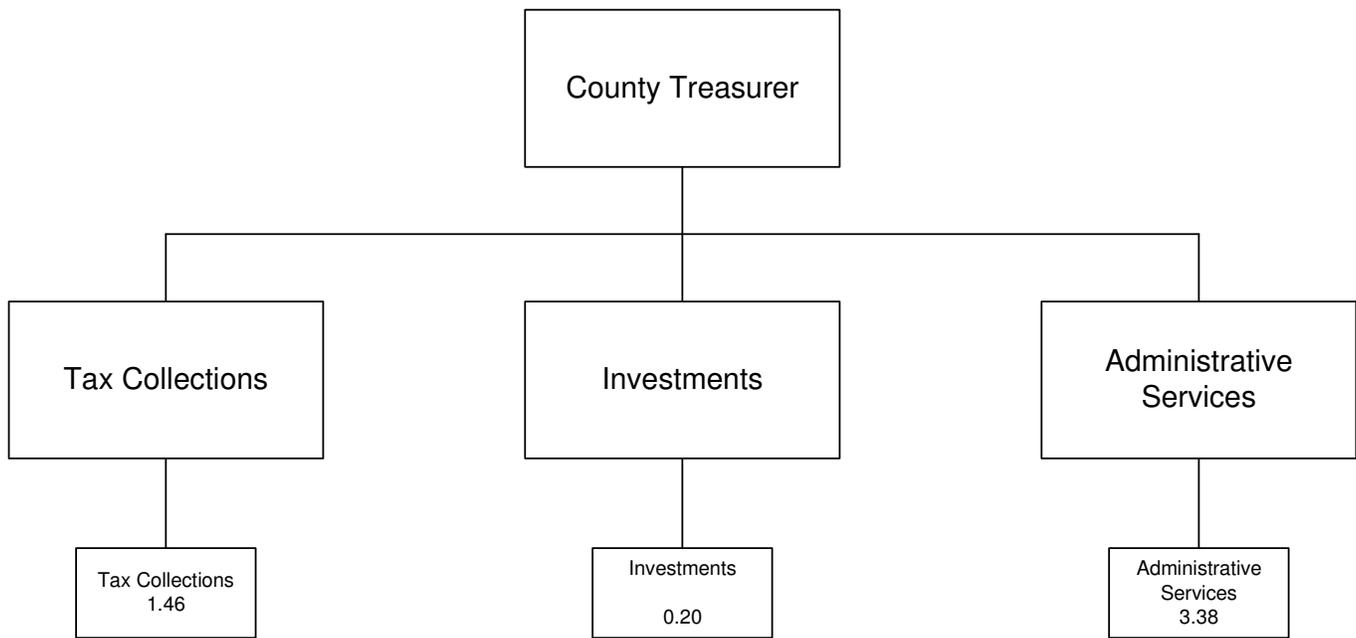
Other revenue from the hardcopy sales of the Directory of Public officials is estimated to decrease \$100 in 2019. The cost of the directory increased \$0.50 in 2018. However, this cost increase is offset by a continuing decrease in the number of hardcopy directories ordered each year.

Operating expenses increase \$9,000 primarily related to a reallocation in the costs for legal notices from the Elections program.

County Treasurer

COUNTY TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.04 TOTAL FTE'S

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

Statement of Purpose

The mission of the County Treasurer's office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$152,135	\$109,954	\$109,954	\$120,054	\$10,100	9.2%
Charges for Services	\$147,059	\$126,200	\$126,975	\$124,000	(\$2,200)	-1.7%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a) (c)	\$3,935,435	\$4,925,946	\$4,619,250	\$5,155,946	\$230,000	4.7%
Appr. Fund Balance	\$0	\$500,000	\$500,000	\$210,000	(\$290,000)	-58.0%
County Tax Levy (Credit) (b)	(\$5,308,850)	(\$4,961,850)	(\$4,961,850)	(\$4,899,850)	\$62,000	N/A
Total Revenue Sources	(\$1,074,221)	\$700,250	\$394,329	\$710,150	\$9,900	1.4%
Expenditures						
Personnel Costs	\$382,859	\$402,636	\$393,442	\$407,232	\$4,596	1.1%
Operating Expenses	\$117,459	\$160,675	\$149,004	\$163,513	\$2,838	1.8%
Interdept. Charges	\$129,064	\$136,939	\$137,157	\$139,405	\$2,466	1.8%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$629,382	\$700,250	\$679,603	\$710,150	\$9,900	1.4%
Rev. Over (Under) Exp.	(\$1,703,603)	\$0	(\$285,274)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.00	5.00	5.00	5.00	0.00
Extra Help	0.05	0.05	0.05	0.00	(0.05)
Overtime	0.02	0.02	0.02	0.04	0.02
Total FTEs	5.07	5.07	5.07	5.04	(0.03)

- a) For budget comparison purposes, the 2017 actual investment income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.
- b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.
- c) The 2018 revenues are projected to underperform the 2018 adopted budget as a result of expected lower interest and penalty collected on delinquent property taxes.

Current and Planned Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '18	Est. Operating Impact	A=Annual T=One-Time
201815	Property Tax and Cashiering Replacement (a) (b)	2019	\$865,000	0%	\$51,000	A

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

- a) Coordinated project with departments county-wide.
- b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Major Departmental Strategic Plan Objectives

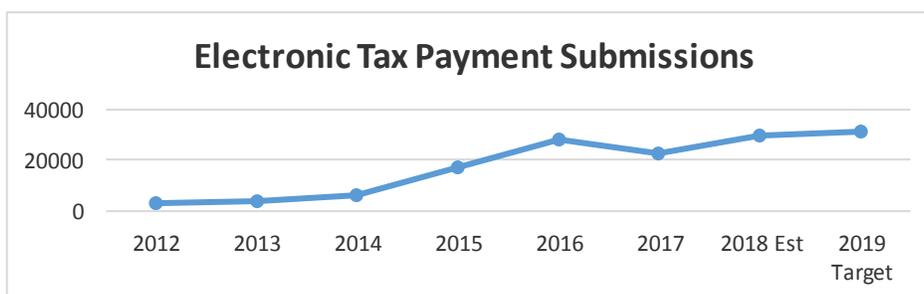
Quality Pillar: High standards of service excellence

Objective 1: Receive Tax Data Electronically

Alleviate manual entry and reduce costs by working cooperatively with financial institutions and mortgage companies to acquire payment data in a format for electronic import into our tax system.

An increasing number of payments submitted electronically will indicate improved efficiency, improved cash flow, and reduced costs. Based on analysis of electronic submission of 2016 and 2017 tax payments, a 2019 target (estimate) is shown below:

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
# Tax payments received electronically	22,709	30,000	30,000	31,000
Projected estimated cost savings	\$4,088	\$5,400	\$5,400	\$5,580



Objective 2: Streamline Tax Payment Processing

Ensure that streamlined tax payment processing is maintained by working collaboratively with Department of Administration and Information Technology departments on the Property Tax and Cashiering Replacement project.

Customer Service Pillar: High customer satisfaction

Objective 3: Delinquent Tax Notification

Implement an In-Rem foreclosure notification on Real Estate Tax Statements in order to bring attention to property taxes that are in jeopardy of being foreclosed on in the near future. Bring taxpayers' attention to the delinquent taxes and reduce the number of properties nearing tax foreclosure.

Tax Collection

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the county. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.51	1.51	1.51	1.46	(0.05)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$152,135	\$109,954	\$109,954	\$120,054	\$10,100
Charges for Services	\$144,756	\$125,000	\$125,775	\$122,500	(\$2,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$2,058,878	\$2,417,000	\$1,775,100	\$2,107,000	(\$310,000)
Appr. Fund Balance	\$0	\$0	\$0	\$210,000	\$210,000
County Tax Levy (Credit) (a)	(\$2,723,212)	(\$2,389,164)	(\$2,389,164)	(\$2,296,950)	\$92,214
Total Revenues	(\$367,443)	\$262,790	(\$378,335)	\$262,604	(\$186)
Personnel Costs	\$98,106	\$105,269	\$100,890	\$106,084	\$815
Operating Expenses	\$78,097	\$101,500	\$96,781	\$99,500	(\$2,000)
Interdept. Charges	\$54,430	\$56,021	\$56,021	\$57,020	\$999
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$230,633	\$262,790	\$253,692	\$262,604	(\$186)
Rev. Over (Under) Exp.	(\$598,076)	\$0	(\$632,027)	\$0	\$0

a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

Program Highlights

Fines and licenses revenue is budgeted to increase \$10,100 to approximately \$120,000, which consists of agriculture use conversion penalties, reflecting an increase in real estate development.

Charges for services is budgeted to decrease \$2,500 to \$122,500 mainly related to municipal charges for tax processing fees decrease of \$2,500 to \$62,000 in personal property tax bills. In Rem fees related to property foreclosures are unchanged from the 2018 budget at \$60,500.

Other revenue is budgeted to decrease \$310,000 to \$2,107,000 due to a decrease in interest and penalty on delinquent taxes of \$310,000 to \$1,980,000. Payments in lieu of taxes at \$75,000 and tax deed sales at \$52,000 have no funding changes in 2019.

Fund balance appropriation increases \$210,000 which partially offsets the decrease in interest and penalty.

Personnel costs overall increase by \$800, primarily related to cost to continue. Extra help decreases \$3,200 or by 0.05 FTE.

Operating expenses decrease by \$2,000, related to a decrease in reimbursement of personal property taxes.

Interdepartmental charges is budgeted to increase nearly \$1,000, which includes an increase of about \$400 for the DOA-Business Office charges and small increases for postage, computer maintenance, administrative overhead, and telephone fixed charges.

Tax Collection (cont.)

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have been steadily decreasing due to an increase in mortgage companies requiring escrow for property taxes.

Interest and Penalty Earned on Delinquent Taxes

	2012	2013	2014	2015	2016	2017	2018 Est.
Interest	\$2,365,206	\$1,830,493	\$1,820,236	\$1,335,962	\$1,210,558	\$1,206,415	\$1,100,000
Penalty	\$1,175,615	\$914,764	\$906,000	\$667,498	\$603,362	\$590,136	\$550,000
TOTAL	\$3,540,821	\$2,745,257	\$2,726,236	\$2,003,460	\$1,813,920	\$1,796,551	\$1,650,000

Activity

The Treasurer's office collected first installment taxes for twelve municipalities in the 2017-2018 tax years. The dollars collected increased by \$2.9 million to \$141.7 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection, such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
City of Delafield	\$15,929,219	\$16,710,772	\$16,155,590	\$16,351,929	\$16,400,000	\$16,359,735
Town of Brookfield	\$12,325,160	\$12,475,801	\$11,853,603	\$10,847,109	\$11,712,127	\$12,385,383
Town of Waukesha	\$11,216,061	\$10,675,388	\$10,073,036	\$9,975,042	\$9,856,207	\$10,164,105
Village of Dousman	\$2,464,520	\$2,592,556	\$2,525,463	\$2,734,703	\$2,757,808	\$2,880,241
Village of Lac La Belle	\$1,502,700	\$1,525,072	\$1,420,931	\$1,495,256	\$1,505,482	\$1,542,249
Village of Lannon	\$1,610,014	\$1,571,266	\$1,581,353	\$1,526,113	\$1,598,443	\$1,552,422
Village of Menomonee Falls	\$66,606,056	\$67,989,356	\$65,170,535	\$65,337,869	\$66,247,670	\$67,393,553
Village of Merton	\$5,125,366	\$5,093,331	\$4,848,298	\$4,914,023	\$4,990,498	\$5,060,346
Village of Nashotah	\$2,290,541	\$2,324,469	\$2,222,171	\$2,162,940	\$2,142,525	\$2,118,636
Village of Oconomowoc Lake	\$4,584,523	\$4,126,147	\$3,918,328	\$3,819,215	\$4,061,548	\$4,499,730
Village of Pewaukee	\$13,795,245	\$14,207,234	\$12,672,961	\$12,756,328	\$12,601,242	\$12,757,647
Village of Wales	\$4,933,828	\$5,002,671	\$4,708,914	\$4,639,608	\$4,911,336	\$5,051,693
TOTAL	\$142,383,233	\$144,294,063	\$137,151,183	\$136,560,137	\$138,784,887	\$141,765,740

Investments

Program Description

The county cash balances are invested using the State’s Local Government Investment Pool, Aaa/AAA money market funds, and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the county’s adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity, and to maximize the return on investment.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,875,087	\$2,507,646	\$2,842,850	\$3,047,646	\$540,000
Appr. Fund Balance	\$0	\$500,000	\$500,000	\$0	(\$500,000)
County Tax Levy (Credit) (a)	(\$2,924,274)	(\$2,922,383)	(\$2,922,383)	(\$2,959,910)	(\$37,527)
Total Revenues	(\$1,049,187)	\$85,263	\$420,467	\$87,736	\$2,473
Personnel Costs	\$20,909	\$20,020	\$19,487	\$19,822	(\$198)
Operating Expenses	\$18,787	\$24,000	\$21,500	\$26,000	\$2,000
Interdept. Charges	\$40,221	\$41,243	\$41,243	\$41,914	\$671
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$79,917	\$85,263	\$82,230	\$87,736	\$2,473
Rev. Over (Under) Exp.	(\$1,129,104)	\$0	\$338,237	\$0	\$0

(a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.

Program Highlights

Other revenue consists of investment income, which is increased by \$540,000 to \$3,047,600.

Fund balance appropriation decreases by \$500,000.

Personnel costs slightly decrease \$200.

Operating expenses increase by \$2,000, due to increased bank finance charges due to a new bank contract.

Interdepartmental charges is budgeted to increase about \$700 related to an increase for the DOA-Business Office charges.

Activity

Investment income in 2017 was at \$1.9 million. Interest rates have been increasing slowly throughout 2018 and are expected to continue this upward trend in 2019.



Administrative Services

Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks and payments.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	3.36	3.36	3.36	3.38	0.02
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,303	\$1,200	\$1,200	\$1,500	\$300
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,470	\$1,300	\$1,300	\$1,300	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$338,636	\$349,697	\$349,697	\$357,010	\$7,313
Total Revenues	\$342,409	\$352,197	\$352,197	\$359,810	\$7,613
Personnel Costs	\$263,844	\$277,347	\$273,065	\$281,326	\$3,979
Operating Expenses	\$20,575	\$35,175	\$30,723	\$38,013	\$2,838
Interdept. Charges	\$34,413	\$39,675	\$39,893	\$40,471	\$796
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$318,832	\$352,197	\$343,681	\$359,810	\$7,613
Rev. Over (Under) Exp.	\$23,577	\$0	\$8,516	\$0	\$0

Program Highlights

Charges for services is budgeted to increase \$300 for copy and duplicating fees

Personnel costs overall increase by about \$4,000, primarily related to cost to continue the 3.38 FTE in this area. Staffing FTE increase of 0.02 consists of an increase in overtime.

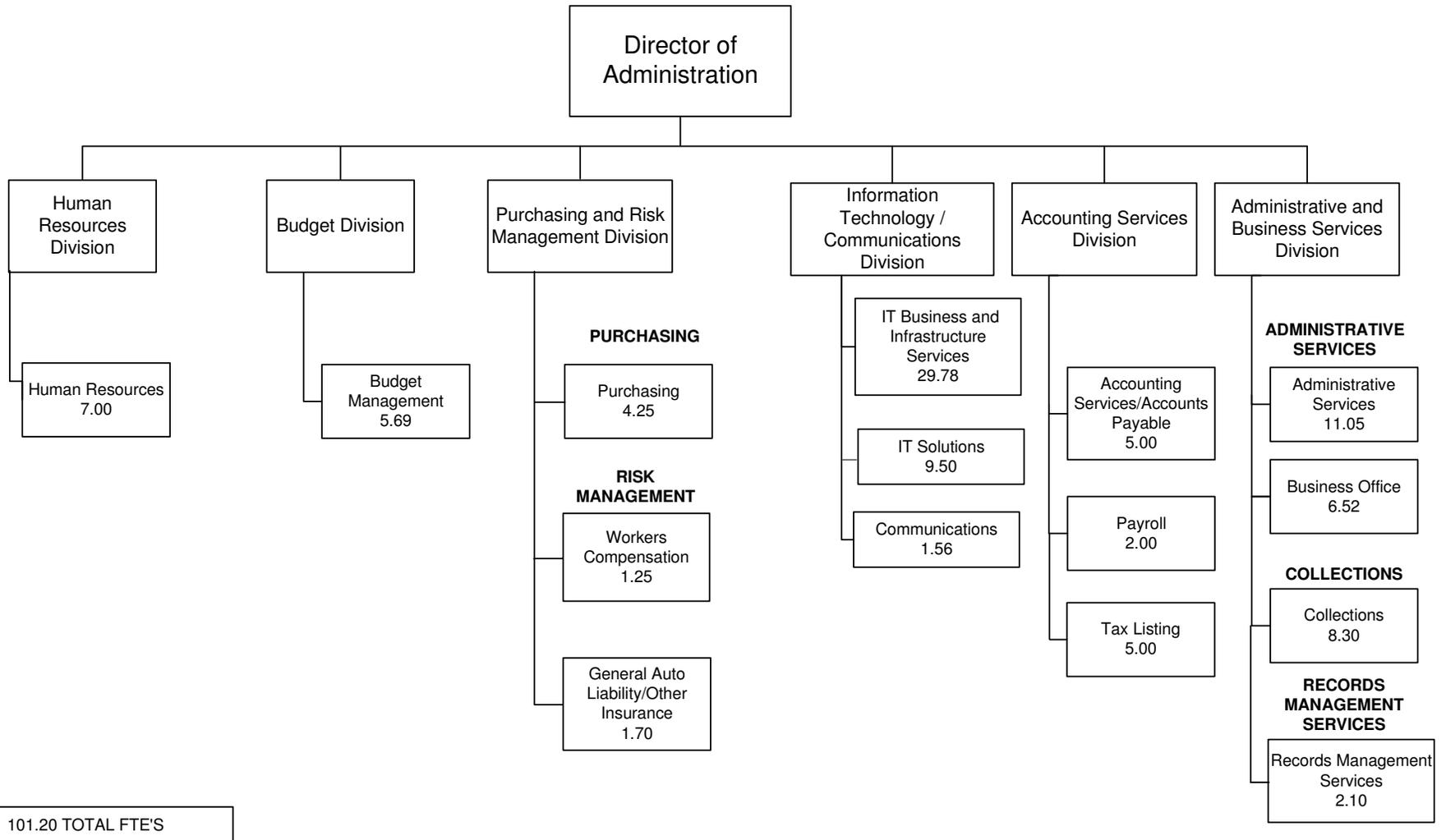
Operating expenses is budgeted to increase by \$2,800 primarily due to an expected increase for the new armored car services contract.

Interdepartmental charges is budgeted to slightly increase by nearly \$800 due to increases in postage, computer maintenance, offset by small decreases in office supplies, records storage and retrieval, and computer replacement.

Department of Administration

ADMINISTRATION

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 mission of the Department of Administration (DOA) is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
General Fund (b)						
Revenues	\$2,509,131	\$2,549,875	\$2,642,524	\$2,400,065	(\$149,810)	-5.9%
County Tax Levy	\$4,635,954	\$4,680,954	\$4,680,954	\$4,855,404	\$174,450	3.7%
Expenditures	\$6,834,847	\$7,230,829	\$7,226,853	\$7,255,469	\$24,640	0.3%
Rev. Over (Under) Exp.	\$310,238	\$0	\$96,625	\$0	\$0	N/A
End User Technology Fund (b)						
Revenues	\$7,086,954	\$6,946,207	\$7,151,653	\$7,062,576	\$116,369	1.7%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$6,496,777	\$6,932,821	\$6,860,328	\$7,008,277	\$75,456	1.1%
Operating Inc./ (Loss) (a)	\$590,177	\$13,386	\$291,325	\$54,299	\$40,913	305.6%
Risk Management						
Revenues	\$2,517,598	\$2,811,174	\$2,623,199	\$2,948,548	\$137,374	4.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,787,347	\$2,811,174	\$2,811,054	\$2,948,548	\$137,374	4.9%
Operating Inc./ (Loss)	(\$269,749)	\$0	(\$187,855)	\$0	\$0	N/A
Collections						
Revenues	\$913,411	\$997,041	\$960,060	\$1,088,483	\$91,442	9.2%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$861,813	\$997,041	\$967,099	\$1,088,483	\$91,442	9.2%
Operating Inc./ (Loss)	\$51,598	\$0	(\$7,039)	\$0	\$0	N/A
Total All Funds						
Revenues	\$13,027,094	\$13,304,297	\$13,377,436	\$13,499,672	\$195,375	1.5%
County Tax Levy	\$4,635,954	\$4,680,954	\$4,680,954	\$4,855,404	\$174,450	3.7%
Expenditures	\$16,980,784	\$17,971,865	\$17,865,334	\$18,300,777	\$328,912	1.8%
Rev. Over (Under) Exp.	\$310,238	\$0	\$96,625	\$0	\$0	N/A
Operating Inc./ (Loss) (a)	\$372,026	\$13,386	\$96,431	\$54,299	\$40,913	305.6%
Position Summary (FTE)						
Regular Positions	92.50	94.50	94.50	94.50	0.00	
Extra Help	6.17	8.27	8.27	6.69	(1.58)	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	98.68	102.78	102.78	101.20	(1.58)	

- (a) The goal for the Copier Replacement program is to break even across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (b) Beginning with the 2019 budget, the Records Management and Mail Services programs transfer from the End User Technology Fund to the General Fund. History has been restated for comparability purposes.

Current Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '18	Estimated Operating Impact	A = Annual T = One-Time
200910	Enterprise Content Management (a)(b)	Y	2019	\$1,565,000	95%	\$58,000	A
201617	Payroll/Human Resource Info. Sys. (a)(b)	Y	2020	\$1,427,000	35%	\$64,000	A
201619	County Boardroom Technology Upgrade Project	N	2018	\$115,000	100%	\$4,000 to \$6,000	A
201815	Property Tax and Cashiering Replacement (a) (b)	Y	2019	\$865,000	25%	\$51,000	A

(a) Coordinated project with departments countywide

(b) Annual estimated operating impact is based on licensing cost of software and does not account for workflow or system consolidation efficiencies.

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual (b)	Adopted Budget(b)	Estimate (b)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$625,379	\$627,266	\$627,266	\$676,131	\$48,865	7.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$251,115	\$234,892	\$255,444	\$177,628	(\$57,264)	-24.4%
Interdepartmental	\$1,327,457	\$1,314,051	\$1,312,112	\$1,235,877	(\$78,174)	-5.9%
Other Revenue	\$244,540	\$232,166	\$232,202	\$250,429	\$18,263	7.9%
Appr. Fund Balance (a)	\$60,640	\$141,500	\$215,500	\$60,000	(\$81,500)	-57.6%
County Tax Levy (Credit)	\$4,635,954	\$4,680,954	\$4,680,954	\$4,855,404	\$174,450	3.7%
Total Revenue Sources	\$7,145,085	\$7,230,829	\$7,323,478	\$7,255,469	\$24,640	0.3%
Expenditures						
Personnel Costs	\$5,346,295	\$5,604,421	\$5,631,857	\$5,726,542	\$122,121	2.2%
Operating Expenses (a)	\$948,182	\$1,060,469	\$1,032,232	\$957,415	(\$103,054)	-9.7%
Interdept. Charges	\$540,370	\$565,939	\$562,764	\$571,512	\$5,573	1.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$6,834,847	\$7,230,829	\$7,226,853	\$7,255,469	\$24,640	0.3%
Rev. Over (Under) Exp.	\$310,238	\$0	\$96,625	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	55.95	56.70	56.70	56.70	0.00
Extra Help	2.19	2.69	2.69	1.91	(0.78)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	58.14	59.39	59.39	58.61	(0.78)

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Diversity program	\$28,000	\$28,000	\$28,000	\$28,000
Open carryovers - 2018 est. includes 55,000 for compensation study and \$19,000 for cloud services transition consulting project	\$22,565		\$74,000	
One-time salary study	\$0	\$58,000	\$58,000	\$0
Prior year cafeteria vending commission café subsidy	\$0	\$32,000	\$32,000	\$32,000
One-time shared computer demonstration equipment	\$0	\$5,000	\$5,000	\$0
Records Management	\$10,075	\$18,500	\$18,500	\$0
Total Fund Balance Appropriation:	\$60,640	\$141,500	\$215,500	\$60,000

(b) Beginning with the 2019 budget, the Records Management and Mail Services programs transfer from the End User Technology Fund to the General Fund. History has been restated for comparability purposes.

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

Objective 1: Enterprise Content Management – End User Experience and Governance Improvements

Improve efficiency, access, and amount of content under standardized information management through analysis of countywide department business processes and application of Enterprise Content Management (ECM) tools.

Primary 2018 and 2019 focus is on the replacement of a document capture tool and the selection of a data access governance tool to analyze content, remediate risks, and establish base line standards for storage and retention.

Performance Measures:

1. Benchmarks will be established as part of data access governance and document capture software implementation, expected in 2019.
2. Volume/percent of digital content:
 - a. under managed retention and disposition
 - b. content accessible and searchable
 - c. stored in accordance with data security policies and best practices
3. Usage and output of document capture tool.

Objective 2: SharePoint Department Support

Establish a “one-stop shop” making it easier for DOA customers (department heads, budget preparers and financial staff) to locate and share key financial information across department divisions. Increase staff collaborations across accounting, budget, and business services to address department needs.

Performance Measures:

	2018 Estimate	2019
Number of SharePoint enhancements	3	2

Quality Pillar: High standards of service excellence

Objective 3: Cloud Study Implementation

Continued development of a long-term cloud and on premise technology strategy to increase value, business continuity, recoverability, and reduce risk. The 2019 focus is on the implementation of Cloud Study recommendations to migrate selected applications and develop a decision model to assess service providers and applications for cloud provisioning. Performance metrics will evaluate costs and application performance against customer requirements and business value.

Performance Measures:

Return of Investment/Total Cost of Ownership. An ROI/TCO calculation will be completed for each application prior to migration. A 2018 benchmark will be established as part of 2018 Phase I Cloud Study completion (4th Quarter 2018).

Objective 4: LEAN – Continuous Improvement

Continue expansion & focus of the Waukesha County Continuous Improvement (CI) Initiative through implementation of CI website that provides self-study opportunities as well as tools to ensure individual project success. The 2019 initiative also improves County CI capacity by empowering employees that have achieved yellow belt or greater certification to conduct projects outside the formal training cycle and for green and black belts to mentor yellow belt candidates both increasing the number of completed projects and trained employees

Implement Phase II “Expansion & Focus” of the Waukesha County Continuous Improvement (CI) Initiative to improve CI outcome reporting and further employee engagement.

Performance Measures:

1. Number of employees trained and engaged in CI efforts (both line staff & management)

Title	2012	2013	2014	2015	2016	2017	Total	Current
White Belt Certification	20	40	27	20	28	30	165	141
Yellow Belt Certification	0	0	11	13	10	11	45	42
Green Belt Certificate	1	2	1	2	4	3	13	10
Black Belt Training	0	0	0	0	3	0	3	3
Grand Total	21	42	39	35	45	44	226	196

At the close of 2017, approximately 17% of the total county workforce had been lean trained. DOA has 40 FTE, or roughly 43% of its staff, trained in lean/continuous improvement with the goal of being over 50% by the close of 2019.

2. Number of departmental CI efforts reported (“CI Express” and / or full projects)

CI Efforts	2012	2013	2014	2015	2016	2017
Lean Projects	4	9	8	6	6	9
CI Express	0	0	0	5	0	7

Team Pillar: Best professionals serving the public in the best way

Objective 5: Total Compensation Plan Review

A comprehensive salary and benefits study was completed in the first half of 2018. Adjustments in the compensation plan and several policies were recommended to maintain and improve employee internal equity and overall competitiveness with the broader labor market. The 2019 budget includes funding to implement the recommended changes. The Human Resource Division (HR) will implement the recommendations in 2019, continue to develop measures on turnover, and new hire salary placements to determine the overall effectiveness of the compensation system.

Performance Measures:

1. Continue to develop trend data on regrettable turnover. (Benchmark established in 4th Quarter 2018)
2. Monitor the effectiveness of the salary plan by developing data regarding new hire salary placement and penetration into the salary range.

Objective 6: Employee Engagement and Development

Develop and implement programs, communication strategies, and employee training and development resources, which will assist in the engagement and development of both the current workforce and newly hired employees.

Performance Measures:

1. Ensure overall effectiveness of HR and Department onboarding systems through a survey of new hires at 60, 90, and 180 day marks. (Benchmark established in 4th Quarter 2018)

2. Increase the number of employees participating in employee development programs using 2018 enrollment data as a foundation. (Benchmark established in 4th Quarter 2018)

Health and Safety Pillar: Ensure well-being

Objective 7: Promote Health and Wellbeing of the County Workforce

Develop programming that meets the needs of employees and decreases inflationary pressure on benefit costs. In 2019, the focus will be to increase utilization of disease management programs, financial education and awareness, and wellness programs through collaboration with benefit partners, such as the Health and Wellness Center, health plan administrator, employee assistance plan administrator and deferred compensation plan administrator.

Performance Measures:

1. Maintain Health Insurance costs that are below medical inflationary trends.
2. Increase Employee Health and Wellness Center utilization of employees, spouses and children.
3. Increase preventative screenings and exams (Benchmark established in 2018)
4. Evaluate the effectiveness of pilot programs in areas of stress management, disease management and financial education.

Year	Medical Inflation Rate	County Increase
2015	9.0%	1.4%
2016	9.0%	2.3%
2017	9.0%	5.0%
2018	7.9%	5.0%

Health Center Utilization		
Year	Total Visits	Unique Patients
2015	2,238	914
2016	3,667	1,293
2017	5,653	1,526

Finance Pillar: Protect Tax Payer Investment

Objective 8: Purchasing Spend Analysis

Leverage buying power, reduce costs, and provide better management and oversight of suppliers through comprehensive spend analysis and decision-making. In 2018, the DOA Purchasing Division will create a spend data map to analyze current performance and develop management strategies/programs to improve performance beginning in 2019.

Performance Measures:

1. Reduction in material and service costs (Benchmark established in 4th Quarter 2018).

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions to all divisions within the Department of Administration (DOA) General Fund.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.75	9.85	9.85	11.05	1.20
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$625,884	\$629,085	\$629,085	\$717,541	\$88,456
Total Revenues	\$625,884	\$629,085	\$629,085	\$717,541	\$88,456
Personnel Costs	\$589,252	\$575,709	\$634,138	\$667,448	\$91,739
Operating Expenses	\$18,037	\$24,400	\$18,050	\$21,000	(\$3,400)
Interdept. Charges	\$28,639	\$28,976	\$28,676	\$29,093	\$117
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$635,928	\$629,085	\$680,864	\$717,541	\$88,456
Rev. Over (Under) Exp.	(\$10,044)	\$0	(\$51,779)	\$0	\$0

Program Highlights

County Tax Levy funding increases about \$88,500 due to increased expenditures budgeted as described below.

Personnel costs increase \$91,700 reflecting cost to continue existing positions and the creation of a 1.00 FTE Administrative Specialist, funded through the abolishment of 1.00 FTE Fiscal Assistant in the Accounting/Accounts Payable program.

The new Administrative Specialist is part of a restructuring of assignments designed to free up time for the Principal and Senior Buyers within the Purchasing Program. The purchasing function is key to successful project implementation; the addition of an administrative specialist will not only balance workload volume for existing staff, but will ultimately improve customer service. Additionally, it is expected that a Principal Buyer will be retiring in the near future and this refocusing of resources allows for improved buyer succession planning. Personnel costs also include an increase of 0.20 FTE temporary extra help to provide coverage and project support throughout all DOA divisions.

Operating expenses decrease \$3,400 mostly due to decreased contracted services by \$3,000 and office supplies.

Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	6.60	6.60	6.60	7.02	0.42
General Government	\$625,379	\$627,266	\$627,266	\$676,131	\$48,865
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$723,839	\$743,210	\$743,210	\$744,250	\$1,040
Other Revenue	\$124,328	\$130,166	\$130,166	\$133,429	\$3,263
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	(\$687,215)	(\$740,915)	(\$740,915)	(\$732,439)	\$8,476
Total Revenues	\$786,331	\$759,727	\$759,727	\$821,371	\$61,644
Personnel Costs	\$714,629	\$740,789	\$744,032	\$801,638	\$60,849
Operating Expenses	\$7,775	\$5,900	\$6,758	\$6,300	\$400
Interdept. Charges	\$12,537	\$13,038	\$13,038	\$13,433	\$395
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$734,941	\$759,727	\$763,828	\$821,371	\$61,644
Rev. Over (Under) Exp.	\$51,390	\$0	(\$4,101)	\$0	\$0

Program Highlights

General government revenues increase \$48,900 reflecting first time budgeting of \$38,000 for Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board) grant revenue to reimburse the County for fiscal support cost and indirect charge increase of \$8,900 for Child Support and \$2,000 for the Sheriff. Interdepartmental revenues increase \$1,000 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund budget. Other revenues increase \$3,300 due to an increase from the Workforce Development Center to fund the Center coordinator position commensurate with expected salary and benefit changes.

County tax levy funding increases \$8,500 due to increased expenses budgeted as described below, partially offset by increased revenues budgeted as described above.

Personnel costs increase \$60,800, which included the aforementioned pass-through funding of \$38,000 for temporary extra help to provide fiscal and administrative support to the WOW-Board and \$22,800 due to cost to continue existing staff.

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Human Resources Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	2.00	2.00	2.00	2.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,853	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$335,624	\$344,124	\$344,124	\$354,865	\$10,741
Total Revenues	\$337,477	\$344,124	\$344,124	\$354,865	\$10,741
Personnel Costs	\$202,089	\$206,703	\$208,524	\$213,357	\$6,654
Operating Expenses	\$136,820	\$126,171	\$126,037	\$130,058	\$3,887
Interdept. Charges	\$10,700	\$11,250	\$11,225	\$11,450	\$200
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$349,609	\$344,124	\$345,786	\$354,865	\$10,741
Rev. Over (Under) Exp.	(\$12,132)	\$0	(\$1,662)	\$0	\$0

Program Highlights

County tax levy funding increases \$10,700 due to increased expenditures budgeted as described below.

Personnel costs increase \$6,700 due to cost to continue existing staff. Operating expenses increase \$3,900 mostly due to an increase in contracted services for the payroll system.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Paychecks Processed	42,888	43,000	43,000	43,000	0
Payroll Exception Checks	45	45	45	50	5
W2s Processed	2,052	2,060	2,100	2,100	40

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer’s Office in managing County cash flows, and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	6.00	6.00	6.00	5.00	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$61,550	\$63,019	\$63,019	\$64,052	\$1,033
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$5,010	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$679,950	\$695,029	\$695,029	\$652,715	(\$42,314)
Total Revenues	\$746,510	\$758,048	\$758,048	\$716,767	(\$41,281)
Personnel Costs	\$585,094	\$604,147	\$583,393	\$562,653	(\$41,494)
Operating Expenses	\$134,587	\$134,402	\$130,749	\$134,636	\$234
Interdept. Charges	\$19,357	\$19,499	\$19,499	\$19,478	(\$21)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$739,038	\$758,048	\$733,641	\$716,767	(\$41,281)
Rev. Over (Under) Exp.	\$7,472	\$0	\$24,407	\$0	\$0

Program Highlights

County Tax Levy funding decreases about \$42,300 due to decreased expenditures budgeted as described below.

Personnel costs decrease \$41,500 mostly due to abolishing 1.00 FTE Fiscal Assistant. Personnel decreases reflected in this program are mostly offset by an increase of 1.00 FTE Administrative Specialist in the Administrative Services program as part of an objective to increase purchasing support, manage workloads, and focus on customer service initiatives.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Budget Entries Audited	676	600	700	700	100
Journal Entries Audited	2,752	3,200	3,000	3,100	(100)
Invoices (Direct Buys) Audited	42,301	43,600	43,000	43,600	0
P-card Lines Entered/Audited	13,732	14,000	14,000	14,000	0

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.00	5.00	5.00	5.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$170,499	\$173,942	\$174,494	\$176,678	\$2,736
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$234,436	\$241,509	\$241,509	\$255,213	\$13,704
Total Revenues	\$404,935	\$415,451	\$416,003	\$431,891	\$16,440
Personnel Costs	\$371,953	\$385,656	\$385,544	\$401,879	\$16,223
Operating Expenses	\$16,474	\$17,857	\$16,089	\$16,554	(\$1,303)
Interdept. Charges	\$13,172	\$11,938	\$13,138	\$13,458	\$1,520
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$401,599	\$415,451	\$414,771	\$431,891	\$16,440
Rev. Over (Under) Exp.	\$3,336	\$0	\$1,232	\$0	\$0

Program Highlights

Charges for services revenue for tax billing to municipalities increases \$2,700 due to an increase of \$2,200 reflecting a \$0.02 rate increase per parcel from \$1.58 to \$1.60 and an increase of \$528 reflecting an increase in the number of parcels listed.

County Tax Levy funding increases about \$13,700 due to increased expenditures budgeted as described below, partially offset by increased revenues budgeted as described above.

Personnel costs increase \$16,200, mostly due to cost to continue existing staff and employee benefit plan selection.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	110,006	163,100	110,439	110,424	(52,676)
Number of property listings updated (a)	147,324	149,000	149,000	150,000	1,000
Number of property transfers processed	8,828	8,000	8,200	8,300	300
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills	105,130	104,900	105,400	105,380	480
# Online County Tax Payments (b)	4,158	4,000	4,100	4,100	100
\$ Online County Tax Payments (b)	\$14,576,214	\$13,200,000	\$14,600,000	\$14,700,000	\$ 1,500,000
# Municipalities participating with County's online payment program	14	14	14	14	0

(a) Measure restated from the 2018 budget to reflect unique individual listings.

(b) Reflects payments to County for property tax. Total 2017 online transactions, including County, municipal partners and the Register of Deeds combined for 9,345 transactions totaling \$27,489,563.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning, and capital project budget requests. The program also provides technical assistance to the County Executive, Finance, and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	5.69	5.69	5.69	5.69	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$580,090	\$599,803	\$599,803	\$619,910	\$20,107
Total Revenues	\$580,090	\$599,803	\$599,803	\$619,910	\$20,107
Personnel Costs	\$533,593	\$553,140	\$552,805	\$572,871	\$19,731
Operating Expenses	\$27,946	\$27,875	\$24,600	\$27,917	\$42
Interdept. Charges	\$17,975	\$18,788	\$18,788	\$19,122	\$334
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$579,514	\$599,803	\$596,193	\$619,910	\$20,107
Rev. Over (Under) Exp.	\$576	\$0	\$3,610	\$0	\$0

Program Highlights

County Tax Levy funding increases about \$20,100 due to increased expenditures budgeted as described below.

Personnel costs increase \$19,700 due to cost to continue existing staff.

Human Resources

Program Description

The Human Resources program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. It also provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs, and prepare employees for promotional opportunities. Additionally, it provides the administration of the County's benefit plans and manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	7.00	7.00	7.00	7.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$702	\$750	\$750	\$750	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$22,960	\$22,000	\$22,000	\$22,000	\$0
Appr. Fund Balance (a)	\$33,000	\$118,000	\$173,000	\$60,000	(\$58,000)
County Tax Levy (Credit)	\$1,050,268	\$1,072,165	\$1,072,165	\$1,060,165	(\$12,000)
Total Revenues	\$1,106,930	\$1,212,915	\$1,267,915	\$1,142,915	(\$70,000)
Personnel Costs	\$802,156	\$833,174	\$908,654	\$836,338	\$3,164
Operating Expenses	\$188,653	\$322,636	\$322,636	\$251,223	(\$71,413)
Interdept. Charges	\$49,235	\$57,105	\$54,414	\$55,354	(\$1,751)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,040,044	\$1,212,915	\$1,285,704	\$1,142,915	(\$70,000)
Rev. Over (Under) Exp.	\$66,886	\$0	(\$17,789)	\$0	\$0

- a) Budgeted fund balance represents funding for the diversity program (2017 – 2019), one-time salary study (2018), and café subsidy (2018 - 2019). 2018 estimate includes carryover of \$55,000 for a one-time compensation study.

Program Highlights

Appropriated fund balance decreases by \$58,000 due to a one-time salary study, which is not repeated in 2019. The remaining \$60,000 of fund balance consists of \$32,000 for prior year vending commissions for the café subsidy and \$28,000 for continued countywide diversity training.

County tax levy funding decreases \$12,000 due to decreased expenditures budgeted as described below, partially offset by decreased revenues budgeted as described above.

Personnel costs increase by \$3,200 mostly due to cost to continue existing staff, partially offset by \$18,000 for turnover.

Operating expenses decrease \$71,400 mostly due to \$58,000 for a one-time salary study in 2018 not repeated in 2019, \$11,000 for compensation evaluations, \$4,000 for a one-time purchase of conference room chairs in 2018 not repeated in 2019, and \$3,000 for outside printing, partially offset by an increase of \$5,000 for an online skills testing system for applicants.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
# of Seasonal, Temporary Employees Hired	197	200	200	200	-
# of Regular Full-Time Employees Hired	163	175	175	175	-
Promotions/Demotions/Transfers	56	75	85	75	-
Peak # of Employees on Payroll	1,750	1,750	1,800	1,800	50
# of Employee/Family Medical Leaves	316	275	350	350	75

Purchasing**Program Description**

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies, and services required by the County. Program activities include: developing County purchasing policies and initiatives; competitively sourcing procurement needs through bids and requests for proposals; drafting, negotiating, and administering County contracts; and providing support to County departments on type, availability and costs of equipment, supplies and services with consideration to benefits, effectiveness and efficiency, and total cost of ownership. The division also manages the County's Café, vending services, and the reallocation or disposal of County surplus property (excluding land and buildings).

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	3.25	4.25	4.25	4.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$303	\$200	\$200	\$200	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$97,049	\$80,000	\$80,000	\$95,000	\$15,000
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$323,114	\$379,454	\$379,454	\$351,090	(\$28,364)
Total Revenues	\$420,466	\$459,654	\$459,654	\$446,290	(\$13,364)
Personnel Costs	\$315,010	\$420,798	\$388,766	\$406,986	(\$13,812)
Operating Expenses	\$9,542	\$13,450	\$12,555	\$13,450	\$0
Interdept. Charges	\$24,288	\$25,406	\$25,256	\$25,854	\$448
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$348,840	\$459,654	\$426,577	\$446,290	(\$13,364)
Rev. Over (Under) Exp.	\$71,626	\$0	\$33,077	\$0	\$0

Program Highlights

Other revenue increases \$15,000 due to an increase in procurement card revenues resulting from a change in vendor.

County tax levy funding decreases \$28,400 due to increased revenues described above and decreased expenditures as described below.

Personnel costs decrease \$13,800 primarily due to health insurance resulting from a change in plan selection, partially offset by cost to continue existing staff.

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Requisitions Processed	258	250	275	275	25
Purchase Orders / Blanket Contracts Issued	370	470	500	500	30
Bids/Requests for Proposals (RFPs) Issued	114	130	135	135	5
Procard Transactions	\$9,616,000	\$9,000,000	\$10,457,000	\$9,500,000	500,000

Information Technology Solutions
(Non-Proprietary Operations)

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use support, developing, and maintaining of the County's web environment. This program is in the Department of Administration General Fund since, unlike End User Technology Fund budget, it is not charged out to other departments.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	9.50	9.90	9.90	9.50	(0.40)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$9,689	\$5,000	\$24,000	\$0	(\$5,000)
County Tax Levy (Credit)	\$0	\$1,460,700	\$1,460,700	\$1,451,894	(\$8,806)
Total Revenues	\$9,689	\$1,465,700	\$1,484,700	\$1,451,894	(\$13,806)
Personnel Costs	\$1,044,571	\$1,124,521	\$1,095,578	\$1,131,883	\$7,362
Operating Expenses	\$63,146	\$62,800	\$46,485	\$37,100	(\$25,700)
Interdept. Charges	\$266,022	\$278,379	\$277,675	\$282,911	\$4,532
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,373,739	\$1,465,700	\$1,419,738	\$1,451,894	(\$13,806)
Rev. Over (Under) Exp.	(\$1,364,050)	\$0	\$64,962	\$0	\$0

- a) 2017 includes carryover of \$9,689 for 2016 open purchase orders. 2018 budgeted fund balance represents funding for shared computers. 2019 estimate includes carryover of \$19,000 for cloud services transition consulting project.

Program Highlights

Appropriated fund balance decreases \$5,000 for the cost of shared computers for common use check-out and demonstration equipment in 2018 not repeated in 2019.

County tax levy funding decreases about \$8,800 due to decreased expenditures budgeted as described below and decreased revenue as described above.

Personnel costs increase \$7,400 mostly due to cost to continue existing staff, partially offset by a decrease of 0.40 FTE or \$12,400 temporary extra help.

Operating expenses decrease \$25,700 mostly due to decreased contracted services by \$20,000, decreased data processing and computer supplies by \$4,500 and transferring \$1,200 of copier maintenance to End User Technology Fund.

Interdepartmental charges increase \$4,500 mostly due to increased End User Technology Fund (EUTF) charges.

Records Management Services

Program Description

Records Management Services is responsible for imaging and storing of County records. Imaging activities include file preparation, scanning/microfilming, indexing, quality control, and destruction of paper originals. Storage activities include overseeing incoming records transmittals, facilitating records retrievals, and ensuring secure destruction in accordance with County records retention schedules.

Records Management Services also provides mail services to the County. Activities include pickup, sorting and delivery of incoming and outgoing U.S. Postal Service mail.

	2017 Actual (a)(b)	2018 Budget (b)	2018 Estimate (b)	2019 Budget	Budget Change
Staffing (FTE)	3.35	3.10	3.10	2.10	(1.00)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$79,611	\$60,000	\$80,000	\$0	(\$60,000)
Interdepartmental	\$542,068	\$507,822	\$505,883	\$427,575	(\$80,247)
Other Revenue	\$203	\$0	\$36	\$0	\$0
Appr. Fund Balance	\$11,088	\$18,500	\$18,500	\$0	(\$18,500)
County Tax Levy (Credit)	\$0	\$0	\$0	\$124,450	\$124,450
Total Revenues	\$632,970	\$586,322	\$604,419	\$552,025	(\$34,297)
Personnel Costs	\$187,948	\$159,784	\$130,423	\$131,489	(\$28,295)
Operating Expenses	\$345,202	\$324,978	\$328,273	\$319,177	(\$5,801)
Interdept. Charges	\$98,445	\$101,560	\$101,055	\$101,359	(\$201)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$631,595	\$586,322	\$559,751	\$552,025	(\$34,297)
Rev. Over (Under) Exp.	\$1,375	\$0	\$44,668	\$0	\$0

- (a) In the 2018 Budget, the Mail Services program was shifted into the Records Management Services program. History has been restated for comparability purposes.
- (b) Beginning with the 2019 budget, the Records Management and Mail Services program transfers from the End User Technology Fund to the General Fund. History has been restated for comparability purposes

Records Management Services (cont.)

Program Highlights

In 2019, the Records Management program transfers from an internal service program within the End User Technology Fund to the General Fund. This change recognizes the long-term trend towards decreased postal mailing, a digital first approach to document storage, and the recognition of the need to provide basic mail, storage and records management services countywide. The changes as budgeted limit charges to departments for mail services to reflect US postal rates and eliminates charges for Register of Deeds (ROD) microfilm and third party document sales. These ROD charge reductions and direct recognition of document sales revenue result in a levy credit within ROD and budgeted levy within Records Management.

Charges for Services revenue decrease \$60,000 reflecting the direct recognition of 3rd party image sales revenue within the ROD budget. Additionally, interdepartmental charge revenue associated with ROD microfilm duplication fees will be eliminated in 2019. The Records Management Division will continue to facilitate ROD document sales and process microfilm as a service. Total increased revenues and decreased fees charged to ROD result in a levy credit of \$124,450.

Interdepartmental revenues decrease an additional \$7,700 reflecting less countywide centralized paper storage and \$14,900 reflecting decreased mail volume.

County Tax Levy funding increases \$124,450 due to offset expenses greater than revenue.

Personnel costs decrease \$28,300 mostly due to elimination of 1.00 FTE temporary extra help, partially offset by cost to continue existing staff.

Operating expenses decrease \$5,800 mostly due to decreased microfilming expenses by reflecting transfer of services to ROD.

Activity – Records Management

	2017	2018	2018	2019	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Storage Boxes Received (a)	503	500	500	500	-
Storage Boxes Destroyed (a)	1,451	1,100	1,024	1,100	-
Boxes/Journals Offsite	10,228	10,276	10,000	9,700	(576)

(a) In the year referenced.

Activity – Imaging

	2017	2018	2018	2019	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Images Microfilmed (b)	571,202	536,666	530,000	530,000	(6,666)
Images Scanned	249,510	160,000	160,000	160,000	-

(b) Directly related to the real estate market. Counts do not reflect imaging services for centralized accounts payable.

Activity – Mail Services

	2017	2018	2018	2019	Budget
<u>Output Indicators</u>	Actual	Budget	Estimate	Budget	Change
Incoming Mail (Bins)	1,542	1,300	1,500	1,400	100
Outgoing Mail (Pieces)	516,729	540,000	515,000	490,000	(50,000)

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to finance the commonly used business, web-related, and technical infrastructure used to support County technology users and finance the replacement of office copiers.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management, and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual (d)	Adopted Budget (d)	Estimate (d)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$65,800	\$80,000	\$34,400	\$105,000	\$25,000	31.3%
Interdepartmental	\$5,926,675	\$6,106,012	\$6,133,670	\$6,260,048	\$154,036	2.5%
Other Revenue	\$30,353	\$34,080	\$37,430	\$34,080	\$0	0.0%
Appr. Fund Balance (a)	\$1,064,126	\$726,115	\$946,153	\$663,448	(\$62,667)	-8.6%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$7,086,954	\$6,946,207	\$7,151,653	\$7,062,576	\$116,369	1.7%
Expenditures						
Personnel Costs	\$3,165,550	\$3,379,860	\$3,321,909	\$3,472,271	\$92,411	2.7%
Operating Expenses	\$3,305,252	\$3,518,631	\$3,504,865	\$3,501,616	(\$17,015)	-0.5%
Interdept. Charges	\$25,975	\$34,330	\$33,554	\$34,390	\$60	0.2%
Fixed Assets (memo) (b)	\$492,064	\$431,186	\$426,900	\$556,445	\$125,259	29.0%
Total Expenditures (b)	\$6,496,777	\$6,932,821	\$6,860,328	\$7,008,277	\$75,456	1.1%
Rev. Over (Under) Exp. (b) (c)	\$590,177	\$13,386	\$291,325	\$54,299	\$40,913	305.6%

Position Summary (FTE)

Regular Positions	27.95	27.95	27.95	27.95	0.00
Extra Help	3.38	3.38	3.38	3.38	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
Total FTEs	31.34	31.34	31.34	31.34	0.00

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Open Carryovers - 2018 est. includes \$56,000 for cloud services transition consulting, \$80,000 for Wisconsin Incident Based Reporting System (WIBRS), and \$84,038 for open purchase orders.	\$294,758		\$220,038	
Appropriated Fund balance from End User Technology Fund	\$537,868	\$376,115	\$376,115	\$313,448
Appropriated Fund balance from General Fund	\$231,500	\$350,000	\$350,000	\$350,000
Total Fund Balance Appropriation:	\$1,064,126	\$726,115	\$946,153	\$663,448

- (b) Total expenditures and net operating income include fixed assets to conform to financial accounting standards. Fixed asset purchases in the department operating request will be funded by operating revenues and general fund balance.
- (c) The goal for the Copier Replacement program is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (d) In the 2019 Budget, the Records Management and Mail Services programs were shifted into the General Fund. History has been restated for comparability purposes.

IT Business and Infrastructure Services

(Proprietary Operation)

Team Pillar: Best professionals serving the public in the best way

Objective 1: Organizational and Classification Structure

Complete review of organizational and classification structure of the DOA – Information Technology Division. Implement recommendations that build back up coverage/knowledge in multiple technology stacks, improve supervisory structure and reduce the risk of significant knowledge gaps through appropriate changes to classification and improved succession planning (4th Quarter 2019).

Program Description

This program provides for the financing of computer equipment repairs, maintenance, county-wide software upgrades and replacements, Internet and personal computer help desk support, and information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are sections of Information Technology (IT):*

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by a developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, accountability, and expertise to all customer departments.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities, and "dial-in" users. IT Infrastructure also contracts for 24/7 help desk and desktop support augmenting County staff.

This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than \$5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than \$5,000 are expensed in the year of purchase.

- * The Information Technology Solutions organization is Department of Administration's General Fund service, unlike the End User Technology Fund, and is not charged out to other departments. "Solutions" provides support to large computer data applications and supports, maintains and develops the County web environment.

IT Business and Infrastructure Services (cont.)

	2017 Actual (f)	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	29.78	29.78	29.78	29.78	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$65,800	\$80,000	\$34,400	\$105,000	\$25,000
Interdepartmental (a) (b)	\$5,317,264	\$5,438,710	\$5,438,988	\$5,544,161	\$105,451
Other Revenue	\$26,866	\$30,000	\$33,350	\$30,000	\$0
Appr. Fund Balance (c) (e)	\$1,064,126	\$726,115	\$946,153	\$663,448	(\$62,667)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$6,474,056	\$6,274,825	\$6,452,891	\$6,342,609	\$67,784
Personnel Costs	\$3,032,255	\$3,237,944	\$3,181,900	\$3,327,482	\$89,538
Operating Expenses	\$2,853,142	\$3,019,245	\$3,015,698	\$2,956,578	(\$62,667)
Interdept. Charges	\$2,780	\$4,250	\$3,540	\$4,250	\$0
Fixed Assets (memo) (d)	\$492,064	\$431,186	\$426,900	\$556,445	\$125,259
Total Expenditures (d)	\$5,888,177	\$6,261,439	\$6,201,138	\$6,288,310	\$26,871

Rev. Over (Under) Exp. (d) (e)	\$585,879	\$13,386	\$251,753	\$54,299	\$40,913
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- (a) Interdepartmental revenues related to the total cost of ownership charges from departmental users include a combination of revenue sources including Tax Levy. Interdepartmental rates are increased 2% in 2019.
- (b) Interdepartmental revenues for the Copier Replacement program are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including Tax Levy.
- (c) 2017 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$511,894, General Fund Balance of \$231,500, and carryover of \$320,732 for 2016 open purchase orders. 2018 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$376,115 and General Fund Balance of \$350,000. 2018 estimate includes carryover of \$80,000 for Wisconsin Incident Based Reporting System (WIBRS), \$56,000 for cloud services transition consulting, and a carryover of \$84,038 for 2017 open purchase orders. 2019 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of \$313,448 and General Fund Balance of \$350,000.
- (d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
- (e) The goal for Copier Replacement is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.
- (f) For the 2018 Budget, the Copier Replacement program was shifted from Records Management into the IT Business and Infrastructure Services program. History has been restated for comparability purposes. For the 2019 budget Records Management is part of Department of Administration's General Fund programs.

Program Highlights

Charges for services revenues increase \$25,000 reflecting an anticipated increase in new components of Public Safety Software revenues partially offset by a decrease in the number of customers utilizing office space. Interdepartmental revenues increase \$105,500 reflecting a 1.9% increase in rates charged to departments and a slight decrease in copier replacement revenues. Other revenues remain steady reflecting shared incentive benefits from procurement card purchases.

Personnel costs increase \$89,500 mostly due to cost to continue existing staff.

Operating expenses decrease \$62,700 mostly due to decreased contracted services of \$93,300 reflecting a decrease in PC technicians and one-time audit services, computer replacement costs of \$58,900, and \$26,900 reflecting lower number of copiers in 2019 that are not classified as fixed assets (i.e. <\$5,000) along with a \$12,500 decrease in travel and training related expenses. This was partially offset by increased depreciation expense by \$91,000 reflecting an addition of depreciable assets and software/maintenance expenses by \$43,500.

Activity

The plan is scheduled to replace 261 PC's (including laptops), 60 flat panels and 35 peripherals (printers, scanners, etc.) in 2019. The plan currently supports 1,529 personal workstations and laptop computers.

<u>Year</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	Units Purchased Incr./((Decr.))
PC	279	252	268	325	379	295	339	261	(78)
Flat panels	50	50	75	75	80	150	75	60	(15)
Peripherals	45	45	45	50	50	50	35	35	0

Activity – Copier Replacement

<u>Copier Purchases</u>	<u>2017</u> Actual	<u>2018</u> Budget	<u>2018</u> Estimate	<u>2019</u> Budget	Budget Change
Total Number of Units in Plan	94	94	96	96	2
Units Purchased Annually	45	13	16	22	9

Program Description

The Communications program provides County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services. This program was first incorporated into the End User Technology Fund from the Communications Fund in 2017.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.56	1.56	1.56	1.56	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$609,411	\$667,302	\$694,682	\$715,887	\$48,585
Other Revenue	\$3,487	\$4,080	\$4,080	\$4,080	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$612,898	\$671,382	\$698,762	\$719,967	\$48,585
Personnel Costs	\$133,295	\$141,916	\$140,009	\$144,789	\$2,873
Operating Expenses	\$452,110	\$499,386	\$489,167	\$545,038	\$45,652
Interdept. Charges	\$23,195	\$30,080	\$30,014	\$30,140	\$60
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$608,600	\$671,382	\$659,190	\$719,967	\$48,585
Rev. Over (Under) Exp.	\$4,298	\$0	\$39,572	\$0	\$0

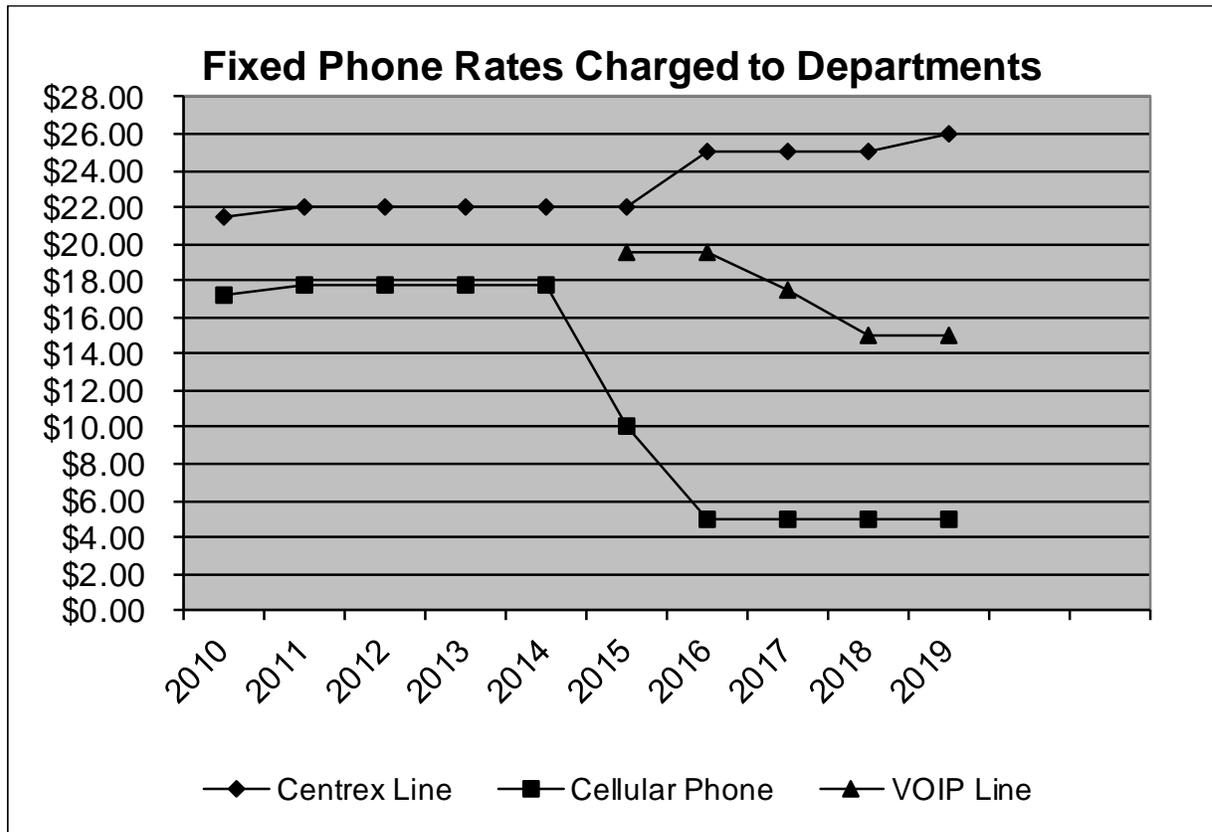
Program Highlights

Interdepartmental revenues increase \$48,600 mostly due to increased cellular use costs by \$102,200 reflecting 120 additional cellular lines added mid-2018, partially offset by decreased direct costs associated with variable phone lines reflecting lower contract expenses of \$53,600.

Personnel costs increase \$2,900 mostly due to cost to continue existing staff.

Operating expenses increase \$45,700 mostly due to increased costs associated with additional cellular lines previously mentioned above, partially offset by a decrease in contracted services.

Performance Measure



Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
# of VOIP Lines	1,575	1,594	1,594	1,613	19
# of Centrex Telephone Lines	257	249	249	243	(6)
# of Non-Centrex Telephone Lines	90	99	99	105	6
# of Cellular Phones	257	265	369	400	135

The VOIP (Voice Over Internet Protocol) capital project implementation occurred in 2013 – 2014. Currently 249 Centrex (land lines) and 99 non-Centrex traditional analog lines remain. These phone lines are in locations that either are not served by the internet or relate to devices that require traditional analog signals to operate fax machines, modems, panic alarms, or monitoring systems. These analog devices, and lines that are in difficult to serve locations, will continue to be reviewed for conversion to VOIP where possible.

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, and preparing and guarding against catastrophic fiscal loss.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (a)	\$2,184,370	\$2,227,999	\$2,228,024	\$2,339,400	\$111,401	5.0%
Other Revenue (b)	\$314,100	\$583,175	\$395,175	\$417,600	(\$165,575)	-28.4%
Appr. Fund Balance (c)	\$19,128	\$0	\$0	\$191,548	\$191,548	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources (a) (b) (c)	\$2,517,598	\$2,811,174	\$2,623,199	\$2,948,548	\$137,374	4.9%
Expenditures						
Personnel Costs	\$313,875	\$321,727	\$324,379	\$330,436	\$8,709	2.7%
Operating Expenses	\$2,375,785	\$2,420,014	\$2,414,706	\$2,542,980	\$122,966	5.1%
Interdept. Charges	\$97,687	\$69,433	\$71,969	\$75,132	\$5,699	8.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,787,347	\$2,811,174	\$2,811,054	\$2,948,548	\$137,374	4.9%
Rev. Over (Under) Exp.	(\$269,749)	\$0	(\$187,855)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.95	2.95	2.95	2.95	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	2.95	2.95	2.95	2.95	0.00

- (a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.
- (b) Other revenues include investment income, insurance/subrogation recoveries on claims, and Wisconsin Municipal Mutual Insurance company dividends (primary source of reduction).
- (c) Fund Balance applied in 2019 to help offset impact of increased insurance costs combined with decreased insurance dividends to phase increases to departments over several budgets.

Fund Balance Appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Source				
General Fund Balance	\$16,554	\$0	\$0	\$191,548
Open carryovers	\$2,574	\$0	\$0	\$0
Liability & Property Insurance Program	\$16,554	\$0	\$0	\$191,548
Worker's Compensation Program	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation:	\$19,128	\$0	\$0	\$191,548

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect Taxpayer Investments

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience modification factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Workers' Compensation Experience Modification Factor	.84	Below 1.00	.84	Below 1.00

Liability & Property Insurance**Program Description**

Management of the County's liability and property risks, safety and security programs, and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding, and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities in 1987 to provide general and police professional liability, errors and omissions, and vehicle liability excess coverage and currently insures 15 member counties, 3 cities, and 2 special-use districts.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.70	1.70	1.70	1.70	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$958,704	\$998,322	\$998,344	\$1,085,100	\$86,778
Other Revenue (b)	\$286,035	\$512,784	\$324,784	\$354,000	(\$158,784)
Appr. Fund Balance (c)	\$19,128	\$0	\$0	\$191,548	\$191,548
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a) (b)	\$1,263,867	\$1,511,106	\$1,323,128	\$1,630,648	\$119,542
Personnel Costs	\$185,009	\$189,575	\$191,140	\$194,720	\$5,145
Operating Expenses	\$1,211,070	\$1,253,138	\$1,248,965	\$1,361,836	\$108,698
Interdept. Charges	\$96,753	\$68,393	\$70,929	\$74,092	\$5,699
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,492,832	\$1,511,106	\$1,511,034	\$1,630,648	\$119,542
Rev. Over (Under) Exp.	(\$228,965)	\$0	(\$187,906)	\$0	\$0

(a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.

(b) Other revenues include claim subrogation recoveries, insurance reimbursements, investment income, and Wisconsin Municipal Insurance Company (WMMIC) dividends (primary source of reduction).

(c) Fund Balance applied in 2019 to help offset impact of increased insurance costs combined with decreased insurance dividends to phase increases to departments over several budgets.

Liability & Property Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increase 8.7% or \$86,800 to reflect increased liability insurance costs. When combined with Worker's Compensation Program costs, overall department insurance chargebacks were capped at 5%. Other revenue decrease \$158,800 to reflect a decrease in investment and insurance dividend revenues. General fund balance of \$191,500 is applied to help offset impact of increased insurance costs combined with lower investment and insurance dividend revenues on department insurance charges.

Personnel costs increase \$5,100 for cost to continue existing staff. Operating expenses increase \$108,700 primarily due to increases in liability insurance costs based on adverse claims trends for law enforcement as a whole in the U.S. which impacts municipal insurance costs. Interdepartmental charges increase \$5,700 to reflect higher automobile physical damage claim costs based on higher valued vehicles.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding, and employee safety and loss control programs to prevent workplace injuries.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	1.25	1.25	1.25	1.25	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental (a)	\$1,225,666	\$1,229,677	\$1,229,680	\$1,254,300	\$24,623
Other Revenue	\$28,065	\$70,391	\$70,391	\$63,600	(\$6,791)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues (a)	\$1,253,731	\$1,300,068	\$1,300,071	\$1,317,900	\$17,832
Personnel Costs	\$128,866	\$132,152	\$133,239	\$135,716	\$3,564
Operating Expenses	\$1,164,715	\$1,166,876	\$1,165,741	\$1,181,144	\$14,268
Interdept. Charges	\$934	\$1,040	\$1,040	\$1,040	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,294,515	\$1,300,068	\$1,300,020	\$1,317,900	\$17,832
Rev. Over (Under) Exp.	(\$40,784)	\$0	\$51	\$0	\$0

(a) Interdepartmental revenues from charges to insured departments include Tax Levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges, which increase 1.4% or \$24,600 as program operating expenses stabilize. Other revenues related to investment income decrease \$6,800 based on historical trend estimates.

Personnel costs increase \$3,600 for cost to continue existing staff. Operating expenses increase \$14,300 to reflect estimated insurance costs.

Activity – Risk Management Fund Overall**Risk Management Fund Overall**

<u>Output Indicators:</u>	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Safety Inspections/Surveys	48	40	36	35	35
Safety Meetings	47	44	49	44	44
Training In-services	27	24	26	25	25
Articles/Flyers	3	5	2	1	2
Contracts & Ins Certificates Reviewed	597	630	691	697	700
	2014	2015	2016	2017	2018
<u>Efficiency Indicators:</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
Total Purchased Insurance Premium	\$664,308	\$700,264	\$759,911	\$773,292	\$867,329
Cost of Insurance Per \$1,000 of County Expenditures*	\$2.87	\$2.97	\$3.15	\$3.08	\$3.34
Total Risk Management Expenditures	\$2,613,310	\$2,696,027	\$2,759,159	\$2,731,253	\$2,811,174
Cost of Risk Per \$1,000 of County Expenditures*	\$11.31	\$11.45	\$11.44	\$10.89	\$10.82
County Expenditures excluding Capital Projects and Debt Service*	\$231,101,480	\$235,429,850	\$241,124,464	\$250,811,468	\$259,925,860

* Excludes capital projects and debt service

Activity – Liability & Property Insurance Program

<u>Output Indicators:</u>	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of General/Auto Liability Claims	42	38	43	28	38
Paid & Reserve	\$434,864	\$431,202	\$68,726	\$44,491	N/A
Average Cost Per Claim	\$10,354	\$11,347	\$1,598	\$1,589	N/A
# of Property/Auto Physical Claims	52	54	64	76	62
Paid & Reserve Net of Subrogation	\$271,588	\$198,206	\$207,702	\$309,531	N/A
Average Cost Per Claim	\$5,223	\$3,670	\$3,245	\$4,073	N/A
Subrogation Collections	\$35,459	\$17,609	\$60,920	\$9,953	N/A

Activity – Workers' Compensation Program

<u>Output Indicators:</u>	2014	2015	2016	2017	2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>
# of Worker's Compensation Claims	93	99	91	101	96
Paid & Reserve Net of Subrogation	\$618,716	\$1,056,223	\$1,106,953	\$891,511	N/A
Average Cost Per Claim	\$6,653	\$10,669	\$12,164	\$8,817	N/A

Notes:

- Accident year claims data valued as of 01/01/18.
- NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; and (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$214,277	\$239,117	\$239,100	\$243,747	\$4,630	1.9%
Interdepartmental	\$494,338	\$525,714	\$490,000	\$506,300	(\$19,414)	-3.7%
Other Revenue	\$152,140	\$182,210	\$180,960	\$188,436	\$6,226	3.4%
Appr. Fund Balance (a)	\$52,656	\$50,000	\$50,000	\$150,000	\$100,000	200.0%
County Tax Levy (Credit) (b)(c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$913,411	\$997,041	\$960,060	\$1,088,483	\$91,442	9.2%
Expenditures						
Personnel Costs	\$590,366	\$726,652	\$699,837	\$682,786	(\$43,866)	-6.0%
Operating Expenses (a)	\$70,488	\$61,138	\$63,971	\$195,170	\$134,032	219.2%
Interdept. Charges	\$200,959	\$209,251	\$203,291	\$210,527	\$1,276	0.6%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$861,813	\$997,041	\$967,099	\$1,088,483	\$91,442	9.2%
Rev. Over (Under) Exp. (b)(c)	\$51,598	\$0	(\$7,039)	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.65	6.90	6.90	6.90	0.00
Extra Help	0.60	2.20	2.20	1.40	(0.80)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	6.25	9.10	9.10	8.30	(0.80)

(a) Fund balance appropriation	2017 Actual	2018 Budget	2018 Est.	2019 Budget
Depreciation expense	\$1,057	\$2,057	\$2,057	\$2,057
To maintain Collections internal cost to departments	\$0	\$47,943	\$47,943	\$37,943
To upgrade and convert collection business software	\$0	\$0	\$0	\$110,000
Total Fund Balance Appropriation:	\$1,057	\$50,000	\$50,000	\$150,000

Program Highlights

Charges for service revenue increases \$4,600 reflecting continued growth in municipal collections. Interdepartmental revenues decrease \$19,400 recognizing historical trends. Other revenues increase \$6,200 based on anticipated increased collection volume. Collections appropriated balance increase covers one-time costs associated with database conversion and the collection system upgrade, which includes the transition to SQL/Windows. System updates will increase long-term efficiency by improving ease of use and decreasing maintenance costs.

Personnel costs decrease \$43,900 mostly due to the reduction of 0.80 FTE temporary extra help and a decrease in health insurance resulting from changes in plan selection, partially offset by cost to continue existing staff. Operating costs increase \$134,000 including the one-time expense of \$110,000 to fund system conversion costs, \$13,000 for third party temp help for staffing flexibility during system transition and \$11,000 for credit card fees and contracted collections services based on increased activity. Interdepartmental charges increase \$1,300 reflecting lower legal, partially offset by increased End User Technology Fund charges.

Collections

Administration

Program/ Objective

Activity

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	1,574,934	\$1,830,000	1,705,700	\$1,756,900	(\$73,100)
\$ Coll. & Shared with State	\$996,057	\$902,000	\$920,000	\$930,000	\$28,000
<u>\$ Coll. for Municipal Customers</u>	<u>\$1,032,498</u>	<u>\$970,000</u>	<u>\$970,000</u>	<u>\$989,400</u>	<u>\$19,400</u>
Total \$ Collected	\$3,603,489	\$3,702,000	\$3,595,700	\$3,676,300	(\$25,700)
Total \$ Retained by County	\$2,285,004	\$2,580,000	\$2,340,000	\$2,390,000	(\$190,000)
Accts Referred to Collection Div.	24,741	21,500	22,000	22,000	500
\$ Referred to Collection Division	\$16,308,649	\$12,500,000	\$13,000,000	\$13,000,000	\$500,000
# of External Intergovernmental Customers	69	66	69	69	3

Major Departmental Strategic Plan Objectives

Quality Pillar: High standards of service excellence

Objective 1: Line of Business Application Replacement

Transition the current UNIX based Collection System to an operating system that is in wider industry use to reduce risk of operational interruptions with the current system that has been significantly customized over the years. The new system is expected to reduce operating costs, improve performance and enhance security and efficiency objectives. Project is expected to begin in 4th quarter 2018 and be completed by the close of 2019.

Performance Measures:

1. Positive return on investment over 5-year period.

Performance Measures:	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Est.	2019 Target
Ratio Collections to Expense (a) (Debt Collected/Collection Expense)	3.78	4.15	4.18	4.37	4.18	4.00	3.7
Waukesha County Recovery % (b)	28.30%	28.40%	28.60%	28.40%	27.80%	25%	25%
Waukesha County Average Liquidation % (c)	26.50%	28.89%	31.23%	26.96	22.17%	25%	25%
Collection Industry Average Liquidation % (d)	21.7						

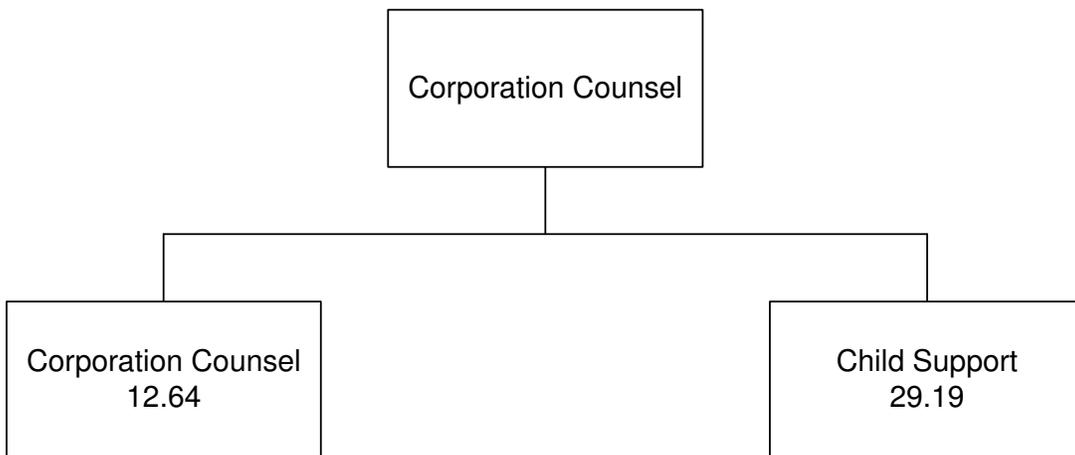
- (a) Calculated as dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
- (b) Overall recovery percentage is impacted by referrals from Health and Human Services (HHS) which are more difficult to collect given the nature of the debt, the financial status of the and the State's ability to pay provisions to the individuals. Method of calculation is total collections since inception divided by total referrals since inception.
- (c) Liquidation percentage is calculated as annual gross collections divided by new business placed (i.e., referrals) in the same 12-month period.
- (d) Source- 2013 Association of Credit Collection Professionals (ACA) Agency Benchmarking Survey.

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Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.83 TOTAL FTE'S

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

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all county departments, boards and commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of county employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Corporation Counsel – General Fund Summary

Financial Summary	2017 Actual	2018		2019 Budget	Change From 2018 Adopted Budget	
		Adopted Budget	2018 Estimate		\$	%
Corporation Counsel						
Revenues	\$515,000	\$529,518	\$527,068	\$547,102	\$17,584	3.3%
County Tax Levy	\$914,372	\$862,517	\$862,517	\$864,151	\$1,634	0.2%
Expenditures	\$1,245,794	\$1,392,035	\$1,323,261	\$1,411,253	\$19,218	1.4%
Rev. Over (Under) Exp.	\$183,578	\$0	\$66,324	\$0	\$0	N/A
Child Support						
Revenues (a)	\$2,224,938	\$2,235,182	\$2,168,689	\$2,260,651	\$25,469	1.1%
County Tax Levy	\$378,875	\$376,730	\$376,730	\$381,096	\$4,366	1.2%
Expenditures	\$2,507,832	\$2,611,912	\$2,529,528	\$2,641,747	\$29,835	1.1%
Rev. Over (Under) Exp.	\$95,981	\$0	\$15,891	\$0	\$0	N/A
Total All Funds						
Revenues	\$2,739,938	\$2,764,700	\$2,695,757	\$2,807,753	\$43,053	1.6%
County Tax Levy	\$1,293,247	\$1,239,247	\$1,239,247	\$1,245,247	\$6,000	0.5%
Expenditures	\$3,753,626	\$4,003,947	\$3,852,789	\$4,053,000	\$49,053	1.2%
Rev. Over (Under) Exp.	\$279,559	\$0	\$82,215	\$0	\$0	N/A
Position Summary (Combined FTE)						
Regular Positions (b)	39.00	40.00	40.00	41.00	1.00	
Extra Help	1.66	1.56	1.56	0.75	(0.81)	
Overtime	0.09	0.09	0.09	0.08	(0.01)	
Total	40.75	41.65	41.65	41.83	0.18	

- (a) Child Support revenues include State General Purposes Revenue (GPR) of \$237,024 in 2017 actual, \$236,000 in 2018 adopted budget, and \$236,000 in 2019 budget, which is eligible to be matched pursuant to the state and county contract.
- (b) In 2019 budget, the department creates one regular full-time senior fiscal specialist position in the Child Support Office.

Fund Purpose

The General Fund operation of the Corporation Counsel is to provide legal advice, counsel, and support to all county departments and elected officials.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$29	\$300	\$30	\$200	(\$100)	-33.3%
Interdepartmental	\$513,411	\$529,218	\$527,038	\$546,902	\$17,684	3.3%
Other Revenue	\$1,560	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$914,372	\$862,517	\$862,517	\$864,151	\$1,634	0.2%
Total Revenue Sources	\$1,429,372	\$1,392,035	\$1,389,585	\$1,411,253	\$19,218	1.4%
Expenditures						
Personnel Costs	\$1,116,704	\$1,225,427	\$1,179,841	\$1,245,690	\$20,263	1.7%
Operating Expenses	\$50,226	\$82,698	\$62,335	\$82,258	(\$440)	-0.5%
Interdept. Charges	\$78,864	\$83,910	\$81,085	\$83,305	(\$605)	-0.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,245,794	\$1,392,035	\$1,323,261	\$1,411,253	\$19,218	1.4%
Rev. Over (Under) Exp.	\$183,578	\$0	\$66,324	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	11.35	11.75	11.75	11.85	0.10
Extra Help	0.93	0.87	0.87	0.75	(0.12)
Overtime	0.04	0.04	0.04	0.04	0.00
Total FTEs	12.32	12.66	12.66	12.64	(0.02)

Program Highlights

Total revenue in the Corporation Counsel office increases by \$19,200 or 1.4% to \$1,411,300 in the 2019 budget. Based on prior year trends, new court directives, and future anticipated requests, the interdepartmental revenue for legal services provided to the Health and Human Services department increases \$17,700, offset by \$100 reduction of legal fees in charges for services. County tax levy increases by \$1,600 or 0.2% to \$864,200 in 2019.

Personnel costs increase by \$20,300 or 1.7% to \$1,245,700 for 12.64 FTEs. In addition to cost to continue, the division transfers in 0.10 FTE or about \$5,300 of a senior administrative specialist position from the child support division to reflect a 100% workload allocation in the legal services area. This is partially offset by decreases in benefit costs related to changes in employee benefit selections. In addition, temporary extra help decreases by \$3,200 or 0.12 FTE. Overtime is budgeted at the same level as 2018.

Operating expenses decrease by \$400 or 0.5% to \$82,300, mainly due to a reduction in outside printing cost.

Interdepartmental charges decrease by \$600 or 0.7% to \$83,300, mainly due to a reduction of \$2,000 in postage offset by a \$1,400 increase in computer maintenance charges-information system.

Major Departmental Strategic Plan Objectives

Quality Pillar: High Standards of Service Excellence

Objective 1: Timely and Effective Legal Services

To provide quality and timely review of contracts, ordinances, and resolutions for Waukesha County departments. To represent the County successfully in civil litigation prosecution and defense. To issue validated opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials.

Time that it takes to review contracts effectively and the number of cases filed.

Performance Measure:	2017 Actual	2018 Target	2018 Estimate	2019 Target
Percent of contracts reviewed and returned within 72 hours (Dept. standard is 4 business days)	97%	>90%	>95%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration or litigation	99%	>98%	>98%	>98%

The number of claims and lawsuits monitored and contracts, resolutions, and ordinances reviewed.

Activity - Workload Data	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Total Number of Cases Filed						
Claims Received	59	34	52	56	52	0
Lawsuits Monitored	14	17	16	16	16	0
Contracts Reviewed	209	264	300	310	300	0
Resolutions/Ordinances Reviewed	113	96	110	112	110	0

Health & Safety Pillar: Ensure Well Being of Residents

Objective 2: Vulnerable Residents Receive High-Quality Support and Services

To provide support for children, to establish care for the mentally ill and elderly infirm, and to provide stability for families in need through the court system. To provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services).

Number of cases filed for the case types outlined in the strategic objective.

Activity - Workload Data	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,211	1,186	1,200	1,170	1,200	0
Guardianships/Protective Placements:						
- Adults	520	493	525	526	525	0
- Juveniles	66	40	50	40	50	0
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection Services (CHIPS) & Truancy cases	488	566	575	622	600	25
- Termination of Parental Rights (TPR)	10	17	15	18	20	5

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Non- Departmental

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Non-Departmental

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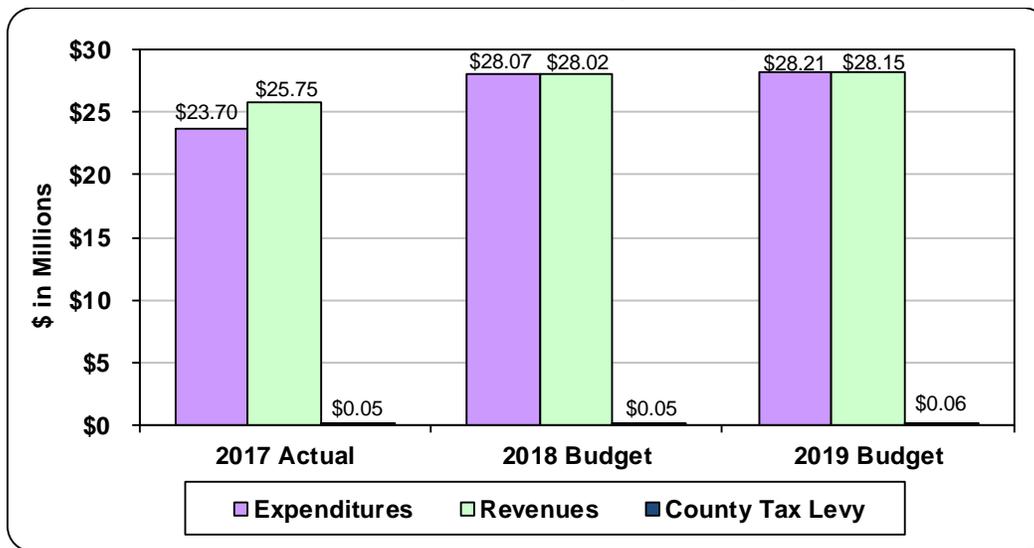
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NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific county department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire county; payment of special assessments on county properties; and receipt of state shared revenues. The **Health and Dental Insurance Fund** is an internal service fund, established to provide for and effectively manage the self-funded health benefits for county employees, elected officials, retirees and dependents. This fund also includes an Employee Wellness (Health Risk Assessment) program designed to improve employee productivity, morale and healthcare cost savings through health education and health focused activities. This fund budgets for the Waukesha Employee Health and Wellness Center for employees and retirees enrolled in county health insurance plans, with the goal of reducing prescription drug and medical costs. The center is operated through an intergovernmental agreement with the school district of Waukesha and the city of Waukesha, who are also participating. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The **Tax Levy** necessary to fund this functional area totals \$60,100, an increase of \$13,900 in the 2019 budget.
- **Non-Departmental General Fund:** reduced expenditures by \$143,000 in 2019. The elimination of the leverage loan program reduced expenditures by \$200,000, which was partially funded with fund balance. An additional \$90,000 has been included in the 2019 budget for the Waukesha County Main Jail Operational Study to identify potential efficiencies based on the best practices of similar jail operations.
- **The Waukesha Employee Health and Wellness Center (Health and Dental Insurance Fund):** Overall program expenditures increase by about \$164,700, mostly due to the following:
 - Contracted clinic staffing by \$100,800, largely due to additional physician assistant staffing needs and budgeting for a care coordinator (registered nurse).
 - Pharmaceutical costs by \$65,000 due to higher clinic utilization.
 - Other program expenditures include contractor management and consulting fees, budgeted at \$203,000, and facility-related expenses, budgeted at \$55,500.
 - A change in the formula for distributing clinic costs among its partners: The city of Waukesha, school district of Waukesha, and Waukesha County. The county's share is increasing from 40% to 43% based on a contractual three-year utilization review, resulting from higher proportional usage by county employees and dependents.
- **Waukesha Employee Health and Wellness Center** – Based on the results of the request for proposal process, it was originally projected that the center will generate a positive return on investment for the combined organizations of approximately \$7.7 million over a 5 year period: With savings of \$3.1 million estimated for the County, \$3.4 million for the school district and \$1.2 million for the City. After three years of operation, the utilization of the center by employees, spouses, and dependents has grown, already resulting in an estimated three-year savings of approximately \$5.9 million for the county alone and \$20.8 million for all three members in total.
- **Contingency Fund** remains at the 2018 budget level of \$1.2 million, funded with appropriated general fund balance.

****NON-DEPARTMENTAL****
Functional Area Summary by Agency

	2017 Actual	2018		2019 Budget	Change from 2018	
		Adopted Budget	2018 Estimate		Adopted Budget \$	%
TOTAL NON-DEPARTMENTAL						
Revenues (a) (b)	\$25,750,576	\$28,023,900	\$27,422,050	\$28,146,100	\$122,200	0.4%
County Tax Levy	\$45,848	\$46,200	\$46,200	\$60,100	\$13,900	30.1%
Expenditure (b)	\$23,702,072	\$28,070,100	\$28,532,146	\$28,206,200	\$136,100	0.5%
Rev. Over (Under) Exp.	\$572,574	\$0	\$258,004	\$0	\$0	N/A
Oper Income/(Loss)	\$1,521,778	\$0	(\$1,321,900)	\$0	\$0	N/A

BREAKDOWN BY AGENCY

GENERAL NON-DEPARTMENTAL

Revenues (a)	\$2,095,894	\$1,959,700	\$1,986,150	\$1,802,500	(\$157,200)	-8.0%
County Tax Levy	\$45,848	\$46,200	\$46,200	\$60,100	\$13,900	30.1%
Expenditure	\$1,569,168	\$2,005,900	\$1,774,346	\$1,862,600	(\$143,300)	-7.1%
Rev. Over (Under) Exp.	\$572,574	\$0	\$258,004	\$0	\$0	N/A

HEALTH AND DENTAL INSURANCE

Revenues (a)	\$23,654,682	\$24,864,200	\$25,335,900	\$25,143,600	\$279,400	1.1%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure	\$22,132,904	\$24,864,200	\$26,657,800	\$25,143,600	\$279,400	1.1%
Oper Income/(Loss)	\$1,521,778	\$0	(\$1,321,900)	\$0	\$0	N/A

CONTINGENCY

Revenues (a) (b)	\$260,000	\$1,200,000	\$100,000	\$1,200,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditure (b)	\$260,000	\$1,200,000	\$100,000	\$1,200,000	\$0	0.0%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

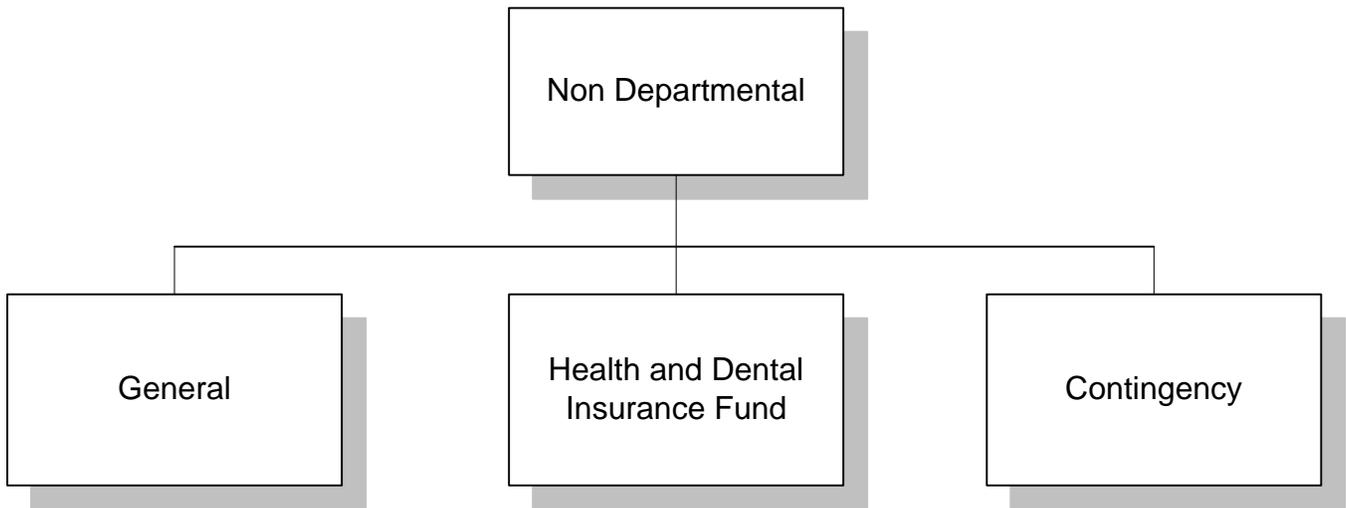
(a) The revenue budget for 2019 includes fund balance appropriations totaling \$4,418,500, which includes \$577,500 in the General Fund, \$2,641,000 in the Health & Dental Insurance Fund, and \$1,200,000 in the Contingency Fund. The revenue budget for 2018 includes fund balance appropriations totaling \$3,856,900, which includes: \$544,700 in the General Fund, \$2,112,200 in the Health & Dental Insurance Fund, and \$1,200,000 in the Contingency Fund.

(b) Contingency fund use in 2017 is being displayed for informational purposes in the table above but is not included in the totals for Non-Departmental because the actual expenditures are already recognized in the program budgets where the contingency fund transfers were approved.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This budget also serves as a vehicle for one-time or short-term (five years or less) program appropriations.

Activities

This budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave payout reserve, economic development and tourism organization funding, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), and funding for loss control and safety requirements which cannot be anticipated for County facilities and programs.

Financial Summary	2017 Actual	2018 Adopted Budget	2018 Estimate	2019 Budget	Change From 2018 Adopted Budget	
					\$	%
Revenues						
General Government (a)	\$867,125	\$805,000	\$805,000	\$755,000	(\$50,000)	-6.2%
Fine/Licenses (b)	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (c)	\$107,065	\$100,000	\$100,000	\$80,000	(\$20,000)	-20.0%
Other Revenue (b)	\$505,569	\$510,000	\$494,200	\$390,000	(\$120,000)	-23.5%
Appr. Fund Balance (d)	\$616,135	\$544,700	\$586,950	\$577,500	\$32,800	6.0%
County Tax Levy (Credit)	\$45,848	\$46,200	\$46,200	\$60,100	\$13,900	30.1%
Total Revenue Sources	\$2,141,742	\$2,005,900	\$2,032,350	\$1,862,600	(\$143,300)	-7.1%
Expenditures						
Personnel Costs (d)	\$188,318	\$400,000	\$365,000	\$380,000	(\$20,000)	-5.0%
Operating Expenses (d)	\$1,261,774	\$1,496,500	\$1,300,032	\$1,389,500	(\$107,000)	-7.2%
Interdept. Charges	\$119,076	\$109,400	\$109,314	\$93,100	(\$16,300)	-14.9%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,569,168	\$2,005,900	\$1,774,346	\$1,862,600	(\$143,300)	-7.1%
Rev. Over (Under) Exp.	\$572,574	\$0	\$258,004	\$0	\$0	N/A

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

- General government revenues include state shared revenue payments of \$585,000 for the 2019 budget and 635,000 for the 2018 budget. General government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State funding sources mainly for the Aging and Disability Resource Center Contract.
- 2017 actual fines and licenses revenues exclude jail assessment fees of about \$573,100, which are accounted for in the Non-Departmental budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for jail related projects. Actual other revenues in 2017 exclude unclaimed funds revenue of about \$15,300, and is budgeted in later years as General Fund Balance due to its unpredictability.
- Interdepartmental revenues include indirect cost recovery, mostly from County proprietary and special revenue funds, in excess of the amounts budgeted in the Department of Administration.
- Appropriated General Fund Balance for the 2019 budget includes \$140,000 for retirement payouts from reserves for this purpose; \$40,000 toward one-time employee severance/retention payments; \$80,000 from prior-year unclaimed funds revenues; \$12,500 for the contribution to the Milwaukee 7 Regional Economic Development Campaign; \$65,000 for the County's periodic Strategic Planning update; and \$150,000 for the Waukesha Center for Growth. For a description of 2018 Budget and 2018 estimated General Fund Balance use, see footnote (a) for the Non-Departmental Program/Activity Financial Summary on the Program/Financial Activity page in this document.

2019 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the county's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development & Tourism Initiatives: Waukesha County contracts with the Waukesha County Center for Growth to serve as the economic development organization to drive economic growth in Waukesha County with a vision to make Waukesha County the best place to do business. Waukesha County funds will be leveraged with funds from the City of Waukesha, the Wisconsin Small Business Development Center, private business funding and financial participation by local units of Government in Waukesha County. The County will continue support to Waukesha Area Convention and Visitors Bureau activity related to tourism and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission (WRRTC) infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the designated term or accept another county position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card Fees: Provide funding for credit card and debit card processing fees in non-enterprise activities except for Parks and Land Use that budgets its own.

Property Tax Payments/Special Assessments: This appropriation reimburses County municipalities for the County portion of property tax refunds paid on successful appeals. It also funds special assessments on County non-park property.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. The County is making an annual contribution of \$12,500 to the Milwaukee 7's Regional Economic Development Campaign funded through General Fund balance.

Safety/Efficiency Operational Study of the Waukesha County Main Jail: The County Main Jail operation has exceeded the adopted overtime budget for a number of years. In 2017, the Sheriff's department requested and was granted nearly \$200,000 in Contingency Funds to partially fund overtime costs in excess of the adopted budget (in addition to fund transfers within the operating budget). Of the over \$1.46 million in excess of the overtime adopted budget, nearly \$550,000 was attributed to the Main Jail. The study is intended to apply best practices from other similar jail operations to manage staff and reduce related costs.

Non-Departmental Program/Activity Financial Summary

Exp/Rev Category	Expenditures: Continuous	2017	2018	2018	2019	Budget	%
		Actuals	Budget	Estimate	Budget	Change	Change
Operating	SEWRPC Allocation	\$685,515	\$688,000	\$687,300	\$692,000	\$4,000	0.6%
Operating	Economic Development (a)	\$250,000	\$250,000	\$250,000	\$250,000	\$0	0.0%
Operating	Milwaukee 7 Regional Econ Dev Campaign (a)	\$12,500	\$12,500	\$12,500	\$12,500	\$0	0.0%
Operating	Waukesha County Tourism Initiative	\$12,000	\$12,000	\$10,000	\$12,000	\$0	0.0%
Operating	Wis. River Rail Transit System	\$28,000	\$46,000	\$46,000	\$30,000	(\$16,000)	-34.8%
Operating	Loss Control/ADA (a)	\$12,346	\$35,000	\$19,182	\$35,000	\$0	0.0%
Personnel	Separation Payouts (Vac. & Sick Leave) (a)	\$4,017	\$160,000	\$160,000	\$140,000	(\$20,000)	-12.5%
Personnel	Empl. Max. Sick Leave/NonRep. Vac. Payouts (Active Empl.)	\$145,643	\$150,000	\$157,000	\$160,000	\$10,000	6.7%
Operating	Section 125 Plan Administration Costs	\$7,240	\$8,000	\$5,000	\$8,000	\$0	0.0%
Personnel	Unemployment	\$38,659	\$50,000	\$48,000	\$40,000	(\$10,000)	-20.0%
Personnel	Severance/Retention (a)	\$0	\$40,000	\$0	\$40,000	\$0	0.0%
Operating	Deferred Comp. Plan Consulting/Retirement Planning (b)	\$15,000	\$35,000	\$15,000	\$30,000	(\$5,000)	-14.3%
Operating	Consulting	\$0	\$30,000	\$30,000	\$30,000	\$0	0.0%
Operating	Merchant Card Fees	\$85,434	\$65,000	\$65,000	\$55,000	(\$10,000)	-15.4%
Operating	Employment Advertising	\$11,955	\$25,000	\$15,000	\$25,000	\$0	0.0%
Operating	Property Tax/Special Assessments	\$22,598	\$40,000	\$40,000	\$40,000	\$0	0.0%
Operating	Printing inc. Adopted Budget Books	\$764	\$5,000	\$4,800	\$5,000	\$0	0.0%
Interdept'l	Work Comp/Liab/Casualty/Other Ins	\$119,076	\$109,400	\$109,314	\$93,100	(\$16,300)	-14.9%
Operating	Other Expenses	\$40,901	\$10,000	\$10,000	\$10,000	\$0	0.0%
Short-Term/Temporary/Periodic							
Operating	Fire Department Study (a)	\$29,250	\$0	\$29,250	\$0	\$0	N/A
Operating	Strategic Planning (a)	\$48,272	\$35,000	\$61,000	\$65,000	\$30,000	85.7%
Operating	Safety/Efficiency Operational Study of the Wauk Co. Main Jail (a)	\$0	\$0	\$0	\$90,000	\$90,000	N/A
Operating	Wauk. Co. Small Business Leverage Loan Fund Program (a)	\$0	\$200,000	\$0	\$0	(\$200,000)	-100.0%
Total Expenditures		\$1,569,170	\$2,005,900	\$1,774,346	\$1,862,600	(\$143,300)	-7.1%
Revenue:							
Gen Gov't	State Shared Revenues	\$685,000	\$635,000	\$635,000	\$585,000	(\$50,000)	-7.9%
Gen Gov't	Other General Government Revenues (c)	\$182,125	\$170,000	\$170,000	\$170,000	\$0	0.0%
Interdept'l	Intedepartmental Charge Revenue*	\$107,065	\$100,000	\$100,000	\$80,000	(\$20,000)	-20.0%
Other	Other Revenue (b)(d)	\$505,569	\$510,000	\$494,200	\$390,000	(\$120,000)	-23.5%
Fund Bal	Fund Balance Appropriation (a)	\$616,135	\$544,700	\$586,950	\$577,500	\$32,800	5.6%
Tax Levy	Tax Levy	\$45,848	\$46,200	\$46,200	\$60,100	\$13,900	30.1%
Total Revenues		\$2,141,742	\$2,005,900	\$2,032,350	\$1,862,600	(\$143,300)	-7.1%
Revenues Over/(Under) Expenditures		\$572,572	\$0	\$258,004	\$0	\$0	N/A

* See Footnote (c) to the financial summary table on first page of this budget.

- (a) Appropriated General Fund balance for the **2019 Budget** includes \$140,000 for retirement payouts from reserves for this purpose; \$40,000 toward one-time employee severance/retention payments; \$80,000 from prior-year unclaimed funds revenues; \$12,500 for a continuation to the County's contribution to the Milwaukee 7 Regional Economic Development Campaign; \$150,000 for the Waukesha Center for Growth; and \$65,000 for the County's periodic Strategic Planning update; and \$90,000 for the Safety/Efficiency Operational Audit of the Waukesha County Main Jail. The **2018 Estimate** includes \$42,250 in carried over open purchase orders (and related expenditure authority) from 2017. The **2018 Budget** includes \$160,000 for retirement payouts from reserves for this purpose; \$40,000 toward one-time employee severance/retention payments; \$79,200 from prior-year unclaimed funds revenues; \$12,500 for a contribution to the Milwaukee 7 Regional Economic Development Campaign; \$100,000 from prior-year Tax Increment District (TID) revenues returned to the county; \$35,000 for the County's periodic Strategic Planning update; \$100,000 for the Waukesha County Center for Growth; and \$18,000 for the one-time additional River Rail project funding.
- (b) Other revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of \$35,000 in the 2018 and decreased to \$30,000 in the 2019 Budget. No County tax levy is used to fund this expenditure.
- (c) Other general government revenue includes indirect cost recovery in excess of the amounts budgeted in the Department in the Administration. These revenues received from state funding sources are mostly the Aging and Disability Resource Center Contract and Child Support .
- (d) Other revenues include \$190,000 for municipal repayments for the police and emergency response units for the new Countywide digital radio system; repayments of principal and interest from the Waukesha County Small Business Leverage Loan Program, estimated at \$100,000 in **2019** (\$100,000 in the **2018 Budget**); procurement card rebate revenue in excess of what is budgeted in the Department of Administration (\$35,000 in the **2019** and \$40,000 **2018 Budgets**); and miscellaneous recoveries (\$35,000 in 2019 and \$65,000 **2018 Budgets**).

Fund Purpose

The Health and Dental Insurance Fund is an internal service fund established to provide for and effectively manage the health benefits for county employees, elected officials, retirees, and dependents. This fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, an employee wellness program, and the Waukesha Employee Health and Wellness Center. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the county's self-funded insurance, the premiums paid into these plans, and costs associated with the wellness programs. This fund recovers its costs through charges to county departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels, and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2017	2018	2018	2019	Change From 2018	
	Actual	Adopted Budget (a)(d)	Estimate (b)(d)	Budget (a)	Adopted Budget \$	%
Revenues						
General Government	\$27,349	\$33,000	\$32,700	\$31,600	(\$1,400)	-4.2%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$4,278,147	\$4,515,000	\$4,424,000	\$4,511,000	(\$4,000)	-0.1%
Interdepartmental	\$16,347,705	\$17,786,000	\$16,934,000	\$17,542,000	(\$244,000)	-1.4%
Other Revenue (b)	\$1,930,506	\$418,000	\$1,936,000	\$418,000	\$0	0.0%
Apr. Fund Balance (a)	\$1,070,975	\$2,112,200	\$2,009,200	\$2,641,000	\$528,800	25.0%
Memo: Reimb. For Facility Improvements (c)	\$36,440	\$36,440	\$36,440	\$36,440	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$23,654,682	\$24,864,200	\$25,335,900	\$25,143,600	\$279,400	1.1%
Expenditures (d)						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$22,116,248	\$24,843,700	\$26,630,700	\$25,115,600	\$271,900	1.1%
Interdept. Charges	\$16,656	\$20,500	\$27,100	\$28,000	\$7,500	36.6%
Fixed Assets (Memo)	\$0	\$30,000	\$60,000	\$44,000	\$14,000	46.7%
Total Expenditures	\$22,132,904	\$24,864,200	\$26,657,800	\$25,143,600	\$279,400	1.1%
Rev. Over (Under) Exp.	\$1,521,778	\$0	(\$1,321,900)	\$0	\$0	N/A

- (a) Appropriated fund balance from Health and Dental Insurance Fund Reserves for the **2019 Budget** includes \$860,000 to cover estimated stop loss insurance coverage for high-costs claims in the Active Employee Health program, and \$59,000 in the Retiree Health program, partially reflecting premiums in excess of costs in previous years. An additional \$281,000 of fund balance is budgeted in the Active Health program to provide flexibility for unknown claims trends. Fund Balance of \$246,000 is budgeted to fund the Wellness Initiative program, and \$1,195,000 is budgeted to fund most of the Waukesha Employee Health and Wellness Center. For the **2018 Budget** appropriated fund balance includes \$720,000 to cover estimated stop loss insurance coverage for high-cost claims in the Active Employee Health program and \$39,000 in the Retiree Health program, partially reflecting premiums in excess of cost in previous years. An additional \$69,000 of fund balance is budgeted in the Active Employee Health Program to provide flexibility for unknown claims trends. Fund balance of \$251,300 is budgeted to fund the Wellness Initiative program, and \$1,032,900 is budgeted to fund most of the Waukesha Employee Health and Wellness Center.
- (b) Other Revenues estimated for 2017 include one-time reimbursements from the county's stop loss insurer of about \$1.1 million for high-cost claims. The remainder is revenue from prescription drug rebates.
- (c) Beginning in 2015, the county receives a reimbursement of \$36,440 from the city and school district of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. Beginning in 2019, the city and school district will continue their contribution toward facility improvements to extend the useful life of the building at least five years.
- (d) Expenditures are projected to be about \$1.8 million over budget in 2018 due to higher claims costs in both the active and retired employee health insurance programs. Management will propose an ordinance to fund additional needed expenditure authority with above-budget stop loss insurance reimbursements and Health and Dental Insurance Fund balance.

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and claims payments. The program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. Two health plans are offered to employees: (1) a self-funded Point of Service (POS) plan (Choice Plus) and (2) a self-funded Consumer Driven health plan with a Health Savings Account (HSA) feature. Newly-hired employees are limited to enrollment in the HSA plan. Both plans offer an incentive to employees for participating in the Health Risk Assessment Program, designed to help reduce the County's health insurance costs (see Wellness Initiative Program). The 2019 Budget assumes that program participants in the POS plan will pay a lower premium costs share at 20% (vs. 25% for non-participants). Participants in the HSA plan receive a higher employer HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$500/\$1,000 for non-participants).

	2017 Actual	2018 Budget (b)	2018 Estimate (a)(b)	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,239,302	\$3,395,000	\$3,284,000	\$3,287,000	(\$108,000)
Interdepartmental	\$15,655,439	\$17,059,000	\$16,242,000	\$16,815,000	(\$244,000)
Other Revenue (a)	\$1,884,994	\$400,000	\$1,900,000	\$400,000	\$0
Appr. Fund Balance	\$0	\$789,000	\$789,000	\$1,141,000	\$352,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$20,779,735	\$21,643,000	\$22,215,000	\$21,643,000	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$18,530,522	\$21,640,000	\$22,778,100	\$21,640,000	\$0
Interdept. Charges	\$3,299	\$3,000	\$3,000	\$3,000	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$18,533,821	\$21,643,000	\$22,781,100	\$21,643,000	\$0
Rev. Over (Under) Exp.	\$2,245,914	\$0	(\$566,100)	\$0	\$0

(a) Other revenues for 2017 actuals include one-time reimbursements received by the county's stop loss insurance provider of approximately \$1.1 million. Stop loss reimbursements for 2018 are estimated at \$1.1 million. Remaining other revenues consist of prescription drug rebates. Stop loss reimbursements cannot be anticipated and are not budgeted.

(b) Expenditures are projected to be over budget in 2018 due to higher claims expenses. Management will propose an ordinance to fund additional expenditure authority with above-budget stop loss insurance reimbursements.

Program Highlights

Based on actuarial recommendations, this fund estimates necessary premiums to cover costs associated with anticipated claims to be paid in 2019 (described below). Charges for service revenues include the employees' share of estimated premiums and are projected to decrease \$108,000 due to more employees enrolling in the HSA plan, which has a lower premium than the Choice Plus plan. Interdepartmental charge revenues include the county's share of estimated premiums and contributions to employee HSA accounts charged to departments, and decrease about \$244,000 also due to the shift in employees from the POS to the HSA, plan mentioned above. (Note: Family HSA plans are estimated to cost the county about \$1,500 less than the comparable family POS plan in 2019.) Other revenues consist of prescription drug rebates and remain at the 2018 budgeted level. Appropriated Health Insurance Fund Balance includes \$860,000 to cover estimated stop loss insurance coverage (for higher-cost claims), to partially reflect premiums in excess of costs in previous years. In addition, \$281,000 is budgeted to provide flexibility for unknown claims trends.

Operating expenditures remain at the 2018 budgeted level overall, and consist mostly of estimated claims costs for the county's self-insured health plans, which are budgeted to decrease by \$124,700 due to more employees enrolling in the lower-cost HSA plan, partially offset by an increase in county contributions to employee HSA accounts by \$114,000. Stop loss insurance coverage for higher-cost claims are budgeted to increase by \$140,000, while the budget for loss reserve (for claims incurred during one year, but reported in the following year) decreases \$137,000.

Active Employee Health Insurance (Continued)

Major Departmental Strategic Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Health Plan Costs. Control Health Plan rate of cost increase (or reduce costs). Contain health insurance cost trends, and/or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) plans. Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measures:

Choice Plus Plan	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Average Plan % Premium Increase	5%	6%	6%	0%
Average Monthly Plan Cost: Single	\$693	\$735	\$735	\$735
Family	\$1,871	\$1,983	\$1,983	\$1,983
HSA Plan	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Average Plan % Premium Increase	5%	5%	5%	0%
Average Full Monthly Plan Cost: Single*	\$622	\$648	\$648	\$648
Family*	\$1,614	\$1,685	\$1,685	\$1,685

*County contribution to employee health savings accounts is included in monthly figures (added to premium).

Performance Measure:	2017 Actual	2018 Budget	2018 Estimate	2019 Budget
Medical Inflation Rate**	9%	7.9%	7.9%	7.0%

**Milliman's (County Health Insurance Actuary) expected annual trend assumptions

Activity	2017 Actual (a)	2018 Budget (b)	2018 Estimate (c)	2019 Budget (b)	Budget Chng
# of Health Ins. Contracts					
POS Single	165	157	155	133	(24)
Family	303	277	261	231	(46)
Subtotal	468	434	416	364	(70)
H.S.A. Single	255	249	283	286	37
Family	446	528	478	561	33
Subtotal	701	777	761	847	70
Total	1,169	1,211	1,177	1,211	0

(a) Enrollment as of 12/31/2017.

(b) The 2018 and 2019 budget figures are based on enrollment counts obtained during mid-summer budget development, with adjustments made for vacant positions. Beginning in 2017, all new hires are limited to enrollment in the HSA plan.

(c) Enrollment as of 7/29/2018.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical and pharmacy claims payments. This program also accounts for administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Actuarial consultants rate the retiree health insurance plan separately from the active employee health insurance plans.

	2017 Actual	2018 Budget (b)	2018 Estimate (b)	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$886,720	\$1,000,000	\$986,000	\$1,100,000	\$100,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$40,618	\$15,000	\$30,000	\$15,000	\$0
Appr. Fund Balance	\$35,000	\$39,000	\$39,000	\$59,000	\$20,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$962,338	\$1,054,000	\$1,055,000	\$1,174,000	\$120,000
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$1,738,851	\$1,053,100	\$1,836,900	\$1,173,100	\$120,000
Interdept. Charges	\$659	\$900	\$900	\$900	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (b)	\$1,739,510	\$1,054,000	\$1,837,800	\$1,174,000	\$120,000
Rev. Over (Under) Exp.	(\$777,172)	\$0	(\$782,800)	\$0	\$0

(a) Other revenues consist of prescription drug rebates.

(b) Expenditures are projected to be over budget in 2018 due to higher claims expenses. Management will propose an ordinance to fund additional expenditure authority with Health Insurance Fund balance generated by premium revenues in excess of retired employees claims expenses in prior years.

Program Highlights

Based on actuarial recommendation, which is separately rated from the active employee health plans, this program estimates necessary premiums to cover the costs associated with the claims anticipated to be paid in 2019. Charges for service revenues consist of the health insurance premiums paid by retirees (retirees pay 100% of premium costs), and are budgeted to increase 10% or \$100,000. Appropriated Health Insurance Fund balance is budgeted to cover stop loss coverage for higher-cost claims (in operating expenses), more than offset by premiums in excess of costs in previous years.

Operating expenses increase by \$120,000 and consist mostly of health claim expenses, increasing \$94,500. Stop loss insurance premium costs increase by \$20,000.

Activity	2017 Actuals (b)	2018 Budget	2018 Estimate (c)	2019 Budget	Budget Change
# of POS Retiree Health Ins. Contracts (a)					
Pre-Medicare					
Single	52	57	56	57	0
Family	17	25	23	25	0
Subtotal	69	82	79	82	0
Medicare					
Single	5	5	4	5	0
Family	3	3	6	3	0
Subtotal	8	8	10	8	0
Total	77	90	89	90	0

(a) Contract figures and the budget exclude retiree enrollment in the fully-insured Medicare Advantage healthcare plan, which had 418 participants (as of July 2018), and is not accounted for in the county budget.

(b) Enrollment as of 12/31/2017.

(c) Enrollment as of July 2018.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$109,916	\$80,000	\$110,000	\$80,000	\$0
Interdepartmental	\$692,266	\$727,000	\$692,000	\$727,000	\$0
Other Revenue	\$4,894	\$3,000	\$6,000	\$3,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$807,076	\$810,000	\$808,000	\$810,000	\$0
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$747,285	\$808,400	\$780,200	\$808,400	\$0
Interdept. Charges	\$0	\$1,600	\$800	\$1,600	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$747,285	\$810,000	\$781,000	\$810,000	\$0
Rev. Over (Under) Exp.	\$59,791	\$0	\$27,000	\$0	\$0

Program Highlights

Charges for service revenue consist mostly of the employees' share (10%) of dental premiums, and the county's share (90%) is in interdepartmental revenues, both of which remain at the 2018 budgeted level. Premium rates are not changing for the 2019 budget.

Operating expenses consist mostly of dental claims costs of \$750,000, and are also budgeted to remain at the 2018 budget level.

Activity	2017 Actual (a)	2018 Budget (b)	2017 Est. (c)	2019 Budget (b)	Budget Change
# of Dental Ins. Contracts					
Self-Funded					
Single	256	255	259	255	0
Family	549	565	538	565	0
Subtotal	805	820	797	820	0
DentaCare ❖					
Single	103	115	100	115	0
Family	241	250	241	250	0
Subtotal	344	365	341	365	0
Total	1,149	1,185	1,138	1,185	0

❖ DentaCare is a fully-insured dental insurance plan and is not budgeted in this fund. This plan is budgeted in departmental budgets and accounted for in General Fund balance sheet accounts (directly paid to insurer).

(a) Enrollment as of 12/31/2017

(b) The 2017 and 2018 budget figures are based on enrollment counts obtained during prior-year mid-summer budget development, with adjustments made for vacant positions.

(c) Enrollment as of 7/29/2018.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of county employees' lives through health education and activities that will assist health plan members in understanding disease management and prevention along with programming. This is designed to support positive lifestyle change, thereby resulting in improved employee productivity, morale, and healthcare cost savings for the county and the employees. Program components include biometric screenings, health risk assessments, health coaching, program marketing and communications, and participation incentives.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in wellness-related activities, both employees and spouses are required to participate in the county's Health Risk Assessment program (biometric screening; health risk questionnaire; and based on certain thresholds, a review of health risks with a health coach) in order to qualify for the following incentives: Program participants in the POS plan pay a lower premium cost share at 20% (vs. 25% for non-participants), and participants in the HSA plan receive a higher HSA contribution at \$1,125/\$2,250 for single/family plans (vs. \$500/\$1,000 for non-participants). In addition to the biometrics, any employee or spouse who has four or more risk factors must meet with the health coach, one of the providers or their own physician in order to receive the health plan incentives.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$262,238	\$251,300	\$224,500	\$246,000	(\$5,300)
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$262,238	\$251,300	\$224,500	\$246,000	(\$5,300)
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$268,993	\$249,300	\$222,500	\$244,000	(\$5,300)
Interdept. Charges	\$0	\$2,000	\$2,000	\$2,000	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$268,993	\$251,300	\$224,500	\$246,000	(\$5,300)
Rev. Over (Under) Exp.	(\$6,755)	\$0	\$0	\$0	\$0

Program Highlights

Appropriated Health Insurance Fund Balance is budgeted to cover program expenditures. Operating expenses mostly include biometric screening costs, which are budgeted to decrease by \$5,300 to \$151,500, reflecting projected participation (see activity table, below). This budget also includes the contracted Employee Assistance Program, which provides counseling for employees and helps avoid other, more expensive outside services, and is budgeted to remain at the 2018 budgeted level of \$40,000. Remaining budgeted items include program incentives and other wellness services (e.g., diabetes management).

Activity	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Health Assessment Participation					
# Participating*	1,326	1,600	1,326	1,500	(100)
% of Work Force + Spouses	76%	92%	76%	86%	-6%

*Figures reflect participation in the annual Health Risk Assessment (HRA) event and exclude new hires during the year who complete the health risk assessment.

Waukesha Employee Health and Wellness Center

Program Description

This program area accounts for all the costs and revenues associated with the on-site Waukesha Employee Health and Wellness Center. The center has been established through an intergovernmental agreement between the county, city and school district of Waukesha. The center is managed by a private sector organization whose primary focus and business objectives are the development, implementation, and management of employer-sponsored on-site medical clinics. The center began operation in November of 2014. Based on the results of a feasibility study and a comprehensive request for proposal process, it was projected that the combined organizations would generate a positive return on investment of \$7.7 million over a five-year period. The county was estimated to save \$3.1 million, the school district \$3.4 million, and the city \$1.2 million over this five-year period. After three years of operation, the utilization of the center by employees, spouses, and dependents has grown, already resulting in an estimated three-year savings of approximately \$5.9 million for the county alone and \$20.8 million for all three members in total. Most program costs are shared among the three members according to a formula. Originally, the formula split costs 40% to the county, 44% to the school district, and 16% to the city. After a contractual three-year utilization review, this formula is adjusted to distribute 43% of costs to the county, 38% to the school district, and 19% to the city, beginning in November 2018. The budget below consists of the county's share of costs, with the city and school district being billed directly for their share. The exception is facility costs, which the county incurs and then bills the city and school district for their share.

	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$27,349	\$33,000	\$32,700	\$31,600	(\$1,400)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$42,209	\$40,000	\$44,000	\$44,000	\$4,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$773,737	\$1,032,900	\$956,700	\$1,195,000	\$162,100
Memo: Reimb. For Facility Imprvmnts. (a)	\$36,440	\$36,440	\$36,440	\$36,440	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$843,295	\$1,105,900	\$1,033,400	\$1,270,600	\$164,700
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses	\$830,597	\$1,092,900	\$1,013,000	\$1,250,100	\$157,200
Interdept. Charges	\$12,698	\$13,000	\$20,400	\$20,500	\$7,500
Fixed Assets (Memo)	\$0	\$30,000	\$60,000	\$44,000	\$14,000
Total Expenditures	\$843,295	\$1,105,900	\$1,033,400	\$1,270,600	\$164,700
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

(a) Beginning in 2015, the County receives a reimbursement from the City and School District of Waukesha for their share of one-time facility improvement costs for the Waukesha Employee Health and Wellness Center, as specified in the signed intergovernmental agreement, spread evenly over four years. This annual reimbursement is currently estimated at \$36,440. Beginning in 2019, the city and school district will continue their contribution toward facility improvements to extend the useful life of the building at least five years.

Program Highlights

General government revenues consist of the city and school district's estimated share of facility-related costs. Charges for service revenues consist of estimated office visit revenues from county employees and dependents enrolled in the county's HSA health plan, and increase \$4,000 due to higher utilization during the current year. Appropriated Health Insurance Fund Balance is budgeted to cover remaining program expenditures.

Program expenses include contracted clinic staffing, which increases \$100,800 to \$729,900, largely due to additional physician assistant staffing needs and budgeting for the replacement of a physical therapy assistant with a care coordinator (registered nurse). Pharmaceutical costs are budgeted at \$122,600, an increase of \$65,100, due to higher clinic utilization.

Fixed assets include facility improvements to extend the useful life of the facility at least five years. This includes \$16,000 to replace HVAC mechanicals, \$14,000 to upgrade the fire panel, \$8,000 for painting, and \$6,000 for roof maintenance.

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

	2017 Actual (a)	2018 Budget	2018 Estimate	2019 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (a)	\$343,000	\$1,200,000	\$100,000	\$1,200,000	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$343,000	\$1,200,000	\$100,000	\$1,200,000	\$0
Personnel Costs (a)	\$197,000	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$146,000	\$1,200,000	\$100,000	\$1,200,000	\$0
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$343,000	\$1,200,000	\$100,000	\$1,200,000	\$0
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0

(a) In 2017 the Medical Examiner allocated \$146,000 of operating expenses to address medical services/toxicology. The Sheriff allocated \$197,000 of personnel expenses to the main jail and patrol overtime costs.

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Debt Service

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DEBT SERVICE

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway, and building projects. By statute, the County’s outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions when warranted by the market.

The County uses debt borrowing to fund no more than 80% of net (after revenues applied) capital budget expenditures for a moderate term no longer than ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures over the long term. Capital projects include highway projects, county buildings, information technology projects, and building projects at county parks and airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than 10% of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (two pages later).

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

<u>Expenditures</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Estimate</u>	<u>2019 Based on Prior Years</u>	<u>Impact of 2019 Issue</u>	<u>2019 Budget</u>	<u>Budget Change</u>
Principal	\$13,005,000	\$13,030,000	\$13,030,000	\$12,765,000		\$12,765,000	(\$265,000)
Interest Expense	\$1,726,180	\$1,862,840	\$1,598,840	\$1,551,518	\$474,000	\$2,025,518	\$162,678
TOTAL DEBT	\$14,731,180	\$14,892,840	\$14,628,840	\$14,316,518	\$474,000	\$14,790,518	(\$102,322)
Fund Balance	\$1,521,680	\$1,338,340 (a)	\$1,074,340	\$412,018 (b)	\$474,000	\$886,018	(\$452,322)
TAX LEVY	\$13,209,500	\$13,554,500	\$13,554,500	\$13,904,500	\$0	\$13,904,500	\$350,000

(a) The 2018 budget includes fund balance from the following revenue sources: Debt Service prior-year investment income of \$90,000, jail assessment fee revenues of \$140,000, 2010 Buy America Bond – U.S. Treasury payment of \$46,400, General Fund balance of \$500,000 and Debt Service Fund balance of \$561,940.

(b) The 2019 budget includes fund balance from the following revenue sources: Debt Service prior-year investment income of \$126,018, jail assessment fee revenues of \$210,000, and General Fund balance of \$550,000.

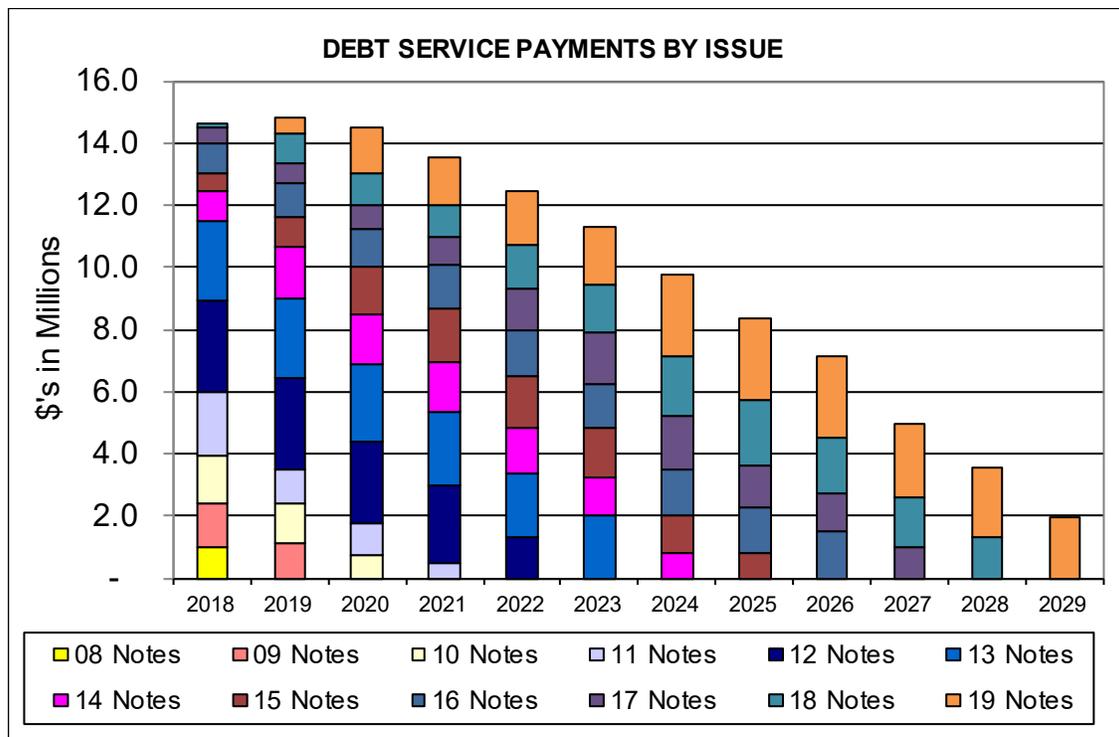
Program Highlights

Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (10 years) promissory notes amortized by integrating new debt with existing debt to achieve stability in annual payments and impact on future budgets. Larger payments are structured in later years to take advantage of call provisions of the market rates when warranted. It is the county’s policy to maintain county infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The county relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

In 2019, debt service expenditures are projected to decrease by about \$102,300, including a decrease in principal payments by \$265,000, partially offset by an increase in interest payments by \$162,700. The decrease in payments is mostly due to the county retiring more debt in recent years than taking on as new debt. In anticipation of higher debt issues in 2019-2020, the County has retired more principal in 2014-2018 by \$9.6 million.

Debt Service is funded primarily with property tax levy, which is budgeted to increase by \$350,000 to \$13,904,500. Remaining revenues consist of fund balance of \$886,018, as follows: **Debt Service Fund Balance:** Prior-year investment income of \$126,018, and **General Fund Balance:** \$550,000* and jail assessment fee reserves of \$210,000.

***General Fund Balance is reserved for the planned future use and phase-out in the Debt Service budget as follows: \$550,000 in 2019, \$450,000 in 2020, \$200,000 in 2021, and \$100,000 in 2022.**



Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than 10% of the total governmental operating expenditures in future county budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2019-2023 Five-Year Capital Projects Plan. Projected expenditures for governmental operations assume a 3.0% annual growth rate after 2019.

(Millions)	2017	2018	2019	2020	2021	2022	2023
	Actual	Estimate	Budget	Projected	Projected	Projected	Projected
Gov. Oper.*	\$206.5	\$217.5	\$226.6	\$233.2	\$239.9	\$246.8	\$253.9
Debt Ser.**	\$14.7	\$14.6	\$14.8	\$15.0	\$15.2	\$15.3	\$15.5
Ratio (%) of Debt to Oper	7.1%	6.7%	6.5%	6.4%	6.3%	6.2%	6.1%

*Excludes proprietary fund operating expenditures.

**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the county has pledged its full faith, credit, and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2018 GOPN	2018	2028	\$12,500,000	2.60%	\$12,500,000
2017 GOPN	2017	2027	\$10,000,000	1.83%	\$9,650,000
2016 GOPN	2016	2026	\$11,500,000	1.52%	\$10,075,000
2015 GOPN	2015	2025	\$10,000,000	1.57%	\$8,900,000
2014 GOPN	2014	2024	\$10,000,000	1.74%	\$7,900,000
2013 GOPN	2013	2023	\$17,000,000	1.64%	\$11,000,000
2012 GOPN	2012	2022	\$20,000,000	1.64%	\$9,000,000
2011 GOPN (b)	2011	2021	\$19,490,000	1.81%	\$2,500,000
2010 GOPN	2010	2020	\$9,000,000	1.93%	\$1,970,000
2009 GOPN (c)	2009	2019	\$15,700,000	2.70%	\$1,100,000
			TOTAL DEBT 12/31/18		\$74,595,000
			2019 ISSUE		\$17,500,000
			TOTAL DEBT (d)		<u>\$92,095,000</u>

- (a) GOPN=General Obligation Promissory Note
 (b) 2011 includes refunding of \$9.9 million balance of 2003 and 2004 debt issues, of which these portions are paid off.
 (c) The 2009 issue includes \$7.7 million to refinance debt issued in 2001 and 2002, of which these portions paid off.
 (d) The 2019 budget will reduce the outstanding debt with the budgeted principal payment of \$12,765,000 to \$79,330,000.

Outstanding Debt Limit

By statute, the county's outstanding debt is limited to 5% of the equalized value of all county property.

	2017 Budget Year	2018 Budget Year	2019 Budget Year
Equalized Value (e)	\$51,937,555,000	\$54,158,131,600	\$56,536,637,800
Debt Limit (5% x equalized value)	\$2,596,877,750	\$2,707,906,580	\$2,826,831,890
Outstanding Debt (f)	\$88,130,000	\$87,625,000	\$92,095,000
Available Debt Limit	\$2,508,747,750	\$2,620,281,580	\$2,734,736,890
Percent of Debt Limit Available	96.6%	96.8%	96.7%

(e) Total county equalized value including tax incremental districts for budget year purposes.

(f) Includes anticipated 2019 debt issue of \$17.5 million.

SCHEDULE OF CURRENT AND PLANNED DEBT SERVICE REQUIREMENTS

	2009 GOPN	2010 GOPN	2011 GOPN	2012 GOPN	2013 GOPN	2014 GOPN	2015 GOPN	2016 GOPN	2017 GOPN	2018 GOPN	2019 GOPN	Total
<u>2019</u>												
Principal	1,100,000	1,255,000	1,000,000	2,800,000	2,350,000	1,500,000	800,000	860,000	500,000	600,000		12,765,000
Interest*	18,563	53,430	51,250	153,625	206,500	148,000	159,000	218,350	188,800	354,000	474,000	2,025,518
2018 Budget Total	\$1,118,563	\$1,308,430	\$1,051,250	\$2,953,625	\$2,556,500	\$1,648,000	\$959,000	\$1,078,350	\$688,800	\$954,000	\$474,000	\$14,790,518
<u>2020</u>												
Principal		715,000	1,000,000	2,500,000	2,350,000	1,500,000	1,400,000	1,000,000	600,000	700,000	900,000	12,665,000
Interest		14,479	26,250	100,625	159,500	118,000	144,500	199,750	177,800	339,250	568,750	1,848,904
<u>2021</u>												
Principal			500,000	2,400,000	2,300,000	1,500,000	1,600,000	1,210,000	750,000	700,000	1,000,000	11,960,000
Interest			6,875	51,625	113,000	88,000	118,000	171,600	164,300	320,000	539,500	1,572,900
<u>2022</u>												
Principal				1,300,000	2,000,000	1,400,000	1,600,000	1,335,000	1,200,000	1,100,000	1,200,000	11,135,000
Interest				13,813	67,500	59,000	86,000	133,425	144,800	295,750	507,000	1,307,288
<u>2023</u>												
Principal					2,000,000	1,200,000	1,500,000	1,360,000	1,500,000	1,300,000	1,400,000	10,260,000
Interest					22,500	31,500	55,000	99,800	117,800	262,500	468,000	1,057,100
<u>2024</u>												
Principal						800,000	1,200,000	1,395,000	1,600,000	1,700,000	2,200,000	8,895,000
Interest						9,000	28,000	72,250	86,800	217,500	422,500	836,050
<u>2025</u>												
Principal							800,000	1,435,000	1,300,000	1,900,000	2,300,000	7,735,000
Interest							8,000	43,950	58,450	163,500	351,000	624,900
<u>2026</u>												
Principal								1,480,000	1,200,000	1,700,000	2,300,000	6,680,000
Interest								14,800	33,800	109,500	276,350	434,450
<u>2027</u>												
Principal									1,000,000	1,500,000	2,200,000	4,700,000
Interest									10,750	61,500	201,500	273,750
<u>2028</u>												
Principal										1,300,000	2,100,000	3,400,000
Interest										19,500	130,000	149,500
<u>2029</u>												
Principal											1,900,000	1,900,000
Interest											61,750	61,750
Total Principal	\$1,100,000	\$1,970,000	\$2,500,000	\$9,000,000	\$11,000,000	\$7,900,000	\$8,900,000	\$10,075,000	\$9,650,000	\$12,500,000	\$17,500,000	\$92,095,000
Total Interest	\$18,563	\$67,909	\$84,375	\$319,688	\$569,000	\$453,500	\$598,500	\$953,925	\$983,300	\$2,143,000	\$4,000,350	\$10,192,110
Total Payment	\$1,118,563	\$2,037,909	\$2,584,375	\$9,319,688	\$11,569,000	\$8,353,500	\$9,498,500	\$11,028,925	\$10,633,300	\$14,643,000	\$21,500,350	\$102,287,110

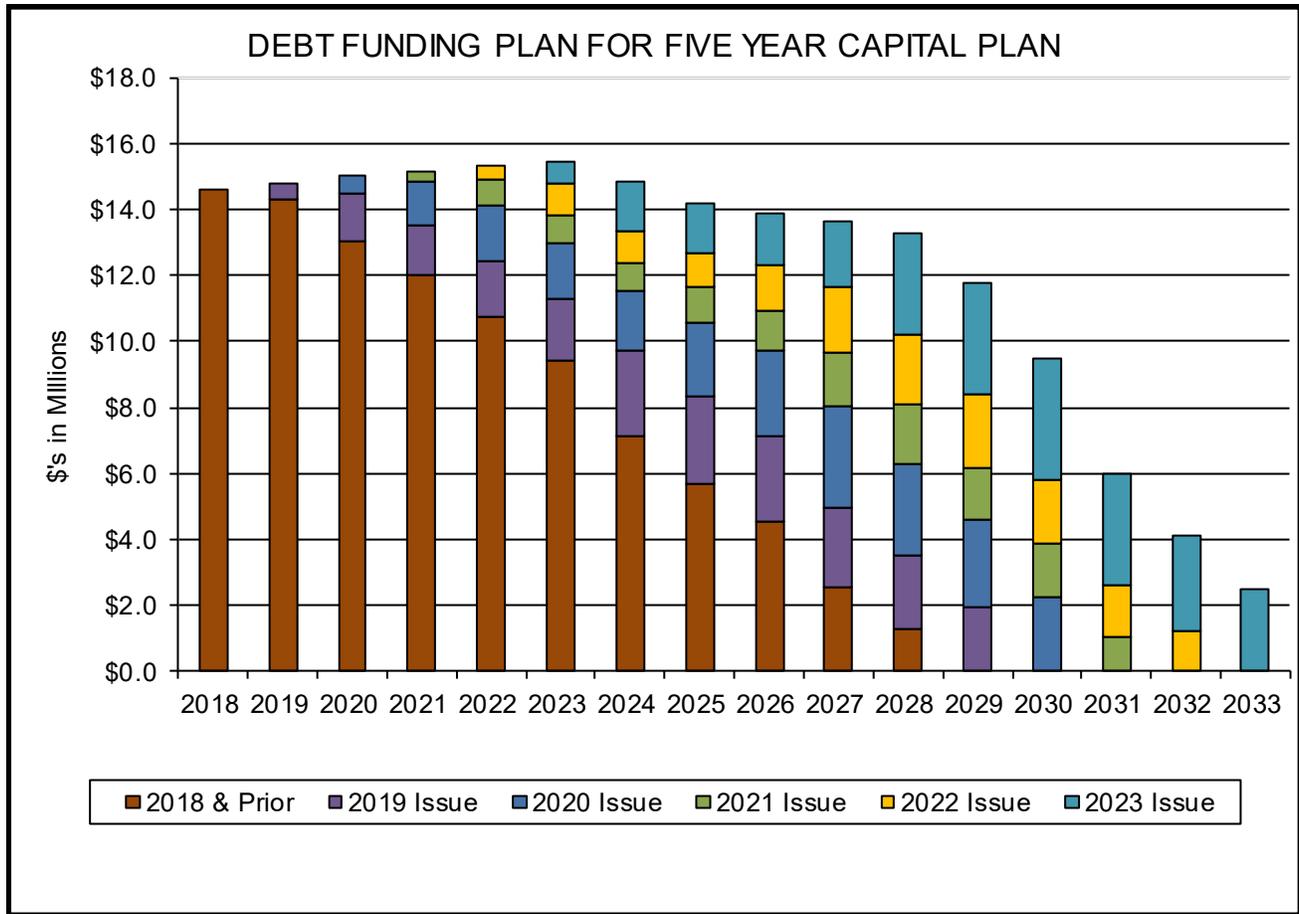
*Interest assumption (true interest cost – TIC) for the 2019 issue is estimated at 3.25%

Debt Service

Debt Service

Projected Debt Service

Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service ratio earlier in this budget.)



	2019 Budget	2020 5 - Year Plan	2021 5 - Year Plan	2022 5 - Year Plan	2023 5 - Year Plan
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Capital Plan Project Costs	\$25,005,200	\$25,611,000	\$17,209,300	\$17,072,000	\$24,638,000
Capital Plan Funding					
Project Direct Funding Sources (a)	\$2,148,000	\$1,360,500	\$2,836,000	\$790,000	\$790,000
Tax levy/Current Funds (b)	\$5,032,200	\$5,800,500	\$4,073,300	\$3,382,000	\$3,248,000
Investment Income	\$325,000	\$450,000	\$300,000	\$400,000	\$600,000
Borrowed Funds	\$17,500,000	\$18,000,000	\$10,000,000	\$12,500,000	\$20,000,000
Total Capital Plan Funding	\$25,005,200	\$25,611,000	\$17,209,300	\$17,072,000	\$24,638,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	3.25%	3.50%	3.75%	3.75%	4.00%
Planned Bond Issue	\$17,500,000	\$18,000,000	\$10,000,000	\$12,500,000	\$20,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.

(b) Includes funds from Capital and General Fund Balances.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of \$100,000 for a permanent fixed asset (building, land, improvement, or equipment or technology installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to unplanned situations. Most new projects are to be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Section 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. Justification of projects includes costs versus benefits, return on investment analysis, and project need.

A long-range goal to managing overall debt service is to use annual cash balances from tax levy, fund balance, and ongoing revenues to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment," reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget to accommodate the policy for debt service of less than 10% of operating budget.

In this section, under "Operating Impacts by Functional Area," is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for county operations (see individual project pages), but are only included in operating department budgets in the year they will be incurred; however, the county's five-year operating budget projection considers these impacts in the appropriate years.

Financial Summary

	2017 Budget	2018 Budget	2019 Budget	Change from 2018
Expenditures	\$16,863,400	\$18,786,300	\$25,005,200	\$6,218,900
Revenues-Project Specific	\$1,406,400	\$659,000	\$2,148,000	\$1,489,000
Enterprise Fund Balance	\$110,000	\$190,000	\$0	(\$190,000)
Internal Service Fund Balance (a)	\$0	\$0	\$175,000	\$175,000
Restricted Special Rev Fund Bal	<u>\$465,000</u>	<u>\$308,000</u>	<u>\$0</u>	<u>(\$308,000)</u>
Net Expenditures	\$14,882,000	\$17,629,300	\$22,682,200	\$5,052,900
Other Financing Sources:				
Investment Earnings	\$300,000	\$280,000	\$325,000	\$45,000
Debt Issue Proceeds	<u>\$10,000,000</u>	<u>\$12,500,000</u>	<u>\$17,500,000</u>	<u>\$5,000,000</u>
Cash Balances from				
Governmental Fund Balance (b)	\$2,085,000	\$955,200	\$1,707,200	\$752,000
Other Fund Balance (c)	\$0	\$1,242,000	\$175,000	(\$1,067,000)
Revenues-General (d)	\$750,000	\$905,100	\$1,919,073	\$1,013,973
Tax Levy	<u>\$1,747,000</u>	<u>\$1,747,000</u>	<u>\$1,055,927</u>	<u>(\$691,073)</u>
Total Cash Balances	\$4,582,000	\$4,849,300	\$4,857,200	\$7,900
Est. Use of Cash Balances as % Of Net Expenditures	31%	28%	21%	

- (a) 2019 budgeted use of internal service fund balance consists of \$175,000 of End User Technology Fund balance for the Enterprise Content Management project (#200910).
- (b) 2019 budgeted use of governmental fund balance of \$1,707,200 includes \$1,505,000 of General Fund balance from prior-year jail assessment fee revenue reserves for the Jail Security System Recording/Display Equipment replacement project (#201615), the Jail Video Visitation System Replacement project (#201702), and to cover a portion of the jail holding construction costs related to the Step 1: Secure Courtroom Construction project (#201418). Governmental fund balance use also includes \$50,000 of Tarmann Parkland Acquisition Fund balance budgeted for Parks and Land Use pavement management (#201406), and \$152,200 of Capital Project Fund balance.
- (c) Other fund balance includes internal service fund balance budgeted for related county-wide projects. For 2019, this includes \$175,000 of End User Technology Fund balance for the project to replace the property tax and countywide cashing system (#201815).
- (d) General revenues include \$250,000 of state Shared Revenues, \$600,000 of state aid for the personal property tax exemption of computers, \$325,000 of state General Transportation Aids, and \$744,073 of state personal property aid for the tax exemption of machinery, tools, and patterns not used for manufacturing (which were already exempt).

Capital Projects

2019 Capital Projects

Summary

	2017 Budget	2018 Budget	2019 Budget	18-19 Budget Change
EXPENDITURES				
Justice and Public Safety	\$4,183,000	\$6,575,000	\$16,205,000	\$9,630,000
Health and Human Services	\$0	\$0	\$0	\$0
Parks, Env, Edu & Land Use	\$2,372,400	\$2,422,000	\$2,510,000	\$88,000
Public Works	\$9,758,000	\$7,922,300	\$5,740,200	(\$2,182,100)
County Wide Technology Projects	\$400,000	\$1,692,000	\$350,000	(\$1,342,000)
Est. Financing Costs	\$150,000	\$175,000	\$200,000	\$25,000
Total Gross Capital Expenditures	\$16,863,400	\$18,786,300	\$25,005,200	\$6,218,900

REVENUES-Project Specific

Municipal Cost Share - Communication Center Expansion	\$708,400			\$0
County Highway Improvement Program (CHIP)	\$300,000	\$330,000	\$330,000	\$0
CHIP-Discretionary	\$300,000	\$229,000	\$291,000	\$62,000
Federal, State, & Municipal Funding for PLU Trail Projects	\$98,000		\$1,127,000	\$1,127,000
Community Development Block Grant Funding			\$200,000	\$200,000
Landfill Siting Revenues		\$100,000	\$200,000	\$100,000
Subtotal: Revenues-Project Specific	\$1,406,400	\$659,000	\$2,148,000	\$1,489,000

REVENUES-General

State Shared Revenue/Utility Payment	\$150,000	\$305,100	\$250,000	(\$55,100)
State Aid for Computer Equipment Property Tax Exemption	\$600,000	\$600,000	\$600,000	\$0
State General Transportation Aids			\$325,000	\$325,000
State Aid for Tax Exempt Machinery, Tools, & Patterns (Non-Mfg)			\$744,073	\$744,073
Subtotal: Revenues-General	\$750,000	\$905,100	\$1,919,073	\$1,013,973

FUND BALANCE APPROPRIATIONS:

Airport Fund	\$110,000	\$190,000	\$0	(\$190,000)
Subtotal: Enterprise Fund Balance	\$110,000	\$190,000	\$0	(\$190,000)

End User Technology Fund Balance	\$0	\$0	\$175,000	\$175,000
Subtotal: Internal Service Funds	\$0	\$0	\$175,000	\$175,000

Restricted Tarmann Parkland Acquisition Fund Balance	\$465,000	\$308,000	\$0	(\$308,000)
Subtotal: Restricted Special Revenue Fund Balance	\$465,000	\$308,000	\$0	(\$308,000)

Collections Fund Balance		\$390,000	\$0	(\$390,000)
End User Technology Fund Balance		\$452,000	\$175,000	(\$277,000)
Central Fleet Fund Balance		\$400,000	\$0	(\$400,000)
Subtotal: Other Fund Balances Used for Countywide Projects	\$0	\$1,242,000	\$175,000	(\$1,067,000)

General Fund Balance	\$1,160,000	\$813,200		(\$813,200)
Gen Fund - Assigned: Jail Assessment Revenue Reserves		\$92,000	\$1,505,000	\$1,413,000
Capital Project Funds Assigned	\$570,000		\$152,200	\$152,200
Tarmann Parkland Acquisition Fund Balance	\$355,000	\$50,000	\$50,000	\$0
Subtotal: Cash Balances from Governmental Fund Balance	\$2,085,000	\$955,200	\$1,707,200	\$752,000
Total Fund Balance Uses For Capital Projects	\$2,660,000	\$2,695,200	\$2,057,200	(\$638,000)

Investment Earnings	\$300,000	\$280,000	\$325,000	\$45,000
Debt Proceeds	\$10,000,000	\$12,500,000	\$17,500,000	\$5,000,000

Tax Levy	\$1,747,000	\$1,747,000	\$1,055,927	(\$691,073)
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Pg #	PROJECT TITLE	Project Number	2019 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
PUBLIC WORKS - CENTRAL FLEET						
466	FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$200,000			\$200,000
PUBLIC WORKS - BUILDINGS						
467	COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCTION	201418	\$15,000,000	\$300,000	(a)	\$14,700,000
PUBLIC WORKS - HIGHWAYS						
469	CTH ES, FOX RIVER BRIDGE	201004	\$35,000			\$35,000
470	CTH Q OCONOMOWOC RIVER BRIDGE	201201	\$45,000			\$45,000
471	CTH Y, PILAK CREEK TRIBUTARY BRIDGE REPLACEMENT	201304	\$520,000			\$520,000
472	CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	\$87,000			\$87,000
473	CTH O, I-94 TO USH 18	201502	\$100,000			\$100,000
474	CTH C, HASLINGER DRIVE INTERSECTION	201611	\$165,000			\$165,000
475	CTH D, MORAIN HILLS DRIVE INTERSECTION	201613	\$6,200			\$6,200
476	CTH V V, HICKORY ST TO CTH F	201620	\$582,000	\$291,000	(b)	\$291,000
477	BRIDGE AID PROGRAM 2018 - 2022	201701	\$100,000			\$100,000
478	CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$100,000			\$100,000
479	REPAVING PROGRAM 2018-2022	201416	\$3,800,000	\$655,000	(c)	\$3,145,000

(a) Prior-year jail assessment fee revenues to cover a portion of the jail holding cell construction costs.

(b) County Highway Improvement Program – Discretionary funding (CHIP-D)

(c) Includes County Highway Improvement Program (CHIP) funding of \$330,000 and state General Transportation Aid revenues of \$325,000.

Pg #	PROJECT TITLE	Project Number	2019 Project Budget	Fund Balance & Revenue Applied		Net \$'s Needed After Revenues Applied
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PARKS AND LAND USE

480	LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	\$1,010,000	\$887,000	(d)	\$123,000
481	PEWAUKEE TO BROOKFIELD TRAIL	201807	\$300,000	\$240,000	(e)	\$60,000
482	PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	\$1,200,000	\$450,000	(f)	\$750,000

INFORMATION TECHNOLOGY - SHERIFF

483	SECURITY SYSTEM RECORDING & DISPLAY EQUIPMENT RPLCMNT	201615	\$755,000	\$755,000	(g)	
485	JAIL VIDEO VISITATION SYSTEM REPLACEMENT	201702	\$450,000	\$450,000	(g)	\$0

COUNTYWIDE TECHNOLOGY PROJECTS

487	ENTERPRISE CONTENT MANAGEMENT	200910	\$175,000	\$175,000	(h)	\$0
489	TAX SYSTEM AND COUNTYWIDE CASHIERING REPLACEMENT	201815	\$175,000	\$175,000	(h)	\$0

EST. FINANCING OF BORROWING ISSUE (Includes Discount)	999999	\$200,000	\$0	\$200,000
TOTAL EXPENDITURES/Fund Balance & Revenues Applied/Net \$ Needed		\$25,005,200	\$4,378,000	\$20,627,200

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	\$600,000
STATE SHARED REVENUE/UTILITY PAYMENT	\$250,000
STATE PERSONAL PROPERTY AID FOR EXEMPT MACHINE, TOOLS, & PATTERNS (NON-MFG)	\$744,073 (i)
GENERAL FUND BALANCE	\$0
CAPITAL PROJECT FUND BALANCE	\$152,200
DEBT ISSUE PROCEEDS	\$17,500,000
INVESTMENT INCOME EARNED ON DEBT ISSUE	\$325,000
TOTAL FROM OTHER FUNDING SOURCES	\$19,571,273
TAX LEVY	\$1,055,927

- (d) Consists of the estimated federal, state, and municipal cost share.
- (e) Consists of the estimated federal and municipal cost share.
- (f) Includes \$50,000 of Tarmann Parkland Acquisition Fund balance, \$200,000 of landfill siting fees, and \$200,000 of federal Community Development Block Grant funding.
- (g) Prior-year jail assessment fee revenues.
- (h) End User Technology Fund Balance.
- (i) Beginning with the 2019 budget, a new state law exempts machinery, tools, and patterns (not used in manufacturing, which were already exempt) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.

GENERAL SUMMARY

Capital project expenditures in 2019 increase about \$6.2 million from the 2018 Adopted Budget to \$25 million. Changes are identified by functional areas below.

Justice and Public Safety

Projects in this functional area total about \$16.2 million, which is an increase of about \$9.6 million from the prior-year budget. The 2019 budget includes \$15 million to continue the first phase of a two-phase project to modernize and expand the courthouse, with major construction beginning in 2019. The first phase entails the construction of eight new secure courtrooms to be located adjacent to jail facilities and will feature improved security, prisoner transport, and public access. Construction is expected to continue into 2021. The 2019 budget also includes jail-related projects estimated to cost \$755,000 for replacement of security recording and display equipment and \$450,000 for replacement the video visitation system.

Parks, Environment, Education and Land Use

Projects in this functional area total about \$2.5 million, an increase of \$88,000 from the 2018 budget. Maintenance of existing facilities includes \$1.2 million for the parks pavement management plan. This functional area also includes \$1,010,000 to construct an underpass for the Lake Country Trail underneath State Highway 67 in the city of Oconomowoc (partially offset with federal, state, and municipal revenues). The budget includes \$300,000 for the design phase of a project to build a 3.5-mile trail from a proposed trail access located on North Avenue, south of Watertown Road in the city of Pewaukee, to a proposed trailhead near the intersection of River Road and Brookfield Road in the city of Brookfield (construction in 2021). This project is the first phase of a plan to create a north-south connector trail, eventual connecting with Frame Park in the city of Waukesha, as envisioned in the County Board-adopted Waukesha County Bike/Pedestrian Plan. The county will apply for federal funding to cover 80% of the costs and share remaining costs with the city of Brookfield.

Public Works

Project expenditures in the public works functional area total \$5.7 million, a decrease of \$2.2 million from the 2018 budget. County dollars leverage an additional \$450,000 of state/federal funds for highway projects. Projects include buildings, highways and the airport as follows:

Buildings/Land Improvements

The major focus for building improvements in the five-year capital plan is the two-phase project to upgrade and modernize the county courthouse (discussed previously under the Justice and Public Safety functional area). The 2019 budget includes \$200,000 as part of a multiple-year project to replace county fuel tanks when needed.

Highways

The 2019 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Repaving

A funding level of \$3.8 million is budgeted for the annual County Trunk Highway (CTH) Repaving Program with a goal of covering approximately 20 lane miles of road. In addition the budget includes \$582,000 to rehabilitate CTH V V (Silver Spring Drive), from Hickory Street to CTH F, in the village of Sussex. The engineering/design phase for the rehabilitation/reconstruction of CTH O (Moorland Road), from I-94 to USH 18 (Blue Mound Road), is funded at \$100,000 (construction in 2021).

Bridges/Culverts

The existing Culvert Replacement Program continues with an appropriation of \$100,000. The budget funds construction of \$520,000 to replace the Pilak Tributary Bridge on CTH Y (Racine Avenue) in the city of Muskego. Additional funding of \$35,000 and \$45,000 is budgeted for rehabilitation of the Fox River Bridge on CTH ES in the village and town of Mukwonago and the replacement of the Oconomowoc River Bridge on CTH Q in the town of Merton. The engineering/design phase for the rehabilitation of the Pebble Brook Creek Bridge on CTH XX (Oakdale Drive) in the town of Waukesha is budgeted at \$87,000 (construction in 2021). The 2019 budget includes \$100,000 for the Bridge Aid Program, which covers half the cost of some town and village bridge reconstruction and repair.

Signal & Safety Improvements

Decisions to initiate signal and safety spot improvements are based on safety, traffic congestion, and roadway safety audits to identify the use of lower-cost remediation strategies. Land acquisition for the intersection of CTH C and Hasslinger Drive in the town of Merton and village of Chenequa is budgeted at \$165,000 (construction in 2020). The engineering/design phase for the intersection of CTH D and Moraine Hills Drive in the town of Ottawa is budgeted at \$6,200 (construction in 2021).

Priority Corridors

Due to the timing of project phases and the federal funding cycle, there are no priority corridor improvements budgeted in 2019. However, there are two major projects underway, including the construction of West Waukesha Bypass and widening three miles of CTH M (North Avenue) in the city of Brookfield and village of Elm Grove (currently in design and land acquisition phase, construction planned for 2020-2021).

County Wide Technology Investments

Project expenditures for county-wide technology investments total \$350,000, a decrease of \$1.3 million from the 2018 budget. This includes \$175,000 to complete a project to replace the county-wide cashing and property tax systems. The plan includes \$175,000 to fund the development of a long-term cloud and on-premise technology strategy through the Enterprise Content Management project.

Project Revenue Funding

Revenues and various fund balance appropriations for project funding increase by about \$1.9 million to \$6.4 million for the 2019 Budget.

Project specific revenues increase by about \$1.5 million to \$2.1 million, mostly due to budgeting \$887,000 for the federal, state, and municipal revenue share of the project to construct an underpass for the Lake Country Trail underneath State Highway 67 in the city of Oconomowoc. The 2019 budget also includes \$240,000 in revenue for the federal and municipal share for the design/engineering phase of the project to build a 3.5-mile trail between the cities of Brookfield and Pewaukee. The County Highway Repaving program is partially funded with \$330,000 of federal/state County Highway Improvement Program (CHIP) revenues. Another \$291,000 of CHIP revenues is budgeted to partially fund the project to rehabilitate CTH V V (Silver Spring Drive), from Hickory Street to CTH F, in the village of Sussex. The Parks and Land Use Pavement Management Program is partially funded with \$200,000 of landfill siting revenues and \$200,000 of federal Community Development Block Grant revenues (to improve vehicle and pedestrian circulation throughout the Muskego Park campground and enhance ADA accessibility).

Current Funding Sources

Use of Fund Balances in 2019 totals \$2,057,200, which is an increase of \$638,000 from the 2018 budget. This includes \$1,505,000 of **General Fund Balance**, which consists of prior-year jail assessment fee revenue reserves to fund the following projects: \$755,000 to replace the Jail's security system recording and display equipment, \$450,000 to replace the Jail's video visitation system, and \$300,000 to partially fund the costs of jail-holding areas in the first phase courthouse project. **End User Technology Fund Balance (EUTF)** is budgeted at \$350,000, including \$175,000 to cover the remaining portion of the project to replace the countywide cashing and property tax system, and \$175,000 to fund the development of a long-term cloud and on-premise technology strategy through the Enterprise Content Management project. **Tarmann Parkland Acquisition Fund Balance** is budgeted at \$50,000 to partially fund the Park and Land Use Pavement Management Program in accordance with enrolled ordinance 170-78. **Capital Project Fund Balance** of \$152,200 is budgeted in 2019.

Borrowed funds are budgeted at \$17.5 million, which is \$5 million higher than in 2018 due to higher capital expenses related to the first-phase courthouse project. Investment income is budgeted at \$325,000, an increase of \$45,000 from the 2018 budget. Property tax levy funding decreases about \$691,000 mainly due to a new state law exempting machinery, tools, and patterns (not used in manufacturing, which were already exempt) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000. Tax levy and the use of governmental fund cash balance and other revenues maintains the County's "down payment" at 21% of net capital expenditures, above the policy target of 20%.

OPERATING IMPACTS BY FUNCTIONAL AREA**Justice and Public Safety/Public Works**

Regarding the Courthouse Project: Based on information gathered through the design review process, there will be operating impacts related to staffing and facility maintenance. Consolidating office space and moving operations within departments closer together, is expected to result in greater operational efficiencies for most affected departments. With the exception of the Sheriff's Department, none of the affected departments have indicated a need for additional staff. The Sheriff's Department is requesting an additional six correctional officer positions during construction for Step 1 (January 2019 through March 2021), with three of the positions remaining permanently after construction. These additional positions are estimated to cost \$1 million during the interim construction period and \$240,000 annually for the three permanent positions beginning in 2021.

Step 1 of this project will demolish approximately 52,000 square feet of old jail space, which provided holding cells connected to existing courtrooms in the current courthouse. A new 62,000 square-foot court tower will increase County building space and is expected to result in higher utility, housekeeping, and repair/maintenance costs. Utilities are expected to increase by a net of \$5,000. For Step 2, the renovation of the existing courthouse will involve replacing existing systems (e.g., HVAC) with energy efficient technology, which is expected to lower utility costs.

The court tower addition in Step 1 is expected to increase contracted housekeeping costs by \$80,000. These additional expenses will likely be partially offset by savings as the Facilities Maintenance Division plans to continue transitioning from in-house cleaning staff to contracted cleaning staff.

Estimated third-party maintenance/repair services are estimated to increase \$15,000. Additional in-house maintenance/repair work is expected to be absorbed within the Division's existing staffing levels.

Regarding the Jail Video Visitation replacement project, a study and staff research has identified the potential for a revenue sharing arrangement that may cover vendor operating costs and potentially yield net annual revenue to the county.

Park, Environment, Education and Land Use

The project to construct an underpass for the Lake Country Trail underneath State Highway 67 in the city of Oconomowoc will require maintenance of the trail approaches and signage, which department management indicates will be performed by current staff at Naga-Waukee Park who already maintain the Lake County Trail. Removal of debris, clean-up of vandalism, and monitoring the operational condition of light fixtures will be the responsibility of the city of Oconomowoc.

Public Works - Highways

Annual operating costs for additional lane miles are estimated at approximately \$5,300 per lane mile. The county's goal is to maintain or improve the current overall pavement condition index (1-100 scale) for county highways, which was estimated at 60 in 2017. Regarding bridges, the county follows Wisconsin Department of Transportation guidelines for bridge replacement. Structure rehabilitation is warranted when the sufficiency number drops below 80, and a structure replacement is warranted when the sufficiency number drops below 50. The Highway Engineering Division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges. The overall bridge sufficiency index for 2017 was 84.6.

Technology Projects

The Enterprise Content Management capital project is expected to improve efficiency, access, and the amount of content under standardized information management. The 2019 budget includes funding to develop a long-term cloud and on-premise technology strategy to increase value, business continuity/recoverability, and to reduce risk (e.g, proper handling of open records requests and e-Discovery). The 2019 changes are expected to result in reduced overall costs. However, savings are contingent upon developing an effective cloud strategy. An ROI/TCO (Return of Investment/Total Cost of Ownership) calculation will be completed for each application prior to migration.

Project Title:	Fuel Tank Replacement and Infrastructure Project	Project #:	201415
Department:	Public Works - Central Fleet	Project Type:	Equipment Replacement
Phase:	Construction	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 20, 2018		

CAPITAL BUDGET SUMMARY									
Year	2018	2019	2020	2021	2022	2023	2024	Total	
Project Phase	Implementation	Constr	Constr	Constr	Constr	Constr	Constr	Project	
Expenditure Budget	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000	\$1,500,000	
Revenue Budget	<u>\$400,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$400,000</u>	
Net County Cost After Revenues Applied	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$100,000	\$1,100,000	
COST DOCUMENTATION					REVENUE				
Item	Quantity	Price	Total Cost						
Underground Tank Testing	5	\$4,000	\$20,000	Central Fleet					
Underground tanks*	5	\$150,000	\$750,000	Fund Balance					
Above Ground Tanks*	25	\$13,800	\$345,000						
Monitors	5	\$20,000	\$100,000						
Card Readers	16	\$15,000	\$240,000						
Fuel Software Systems	1	\$40,000	\$40,000	Total Revenue					
Signage/Fencing	All Sites		\$5,000						
EXPENDITURE BUDGET			<u>\$1,500,000</u>	REVENUE BUDGET					
				<u>\$400,000</u>					

*Higher cost of underground tanks is partially due to larger capacity needed for highway operations at substations, including four 10,000 gallon tanks and one 6,000 gallon tank, and also due to necessary monitoring systems and electronic devices. By contrast smaller above ground tanks are needed at other locations and hold either 550 or 1,000 gallons. Previously, those underground tanks that could be replaced by above ground tanks were replaced, based on the implementation of a replacement plan in the early 1990s. Those underground tanks remaining were due to inadequate space (that would have required the purchase of additional land) and safety issues.

Project Scope & Description: There are 16 vehicle fuel sites utilized by Waukesha County departments with a total of 30 tanks (five underground, and 25 above ground). All tanks were installed in the early 1990's. The infrastructure is aging and will begin to exceed tank warranties and useful lives of technology and equipment associated with site operations. The 25 above ground and five underground tanks will be replaced with similar tank styles, design, and capabilities. Note: all underground tanks are monitored with sensors designed to shut-off system operations immediately at time of detection, thus eliminating the loss of fuel into the ground.

Funding for this project is spread out into later years, which allows for more initial research into replacement strategies and costs before committing too much funding. The concept for capital budgeting for tank replacement follows: \$400,000 will be set aside beginning in 2018 and then \$200,000 each year and \$100,000 in the last year for a total \$1.5 million funding level, replacing tanks as needed. The focus for 2018 will be replacement of the aging software system and card readers. Tank replacement evaluation will take place in 2018, with actual replacement in subsequent years.

The budget strategy for the project is to fully fund the project and to utilize funds only as needed to complete improvements when necessitated by aging infrastructure. This strategy is similar to the method used in the Highway Paving program where funds are allocated to paving but not specifically to a location.

Location:

All 16 fuel sites that are utilized by Waukesha County Departments will require some form of replacements, upgrades and/or modifications. Sites include Highway Operations Center, Nashotah Substation, North Prairie Substation, Sussex Substation, New Berlin Substation, Nagawaukee Golf Course, Wanaki Golf Course, Moor Downs Golf Course, Nagawaukee Park, Nashotah Park, Menomonee Park, Fox Brook Park, Minooka Park, Fox River Park, Muskego Park, and Mukwonago Park.

Alternatives:

Three alternative options exist at this time: close the site(s), fuel off-site in the local area or consolidate fuel sites with other governmental agencies. None is an effective option given the nature of daily departmental operating procedures and emergency operation requirements.

Ongoing Operating Costs: Waukesha County currently spends \$40K annually to maintain all 16 of the vehicle fuel sites. The funding is contained within the Central Fleet Division's fuel budget. An additional \$25,000 in annual software licensing fees is estimated for the new fuel system.

Previous Action: Regulatory requirements associated with the State of Wisconsin "Comm 10" statutes necessitated a fuel capital project in 2012-14 totaling \$232K (project # 201211). The project focused on upgrading fuel dispenser spill containment and monitoring systems. The work contained in the 2012-14 project will not be duplicated in this project. Approved as a new project in the 2014-2018 capital plan. Delayed in 2015-2019 capital plan. Approved as planned: 2016-2020, 2017-2021 capital plans. Approved with a revenue update in 2018-2022 capital plan.

Project Title:	Courthouse Project – Secure Courtroom Construction	Project #:	201418
Department:	Public Works - Buildings	Project Type:	New Building
Phase:	Construction	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 30, 2018		

CAPITAL BUDGET SUMMARY						
Year	2017	2018	2019	2020	2021	Total
Project Phase	Budget & Concept	Design/ Constr	Construction	Construction	Construction	Project
Expenditure Budget	\$700,000	\$6,500,000	\$15,000,000	\$13,700,000	\$2,600,000	\$38,500,000
Revenue Budget	\$0	\$0	\$300,000	\$500,000	\$0	\$800,000
Net County Cost After Revenues Applied	\$700,000	\$6,500,000	\$14,700,000	\$13,200,000	\$2,600,000	\$37,700,000
COST DOCUMENTATION			REVENUE			
Design	\$2,275,000			Jail Assessment Fund Balance Reserves		\$300,000
Construction Management	\$2,275,000			Capital Project Fund Balance		\$500,000
Construction	\$32,550,000					
Contingency	\$1,400,000					
Total Project Cost	\$38,500,000			Total Revenue		\$800,000
EXPENDITURE BUDGET	\$38,500,000			REVENUE BUDGET		\$800,000

Project Scope & Description

The existing courthouse, located at 515 W. Moreland Blvd., was constructed in 1959 and remains structurally sound. The courthouse currently houses the Judiciary, Clerk of Courts, Family Court Counseling, District Attorney's offices (including Victim/Witness), the County Board Room, Information Technology and other miscellaneous functions. Throughout the life of the courthouse, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space to meet the expanding needs of the services located in the courthouse. Operational and business inefficiencies, particularly for the courts systems, have been created due to both space and building limitations. The courthouse building infrastructure is approaching the end of its useful life. In addition, existing courtrooms do not meet current design standards.

This courthouse projects (steps 1 and 2, mentioned below) will enhance security at the courthouse by establishing "three-way separation" among inmates, court staff, and court visitors, which is a judicial standard that limits unnecessary interaction and prevents potential confrontations. Other security enhancements will include improved video surveillance; upgraded fire protection; better courtroom design, with clear line-of-sight for judges and bailiffs to monitor people; ability for judges to automatically lock-down courtrooms in emergency situations; installation of staff and public announcement systems to provide notifications during emergencies; and redesign of the security entrance to improve the flow of courthouse visitors.

The county retained Zimmerman Architectural Studios to develop a "Courthouse Study," (capital project #200914), to provide a comprehensive analysis of courthouse space requirements and design needs. This study was completed in 2013, and Zimmerman recommended a two-step design approach (below). This project addresses step 1. A separate capital project will address step 2. While approving this project in the plan does not obligate future County Boards for step 2 (renovation of the existing courthouse facility as outlined in the aforementioned study, project #201705), it does reflect the county's future guidance for the overall courthouse project.

- Step 1: Construction of a new four-story, eight-courtroom facility and relocation of eight existing courtrooms to the new facility. This work also includes the demolition of the existing 1959 jail.
- Step 2: Courthouse Project Step 2 will renovate the existing courthouse facility in a three-phase vertical segmented approach to provide newly renovated facilities for all divisions, except the secure courtrooms addressed in Step 1. Courthouse renovation will also include the installation of new state of the art mechanical, electrical, fire protection, window systems and new wall, floor and ceiling finishes in all renovated areas. This approach will not require temporary offsite relocation of courthouse personnel.

Project Title:	Courthouse Project – Secure Courtroom Construction	Project #:	201418
Department:	Public Works - Buildings	Project Type:	New Building
Phase:	Construction	Sponsor:	Public Works
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 30, 2018		

Project funding includes \$500,000 of capital project fund balance and \$300,000 of prior-year jail assessment fee revenue reserves, applied to partially cover the costs of the new courts building jail-holding area.

Step 2 is currently estimated to be \$58.6 million. Going forward, many factors may impact eventual project costs, including, but not limited to, incorporating additional operations to the courthouse space, future economic conditions, and the maturing of the design process for the remaining three stages of work that are part of step 2.

Location

Waukesha County Courthouse, 515 West Moreland Blvd., Waukesha, WI 53188.

Analysis of Need

The existing courthouse building, constructed in 1959, remains structurally sound. Over the years, extensive remodeling has taken place to add additional courtrooms and reconfigure interior space. Public access to the building is now limited to the main entrance (door #2) where security screening takes place. Customer circulation has been identified for improvement, particularly the courts area. Due to the remodeling, some courtrooms are considered inadequate since the space and/or security does not measure up to current courtroom design standards.

Based on the needs identified by the county and analyzed by the consultant, the consultant has recommended the construction of a new four-story courts building adjacent and contiguous to the existing Courthouse and the relocation of eight existing courtrooms to this building. This will address courtroom security needs, prisoner transport needs, and customer circulations needs. Due to the design of this new building, it will not be necessary to temporarily relocate any courtrooms or staff off-site during construction.

The existing courthouse is in need of complete replacement of its mechanical, electrical, plumbing, fire protection and window systems. The need for these replacements will coincide with the completion of the courts building and the vacating of eight courtrooms in the existing courthouse. The space left vacant by the courtrooms will be used in consideration with the consultant’s recommendation for Step 2, as described previously in the project scope and description.

Alternatives

Continue to operate all county functions and services at their present location utilizing existing facilities, risking HVAC failure, and without gaining future HVAC, utility, and staffing efficiencies.

Ongoing Operating Costs

Based on information gathered through the design review process, there will be operating impacts related to staffing and facility maintenance. Consolidating office space and moving operations within departments closer together, is expected to result in greater operational efficiencies for most affected departments. With the exception of the Sheriff’s Department, none of the affected departments have indicated a need for additional staff. The Sheriff’s Department is requesting an additional six correctional officer positions during construction for Step 1 (January 2019 through March 2021), with three of the positions remaining permanently after construction. These additional positions are estimated to cost \$1 million during the interim construction period and \$240,000 annually for the three permanent positions beginning in 2021.

Step 1 of this project will demolish approximately 52,000 square feet of old jail space, which provided holding cells connected to existing courtrooms in the current courthouse. A new 62,000 square-foot court tower will increase County building space and is expected to result in higher utility, housekeeping, and repair/maintenance costs. Utilities are expected to increase by a net of \$5,000. For Step 2, the renovation of the existing courthouse will involve replacing existing systems (e.g., HVAC) with energy efficient technology, which is expected to lower utility costs.

The court tower addition in Step 1 is expected to increase contracted housekeeping costs by \$80,000. These additional expenses will likely be partially offset by savings as the Facilities Maintenance Division plans to continue transitioning from in-house cleaning staff to contracted cleaning staff.

Estimated third-party maintenance/repair services are estimated to increase \$15,000. Additional in-house maintenance/repair work is expected to be absorbed within the Division’s existing staffing levels.

Previous Action: The Courthouse Study was completed in August, 2013. Approved as a new capital project in the 2014-2018 capital plan. Approved as planned in the 2015-2019, 2016-2020, and 2017-2021 capital plans. Approved with a cost and revenue update in the 2018-2022 capital plan. All phases included committee review meetings open to the public.

Project Title:	CTH ES, Fox River Bridge	Project #:	201004
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Construction	Road Name:	National Avenue
Budget Action:	C - \$ Update Delay	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY						
Year	2012	2013	2014	2018	2019	Total
Project Phase	Budget/Concept	Design	Construction	Construction	Construction	Project
Expenditure Budget	\$6,000	\$150,000	\$176,000	\$197,000	\$35,000	\$564,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$6,000	\$150,000	\$176,000	\$197,000	\$35,000	\$564,000
COST DOCUMENTATION			REVENUE			
Budget/Concept	\$4,000					Federal Bridge Aid
Design	\$124,000					
Land Acquisition	\$0					
Construction	\$363,000					
Construction Management	\$55,000					
Contingency	\$18,000					
Total Project Cost	\$564,000					Total Revenue
EXPENDITURE BUDGET	\$564,000					REVENUE BUDGET
						\$0

Project Scope & Description

A bridge rehabilitation report was completed for this project and recommended deck repairs and a deck overlay. However to meet federal funding eligibility requirements regarding shoulder widths, the project scope was expanded to become a substructure widening and concrete deck replacement. During the early stages of project design, it became apparent that the proximity of both underground utilities and the remaining foundations of the old CTH ES Bridge would pose a significant risk to construction cost overruns. In addition, closing CTH ES for long-term construction posed a significant concern for local emergency service providers. Therefore, the project has been re-scoped back to the original intent to repair and overlay the existing bridge deck. CTH ES will remain open as much as possible during construction. The cost estimate increased by \$35,000 as estimates were refined during the preliminary design process. The project construction phase is being postponed to 2019.

Location,

Village of Mukwonago and Town of Mukwonago

Analysis of Need

The existing bridge (B-67-147) is a two-span, pre-stressed concrete girder structure that was constructed in 1971. A concrete overlay was placed on the deck in 1995. The abutments and girders are generally in good condition. The bridge is considered "structurally deficient" due to the condition of the deck which includes deterioration and spalling on the underside of the deck along both edges. The roadway over the structure is narrow with minimal shoulders, causing the bridge to be classified as "functionally obsolete." The structure sufficiency number is 63.1, which indicates that structure rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for Federal Bridge Aid (rehabilitation). The 2012 traffic volume at the site is 10,500 vehicles per day.

Alternatives

- Don't do project, which does not address the identified deficiencies.
- Rehabilitate the existing bridge to address structural deficiencies.
- Rehabilitate with structure widening and federal bridge aid funding, but could result in higher overall County share of costs.

Ongoing Operating Costs

Initial maintenance costs may be reduced following construction.

Previous Action

- 2010-2014 capital plan: approved as a new project.
- 2011-2015 capital plan: approved with cost update.
- 2012-2016 capital plan: approved with cost update/delay.
- 2013-2017 and 2014-2018 capital plans: approved as planned.
- Approved with scope change, cost and revenue update in the 2018-2022 capital plan.

Project Title:	CTH Q, Oconomowoc River Bridge	Project #:	201201
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Construction	Road Name:	County Line Road
Budget Action:	C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY					
Year	2016	2017	2018	2019	Total
Project Phase	Design	Right of Way	Construction	Construction	Project
Expenditure Budget	\$119,000	\$22,000	\$164,000	\$45,000	\$350,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$119,000	\$22,000	\$164,000	\$45,000	\$350,000
COST DOCUMENTATION			REVENUE		
Design	\$105,000			Federal Bridge Aid	\$625,000
State Review for Design	\$30,000				
Land Acquisition	\$22,000				
Construction	\$684,000				
Construction Management	\$104,000				
Contingency	\$30,000				
Total Project Cost	\$975,000			Total Revenue	\$625,000
EXPENDITURE BUDGET	\$350,000			REVENUE BUDGET	\$0

Project Scope & Description

This project is a replacement of the CTH Q bridge over the Oconomowoc River with a single span slab bridge. The roadway will remain two lanes over the bridge and will be constructed to current standards. The roadway profile will be raised in elevation at the bridge to provide adequate navigational clearance. This will require reconstruction of additional approach roadway to match the profile. Right of way was purchased to the ultimate width of 100 feet in the 1960's for most of the expected project limits. Additional right of way and easements will be acquired as needed. Project costs are updated to include an additional \$45,000 to cover costs related to potential field condition issues. Federal Bridge Aid revenue, which covers 80% of construction costs up to a cap of \$625,000, is budgeted to increase.

Location: Towns of Merton and Erin

Analysis of Need

The existing bridge (P-67-0078) is a single-span steel deck girder structure constructed in 1925. The concrete deck was replaced and widened in 1981. The deck is in fair condition, though the deck edges are now spalling. The girder paint system has failed and girders have deteriorated with the loss of section near the abutments and on the outermost girders. The abutments are deteriorating with areas of delamination and spalling. The bridge is considered both "structurally deficient" and "functionally obsolete." The structure sufficiency number is 35.9, which indicates that structure replacement is warranted according to WisDOT guidelines and makes the bridge eligible for federal bridge replacement funding with a sufficiency below 50. The 2013 traffic volume on this roadway segment was 3,120 vehicles per day.

Alternatives

Rehabilitation, which does not address all structural and geometric deficiencies.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action

- Approved as a new project in the 2012-2016 capital plan.
- Approved as planned in the 2013-2017 capital plan.
- Approved with a cost update in the 2014-2018 capital plan.
- Approved as planned in the 2015-2019, 2016-2020 and 2017-2021 capital plans.
- Approved with a cost update in the 2018-2022 capital plan.

Project Title:	CTH Y, Pilak Creek Tributary Bridge Rplc	Project #:	201304
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Land Acquisition	Road Name:	Racine Avenue
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 28, 2018		

CAPITAL BUDGET SUMMARY				
Year	2017	2018	2019	Total
Project Phase	Design	Land	Construction	Project
Expenditure Budget	\$90,000	\$24,000	\$520,000	\$634,000
Revenue Budget	<u>\$0</u>	<u>\$0</u>	\$0	<u>\$0</u>
Net Cost After Revenues Applied	\$90,000	\$24,000	\$520,000	\$634,000
COST DOCUMENTATION		REVENUE		
Design	\$90,000			\$0
Land Acquisition	\$24,000			
Construction	\$448,000			
Construction Management	\$18,000			
Contingency	<u>\$54,000</u>			
Total Project Cost	\$634,000			Total Revenue \$0
EXPENDITURE BUDGET	\$634,000			REVENUE BUDGET \$0

Project Scope & Description

This project is a replacement of the CTH Y structure over an un-named tributary to Pilak Creek. The roadway will remain a two lane rural section over the structure. Various structure types will be considered. The City of Muskego has constructed a bicycle facility along the west side of the highway. Accommodation of the bicycle facilities may require additional culvert length, as well as some land acquisition. Additional acquisition of easements may be required to construct this project.

Location

City of Muskego

Analysis of Need

The existing structure is a two-barrel corrugated steel plate arch. The structure was initially constructed in 1968 with a single barrel (84"x61"). A second barrel (103"x71") was added in 1989. Both barrels are rusted through near the water line. The existing two-lane roadway over the structure has adequate shoulder width, and is consistent with the 2035 Regional Transportation Plan. The structure is not a bridge, as defined by Federal Highway Administration standards, and therefore is not eligible for federal bridge aid. The 2014 traffic volume on CTH Y was 11,517 vehicles per day.

Alternatives

Rehabilitate the existing structure, which is likely not cost effective.

Ongoing Operating Costs

Initial maintenance costs may be reduced.

Previous Action

- Approved as a new project in the 2013-2017 capital plan.
- Approved as planned in the 2014-2018, 2015-2019, 2016-2020, 2017-2021, and 2018-2022 capital plans.

Project Title:	CTH XX, Pebble Brook Creek Bridge	Project #:	201402
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Preliminary Design	Road Name:	Oakdale Drive
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY						
Year	2014	2015-18	2019	2020	2021	Total
Project Phase	Concept		Design	Right of Way	Construction	Project
Expenditure Budget	\$5,000	\$0	\$87,000	\$11,000	\$53,000	\$156,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$5,000	\$0	\$87,000	\$11,000	\$53,000	\$156,000
COST DOCUMENTATION				REVENUE		
Budget/Concept	\$5,000					Federal Bridge Aid (Anticipated) \$214,000
Design	\$65,000					
State Review For Design	\$20,000					
Land Acquisition	\$11,000					
Construction	\$203,000					
Construction Management	\$56,000					
Contingency	\$10,000					
Total Project Cost	\$370,000					Total Revenue \$214,000
EXPENDITURE BUDGET	\$156,000					REVENUE BUDGET \$0

Project Scope & Description

This project is an overlay of the CTH XX bridge over Pebble Brook Creek. A concrete overlay is anticipated, but several overlay types will be considered during design. Concrete repairs will be made to the spalled areas of the deck edges. Existing bridge railing may be salvaged/remounted or completely replaced with this project. Approach guardrail will be replaced to meet current standards. The asphalt bridge approaches will be repaved, and concrete approach slabs will be added at the structure. Right of way was purchased to the ultimate width of 100 feet at this bridge in the 1970's. No additional fee acquisition is anticipated. Some easements may be necessary due to the proximity to railroad right of way. Federal bridge aid is anticipated to be used, and at 80% of construction phase, is estimated at \$214,000. This project was delayed in the 2017-2021 capital plan because the project was not approved for federal funding for the 2015 application. Waukesha County again applied for federal funding in 2017, and in May 2018 WisDOT approved federal bridge funding for the project, with the award amount to be determined when the agreement is finalized.

Location - Town of Waukesha

Analysis of Need

The existing bridge (B-67-195) is a two-span concrete box culvert that was constructed in 1980. The roof of the box culvert serves as the roadway driving surface. Most of the box culvert is in good condition. However, approximately 5% of the top deck surface is delaminated, and some concrete is beginning to spall. The delamination is due to corrosion of the top mat of bar steel. This bar steel is not epoxy coated. There is also spalling of concrete along both edges of the deck (roof) at the drip edge. The approach guardrail is in poor condition and does not meet current standards. The roadway is functionally classified as a 'principal arterial'. The bridge is considered 'structurally deficient' due to its current condition rating. The structure sufficiency number is 51.1. This indicates that structure rehabilitation is warranted according to WisDOT guidelines which makes the bridge eligible for federal bridge rehabilitation funding when the sufficiency index is below 80. An independent engineering study report will need to be prepared for this project prior to application for federal bridge funding. This report verifies that the proposed project scope is a cost-effective rehabilitation strategy. The 2013 traffic volume on this roadway segment was 5,510 vehicles per day.

Alternatives

Reconstruct the existing bridge and roadway approaches to current WisDOT standards. This alternate, while addressing the deficiencies, is not warranted.

Ongoing Operating Costs

Maintenance costs will be reduced in the early years after construction beyond 2018.

Previous Action

- Approved as a new project in the 2014-2018 capital plan.
- Approved as planned in the 2015-2019 capital plan.
- Approved with delay/cost update in the 2016-2020 capital plan.
- Delayed in the 2017-2021 capital plan.
- Approved with cost update in the 2018-2022 capital plan.

Project Title:	CTH O, I-94 to USH 18	Project #:	201502
Department:	Public Works - Highways	Project Type:	Rehabilitation
Phase:	Formation	Road Name:	Moorland Road
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY					
Year	2019	2020	2021	2022	Total
Project Phase	Design	Land	Construction	Construction	Project
Expenditure Budget	\$100,000	\$500,000	\$1,150,000	\$0	\$1,750,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$100,000	\$500,000	\$1,150,000	\$0	\$1,750,000
COST DOCUMENTATION			REVENUE		
Design	\$400,000			Surface Transportation Program - Milwaukee (STP - M)	\$5,000,000
WisDOT Plan Review	\$100,000				
Land Acquisition	\$500,000				
Construction	\$5,000,000				
Construction Management	\$500,000				
Contingency	\$250,000				
Total Project Cost	\$6,750,000			Total Revenue	\$5,000,000
EXPENDITURE BUDGET	\$1,750,000			REVENUE BUDGET	\$0

Project Scope & Description

This 0.8-mile long project involves the rehabilitation/reconstruction of CTH O to bring it up to current standards. Improvements will include: replacing the existing concrete pavement, reconfiguring intersections to improve safety, replacing older traffic signals, minor grading, and adding sidewalks and storm water improvements. Access to Brookfield Square Mall and other businesses adjacent to Moorland Road will need to be maintained during construction. Therefore, traffic control will be a major challenge for this project. Federal funds will be used to offset the cost of design and construction for this project. The Department applied for \$5,000,000 in federal STP-M funds in 2017, with no decision on funding as of May 2018.

Location

City of Brookfield

Analysis of Need

The concrete pavement along this portion of Moorland Road (CTH O) has deteriorated to the point where it now has a pavement condition index (PCI) of 30 which is regarded as poor. A PCI of 20 would indicate that the pavement has failed. The roadway was first built in 1978 and was rehabilitated in 2001 but that rehabilitation is now at the end of its useful life; paving slabs have deteriorated; paving joints have faulted and the concrete pavement is in need of replacement. Pavement issues are further compounded by the fact that this portion of Moorland Road is one of the busiest on the County system with over 30,000 vehicles per day using the corridor, which serves as a major access road to Brookfield Square Mall and to the Bluemound Road corridor.

Alternatives

- Attempt further rehabilitation. This alternate is not recommended because it is not considered cost-effective due to the poor condition of the existing pavement and the high cost of traffic control needed to maintain traffic for this roadway.
- Reconstruct/rehabilitate CTH O as described above.

Ongoing Operating Costs

Operating costs are not expected to change.

Previous Action

- Approved as a new project in the 2015-2019 Capital Plan
- Approved as planned in the 2016-2020 Capital Plan
- Approved with a revenue update in the 2017-2021 Capital Plan
- Approved as planned in the 2018-2022 Capital Plan.

Project Title:	CTH C, Hasslinger Drive Intersection	Project #:	201611
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Preliminary Design	Road Name:	Kettle Moraine Drive
Budget Action:	C - Scope C - \$ Update C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY				
Year	2018	2019	2020	Total
Project Phase	Design	Land Acquis.	Construction	Project
Expenditure Budget	\$18,100	\$165,000	\$108,000	\$291,100
Revenue Budget	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$18,100	\$165,000	\$108,000	\$291,100
COST DOCUMENTATION			REVENUE	
Design	\$88,000		Federal Highway Safety	
WisDOT Review	\$20,000		Improvement Program (HSIP)	
Land Acquisition	\$165,000		Funding	\$404,000
Construction	\$368,000			
Construction Management	\$36,000			
Contingency	\$18,100			
Total Project Cost	\$695,100		Total Revenue	\$404,000
EXPENDITURE BUDGET	\$291,100		REVENUE BUDGET	\$0

Project Scope & Description

The purpose of this proposed project is to correct the safety problems along the curved segment of CTH C (Kettle Moraine Drive) at Hasslinger Drive. Proposed improvements addressing the conditions described above and other existing potential hazards include:

1. Realign approximately 2,200' of CTH C with one gradual horizontal curve.
2. Realign and combine Hasslinger Drive, the private Oakland Road and the driveway as one common intersection approach aligned perpendicular to CTH C. Include a right turn-only lane and acceleration taper along CTH C at this reconfigured 'T'-intersection. Combining the driveways will remove the visual effect for north bound traffic whereby the road appears to be straight – not curved.
3. Widen the CTH C lane widths from 11' to 12', its paved shoulders from 1' to 3' and clear zones along this curve. Add new pavement edges.
4. Add center line and shoulder rumble strip pavement markings to alert motorists approaching and driving through this curved highway segment.
5. Add intersection area highway lighting.

Waukesha County has been awarded \$404,000 in Federal Highway Safety Improvement Program funding to help fund this project. The project was re-scoped to reduce the level of alignment changes needed, allowing the project to be a better fit for the Highway Safety Improvement Program. The reduced scope is expected to result in lower land acquisition, grading, and overall construction costs.

Location: Town of Merton and Village of Chenequa

Analysis of Need

A sharp curve along CTH C (Kettle Moraine Drive) has an awkwardly configured intersection with a residential street (Hasslinger Drive), a driveway and a private road (Oakland Road). Drivers must react suddenly to the changing curve radii of its existing alignment. This rural highway intersection has among the highest collision rates along Waukesha's County Trunk Highways. There have been twenty-one (21) crashes reported during the past 13 years at this intersection where average daily traffic is approximately 3,800 vehicles/day for a crash rate of 1.174 per million vehicles. All of these crashes involved northbound vehicles running off the right side of CTH C at the midpoint of its curve. All but one had occurred with wet/snow pavement and/or dark conditions. One crash had a fatality and four others had severe injuries.

Alternatives

Changing this intersection to a full-way stop or a roundabout is not warranted and would not address the prevailing northbound traffic flow problem along CTH C.

Ongoing Operating Costs: None

Previous Action: Approved as a new project in the 2016-2020 Capital Plan. Approved with cost and revenue update in the 2017-2021 capital plan. Approved as planned in the 2018 – 2022 plan.

Project Title:	CTH D, Moraine Hills Drive Intersection	Project #:	201613
Department:	Public Works - Highways	Project Type:	Spot Improvement
Phase:	Preliminary Design	Road Name:	CTH D
Budget Action:	C - Rev Update	Manager:	Allison Bussler, DPW Director
Date:	August 22, 2018		

CAPITAL BUDGET SUMMARY				
Year	2019	2020	2021	Total
Project Phase	Design	Land Acquis	Construction	Project
Expenditure Budget	\$6,200	\$365,000	\$68,300	\$439,500
Revenue Budget	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$6,200	\$365,000	\$68,300	\$439,500
COST DOCUMENTATION			REVENUE	
Design	\$62,000		Federal Highway Safety Improvement Program (HSIP) Funding	\$670,500
Land Acquisition	\$365,000			
Construction	\$594,000			
Construction Management	\$59,000			
Contingency	<u>\$30,000</u>			
Total Project Cost	\$1,110,000		Total Revenue	\$670,500
EXPENDITURE BUDGET	\$439,500		REVENUE BUDGET	\$0

Project Scope & Description

The purpose of this proposed project is to correct the safety problems along the curved segment of CTH D at Moraine Drive. Proposed improvements addressing the existing potential hazards include:

1. Realign approximately 1,200 feet of CTH D with one gradual horizontal curve.
2. Widen the CTH D lane widths from 11' to 12', add shoulders that are 8 feet wide of which 3 feet are paved and the rest gravel and clear zones along this curve. Add pavement safety edges.
3. Improve clear zones to proper standards.
4. Add center line and shoulder rumble strip pavement markings to alert motorists approaching and driving through this curved highway segment.

The county will apply for an estimated \$670,500 in federal Highway Safety Improvement Program (HSIP) revenues to partially fund this project.

Location: Town of Ottawa

Analysis of Need

A sharp horizontal curve at the intersection of CTH D and Moraine Hills Drive has been the site of a number of run-off-the-road crashes. Not only is the curve at Moraine Hills Drive substandard but the approach alignments are such that in combination with the curve they form reverse curves as drivers approach the location. This combined with a relatively steep grade has been the cause of crashes. The crash rate for this location is 1.8 crashes per million vehicles entering, which includes one fatality. This rate is above the limit of 1.5 crashes per million vehicles entering above which action is recommended.

Alternatives

Improved signing and marking may reduce the crash rate but are not as effective as improving the roadway geometry per the recommended scope.

Ongoing Operating Costs: None

Previous Action

Approved as a new project in the 2016 - 2020 capital plan. Approved as planned in 2017-2021 capital plan. Approved as planned in the 2018-2022 capital plan.

Project Title:	CTH V V, Hickory Street to CTH F	Project #:	201620
Department:	Public Works - Highways	Project Type:	Rehab/Jurisdictional Transfer
Phase:	Construction	Road Name:	Silver Spring Drive
Budget Action:	As Planned	Manager:	Allison Bussler, Director DPW
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY				
Year	2017	2018	2019	Total
Project Phase		Design	Construction	Project
Expenditure Budget	\$0	\$5,000	\$582,000	\$587,000
Revenue Budget	<u>\$0</u>	<u>\$0</u>	<u>\$291,000</u>	<u>\$291,000</u>
Net Cost After Revenues Applied	\$0	\$5,000	\$291,000	\$296,000
COST DOCUMENTATION			REVENUE	
Design - in house	\$0			County Highway
Soil Borings	\$5,000			Improvement Program -
Construction	\$554,000			Discretionary (CHIP-D)
Construction Management	\$0			
Contingency	<u>\$28,000</u>			
Total Project Cost	\$587,000			Total Revenue
EXPENDITURE BUDGET	\$587,000			\$291,000
				REVENUE BUDGET
				\$0

Project Scope & Description

The Village of Sussex and Waukesha County have signed a jurisdictional transfer agreement to transfer approximately half a mile of CTH V V (from Main Street to CTH F/Waukesha Avenue) to the Village. The Village has already taken the northwestern most portion of the roadway (Main Street to Hickory Street). The remaining portion (Hickory Street to CTH F) will not be transferred until this project is complete. The agreement would include a cost share agreement for any amenities that might be requested by the Village.

This project will rehabilitate 0.42 miles of CTH V V. The project scope includes manhole and culvert repairs, replacing broken and settled curbs, and repaving the roadway and restriping. The department will use \$291,000 in CHIP-D funding to offset the cost of this project.

Location

Village of Sussex

Analysis of Need

The existing pavement is nearing the end of its service life and is in need of resurfacing/rehabilitation and has a pavement condition index of 45, which is in the poor to fair range. The pavement deficiencies include transverse and longitudinal cracking, some alligator cracking and minor settlement/heaving. Some curb lines have settled and need replacing. There has also been settlement around some manholes. Some minor repair work has been identified to one of the box culverts on this portion of CTH V V. Traffic volumes along this portion of CTH V V are approximately 8,000 vehicles per day as measured in 2012.

Alternatives

- Repave CTH V V. While addressing pavement condition, this alternate does not address curb settlement, manhole or culvert issues along CTH V V.
- Reconstruction of the existing roadway. While addressing the issues, this is a more expensive alternate.

Ongoing Operating Costs

This project, once completed, will lower the department's operational costs.

Previous Action

- Approved as new project in 2016-2020 capital plan
- Jurisdictional transfer agreement approved in 2016 (Enrolled Ordinance 170-81)
- Approved with a delay, change in scope and cost/revenue updates in 2017-2021 capital plan
- Approved as planned in 2018-2022 capital plan

Project Title:	Bridge Aid Program: 2018-2022	Project #:	201701
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Program Project	Road Name:	
Budget Action:	As Planned	Manager:	Allison Bussler, Director DPW
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total Project
Project Phase						
Expenditure Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
COST DOCUMENTATION			REVENUE			
2018 Appropriation		\$100,000				
2019 Appropriation		\$100,000				
2020 Appropriation		\$100,000				
2021 Appropriation		\$100,000				
2022 Appropriation		<u>\$100,000</u>				
Total Project Cost		\$500,000				\$0
EXPENDITURE BUDGET		\$500,000				REVENUE BUDGET
						\$0

Project Scope & Description

The program provides assistance to municipalities for the replacement of bridge or culvert structures. The program normally provides 50% of the funding for engineering, design, and construction of town and village initiated projects that do not receive federal or state aid.

Locations

Various

Analysis of Need

Wisconsin Statute 82.08 requires the County to fund half the cost of construction or repair of local bridge and culvert projects initiated by townships. Such projects arise during the course of the budget year and funds are distributed on the basis of requests received. Requests that exceed the remaining funding for one year are carried over to the next year.

Alternatives

- County participation in the program is required by a statutory mandate.
- The county can opt out of participation with villages.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

Capital Project 9131 – Bridge Aid Program through 2017.
 Approved as a new project in the 2017-2021 Capital Plan.
 Approved as planned in the 2018-2022 Capital Plan.

Project Title:	Culvert Replacement Program 2018 - 2022	Project #:	201618
Department:	Public Works - Highways	Project Type:	Bridge
Phase:	Program Project	Road Name:	Various
Budget Action:	As Planned	Manager:	Allison Bussler, DPW Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Project Phase						Project
Expenditure Budget	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Revenue Budget	\$0	\$0	\$0	\$0	\$0	\$0
Net Cost After Revenues Applied	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
COST DOCUMENTATION				REVENUE		
2018 Appropriation	\$100,000					
2019 Appropriation	\$100,000					
2020 Appropriation	\$100,000					
2021 Appropriation	\$100,000					
2022 Appropriation	<u>\$100,000</u>					
Total Project Cost	\$500,000					
					Total Revenue	\$0
EXPENDITURE BUDGET	\$500,000				REVENUE BUDGE	\$0

Project Scope & Description

Provide annual funding for a countywide culvert replacement program.

Location

Various

Analysis of Need

The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately \$50,000 and do not warrant capital projects. However, when grouped together, the annual costs exceed \$100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced.

Alternatives

Schedule individual projects as needed.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

Approved as a new project in the 2016-2020 capital plan.

Approved as Planned 2017-2021 capital plan.

Approved as planned in the 2018-2022 capital plan.

Project Title:	Repaving Program 2018-2022	Project #:	201416
Department:	Public Works - Highways	Project Type:	Repaving
Phase:	Program Project	Road Name:	Various
Budget Action:	C - Rev Update Accelerate	Manager:	Allison Bussler, DPW Director
Date:	August 29, 2018		

CAPITAL BUDGET SUMMARY								
Year	2018	2019	2020	2021	2022	Total		
Project Phase								
Expenditure Budget	\$4,450,000	\$3,800,000	\$2,700,000	\$4,200,000	\$4,300,000	\$19,450,000		
Revenue Budget	\$559,000	\$655,000	\$840,000	\$1,140,000	\$790,000	\$3,984,000		
Net Costs After Revenues Applied	\$3,891,000	\$3,145,000	\$1,860,000	\$3,060,000	\$3,510,000	\$15,466,000		
COST DOCUMENTATION				REVENUE				
		Hwy Paving		County Highway Improvement Program (CHIP) and CHIP-D (Discretionary)				
	Paver Study	& Shouldering	Total	General Transportation Aid (GTA)				
				CHIP	CHIP-D	GTA		
2018	\$50,000	\$4,400,000	\$4,450,000	2018	\$330,000	\$229,000	\$0	\$559,000
2019	\$50,000	\$3,750,000	\$3,800,000	2019	\$330,000	\$0	\$325,000	\$655,000
2020	\$50,000	\$2,650,000	\$2,700,000	2020	\$330,000	\$260,000	\$250,000	\$840,000
2021	\$50,000	\$4,150,000	\$4,200,000	2021	\$330,000	\$260,000	\$550,000 *	\$1,140,000
2022	\$50,000	\$4,250,000	\$4,300,000	2022	\$330,000	\$260,000	\$200,000	\$790,000
Total Project Cost	\$250,000	\$19,200,000	\$19,450,000	Total Revenue	\$1,650,000	\$1,009,000	\$1,325,000	\$3,984,000
EXPENDITURE BUDGET	\$19,450,000			REVENUE BUDGET	\$3,984,000			

*Includes \$350,000 of GTA received above budget in 2018, appropriated as Capital Project Fund balance.

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Public Works' goal to pave approximately 20 lane miles of roadway on an annual basis. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Pavement Inspection Program, which determines the sections of highways to be repaved, along with the cost of shouldering, and parking lots at the department's substation facilities. Project funding is accelerated, moving \$1,000,000 from 2020 to 2019, to balance resources in the overall five-year capital plan. Beginning in 2019, a portion of the state's allocation of General Transportation Aid (GTA) revenue is budgeted to cover repaving project expenditures.

Inflation and a reduced number of highway capital projects has caused a gradual reduction in the number of lane miles paved and hence we have seen our average pavement condition rating decline.

Location: Various locations throughout the county.

Analysis of Need

The Department of Public Works presently maintains about 400 centerline miles of asphalt-surfaced roadways on the county trunk system. The typical useful life of pavement is 15 years. The department reconstructed existing two-lane roadways to four-lane facilities. These four-lane facilities are now coming to the end of their design life and need repaving. As asphalt pavements age, the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The department has initiated a pavement management program, using Cartegraph's Pavementview software to rate pavement conditions and manage pavement projects. The average Pavement Condition Index (PCI) of asphaltic pavements in 2017 was 60. It is the intention of this project to continue to maintain and improve current pavement conditions. Resurfacing projects take into consideration the PCI of existing pavements and classification of the road. The PCI ratings are updated on a rolling three-year schedule.

Alternatives

- Spot repairs and patching. The result will be a slight delay in the deterioration of the system.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is projected to cost about \$7,000 per mile annually.

Previous Action

Approved as a new project in the 2014-18 capital plan. Approved as planned in 2015-2019 Capital Plan. Approved as planned in the 2016-2020 Capital Plan. Approved with cost updates and accelerated in the 2017-2021 Capital Plan. Approved with cost and revenue updates in the 2018-2022 Capital Plan.

Project Title:	Lake Country Trail STH 67 Underpass	Project #:	201607
Department:	Parks & Land Use	Project Type:	Trail System
Phase:	Preliminary Design	Sponsor:	
Budget Action:	C - \$ Update C - Rev Update	Manager:	Dale Shaver, PLU Director
Date:	August 28, 2018		

CAPITAL BUDGET SUMMARY						
Year	2015	2016	2017	2018	2019	Total
Phase	Design/ Engineering			Construction		Project
Expenditure Budget	\$0	\$229,000	\$98,000	\$0	\$1,010,000	\$1,337,000
Revenue Budget	\$0	\$50,000	\$98,000	\$0	\$887,000	\$1,035,000
Net Cost After Revenues Applied	\$0	\$179,000	\$0	\$0	\$123,000	\$302,000
COST DOCUMENTATION			REVENUE			
<u>Paid for in other budgets:</u>			<u>Funded in other budgets:</u>			
2015 WisDOT Underpass Box - In State Budget		\$500,000	2015 WisDOT Underpass Box - In State Budget		\$500,000	
2015 Initial Utility Relocation Costs - In Ocon. Budget		\$216,000	2015 Initial Utility Relocation - In Ocon. Budget		\$216,000	
<u>In County Budget:</u>			<u>Budgeted by County:</u>			
Preliminary & Final Design/ Bid	\$219,000		Fed Transportation Alternatives Program		\$798,000	
Construction	\$973,000		State DNR Grant		\$151,000	
Contingency	\$145,000		Ocon. Share of Engineering/ Construct.		<u>\$86,000</u>	
Total Project Cost	\$2,053,000		Total Revenue		\$1,751,000	
EXPENDITURE BUDGET	\$1,337,000		REVENUE BUDGET		\$1,035,000	

Project Scope & Description

The south side of the City of Oconomowoc is seeing considerable growth as new residential, commercial and retail development in and around the Pabst Farms area continues to move forward. It is projected that as the growth continues, use will increase on the popular multi-use Lake Country Trail. As a component of the growth in the area, the major north-south connection from the City of Oconomowoc to Interstate 94, State Trunk Highway 67, has been improved and widened to three lanes in each direction to accommodate increased traffic. In order to create a safe crossing of this major roadway for trail users and eliminate traffic delays, a box tunnel was installed by WisDOT in 2015 as part of the STH 67 construction project, for future conversion into a trail underpass.

The Waukesha County Department of Parks & Land Use (PLU) will collaborate with the City of Oconomowoc to construct appropriate entrances and exits to the box tunnel installed by WisDOT for an underpass for the Lake Country Trail. Funding will be secured from multiple sources. The county has been awarded \$798,000 toward the project through the Federal Transportation Alternatives Program (TAP) and has applied for \$151,000 in Stewardship Grant funding through the Wisconsin Department of Natural Resources (DNR). The City of Oconomowoc already paid for the initial utility relocation of \$216,000 in 2015, and it's expected the city will contribute an additional \$86,000 toward its share of net project costs (\$302,000 in total). Construction costs have been increased based engineering/design-based projections.

The County was able to take advantage of a significant cost savings opportunity when the Wisconsin Department of Transportation agreed to contribute up to \$500,000 up front in order to install the box tunnel during the STH 67 construction project. The collaboration with the City of Oconomowoc will also help to realize additional cost savings because the underpass project can be bid as a component of the City's annual road reconstruction bid package.

Location

Lake Country Trail intersection with State Trunk Highway 67 in the City of Oconomowoc.

Analysis of Need

The underpass will provide a safe and unimpeded crossing of the major roadway for trail users. It will also help to maintain efficient traffic flow by reducing congestion and time delays for motorists caused by substantial pedestrian and bicyclist clearance times when trail users are crossing the roadway.

- A. Construct in 3-5 years.
- B. Maintain as an at-grade crossing, but would be across six lanes of traffic, which is a safety issue.

Ongoing Operating Costs

The project will require maintenance for a new tunnel underpass along the Lake Country Trail. The maintenance will include the removal of debris, cleanup of vandalism, and monitoring of the operational condition of light fixtures. The underpass facility will be maintained by the City of Oconomowoc. Current staff at Naga-Waukee Park who maintain the Lake Country Trail will maintain the trail approaches and signage.

Previous Action

Approved as a new project in the 2016-2020 Capital plan. Delayed with a cost update in the 2017-2021 capital plan. Approved as planned in the 2018-2022 capital plan.

Project Title:	Pewaukee to Brookfield Trail	Project #:	201807
Department:	Parks & Land Use	Project Type:	Trail System
Phase:	Preliminary Design	Sponsor:	
Budget Action:	As Planned	Manager:	Dale Shaver, PLU Director
Date:	August 21, 2018		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Program Project	Design/ Eng.	Design/ Eng.	Design/ Eng.	Construction	Construction	Project
Expenditure Budget	\$0	\$300,000	\$0	\$2,240,000	\$0	\$2,540,000
Revenue Budget	\$0	\$240,000	\$0	\$2,046,000	\$0	\$2,286,000
Net Cost After Revenues Applied	\$0	\$60,000	\$0	\$194,000	\$0	\$254,000
COST DOCUMENTATION			REVENUE			
Design	\$300,000					
Construction	\$2,060,000			Fed/ State WisDOT		\$2,032,000
Contingency	\$180,000			City of Brookfield		\$254,000
Total Project Cost	\$2,540,000			Total Revenue		\$2,286,000
EXPENDITURE BUDGET	\$2,540,000			REVENUE BUDGET		\$2,286,000

Project Scope & Description

In 2009, the Waukesha County Board adopted the updated Comprehensive Development Plan for Waukesha County. As a result, an updated Waukesha County Bicycle Plan was developed through a collaborative effort between the Department of Parks and Land Use, the Department of Public Works, all municipalities within the County, the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources and the Southeast Wisconsin Regional Planning Commission (SEWRPC). The Waukesha County Board adopted the Waukesha County Bicycle Plan as part of the Comprehensive Development Plan in 2012.

A component of the Waukesha County Bicycle Plan includes an approximately five-plus mile multi-use trail from the City of Waukesha at Frame Park to the City of Brookfield Historic Village area along Brookfield Road. This proposed project will develop the three and a half-mile segment of the trail from a proposed trail access located on North Avenue, south of Watertown Road in the City of Pewaukee, to a proposed trailhead located near the intersection of River Road and Brookfield Road. The project will be coordinated with the State of Wisconsin Department of Transportation, Department of Natural Resources, Army Corps of Engineers, City of Brookfield and City of Pewaukee. The trail will cross three roadways and the Fox River three times.

The Department of Parks and Land Use will seek funding from multiple sources. The project budget includes \$2,032,000 (80:20 cost share reimbursable program) from the Wisconsin Department of Transportation through the Federal Transportation Alternatives Program (TAP) Grant. The City of Brookfield and Waukesha County will split the remaining costs. The County does not anticipate plowing the trail in the winter. Depending on future use and demand, the Cities may cooperatively maintain this trail for year-round use.

Location

The project is located on the abandoned railroad corridor, with a southern trailhead terminus on North Avenue, just south of Watertown Road, in the City of Pewaukee, and a northern trailhead terminus at River Road/Brookfield Road in the City of Brookfield. Features or destinations along the trail include the GE Medical Training Center located on Watertown Road.

Analysis of Need: The project is identified as the northern phase of a north-south connector trail in the Waukesha County Bicycle Plan. The trail connects to 26 miles of established on and off road trails in the City of Brookfield, connecting residents in several densely populated areas with a transportation alternative to access employment, retail and recreation centers. The trail also connects to the State of Wisconsin Hank Aaron Trail and Milwaukee County Oak Leaf Trail – extending impact to about 100 miles of connected trails and parkways through Milwaukee County. Additionally, the trail also connects to the Brookfield Square Mall, the Sharon Lynne Wilson Center for the Arts, Waukesha County’s Fox Brook Park, parks in the City of Brookfield and the Village of Elm Grove and several commercial and business areas including the GE Healthcare Institute.

Alternatives

One alternative examined was to build a connector bicycle lane or paved shoulder facility as part of the CTH F overlay project (capital project #200905). However, it was a simple overlay project, and not a reconstruction project, and also has limited available right-of-way for separated trail purposes.

Ongoing Operating Costs: This project will generate an additional three-plus lineal miles of trail to maintain. This facility will be maintained by the current parks staffing level located at Fox Brook Park, with assistance from the City of Brookfield Parks, Recreation & Forestry Department.

Previous Action: This Pewaukee to Brookfield trail was previously included in the Phase I: Waukesha-Brookfield Multi-Use Trail project (#201407), and was approved with this project scope (enrolled ordinance 171-19), but was not awarded federal TAP funding. This project is proposed to correspond with an application for a later federal funding cycle, and was approved as a new project in the 2018-2022 capital plan.

Project Title:	Pavement Management Plan 2018-2022	Project #:	201406
Department:	Parks & Land Use	Project Type:	Repaving
Phase:	Program Project	Sponsor:	
Budget Action:	C - \$ Update C - Rev Update	Manager:	Dale Shaver, PLU Director
Date:	August 27, 2018		

CAPITAL BUDGET SUMMARY						
Year	2018	2019	2020	2021	2022	Total
Program Project						Project
Expenditure Budget	\$950,000	\$1,200,000	\$1,000,000	\$800,000	\$800,000	\$4,750,000
Revenue Budget	<u>\$150,000</u>	<u>\$450,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$200,000</u>	<u>\$1,200,000</u>
Net Cost After Revenues Applied	\$800,000	\$750,000	\$800,000	\$600,000	\$600,000	\$3,550,000
COST DOCUMENTATION						
		REVENUE	Tarrann	Landfill	Comm. Develop.	
			<u>Fund Balance</u>	<u>Siting Revenue</u>	<u>Block Grant</u>	<u>Total</u>
2018	\$950,000	2018	\$50,000	\$100,000	\$0	\$150,000
2019	\$1,200,000	2019	\$50,000	\$200,000	\$200,000	\$450,000
2020	\$1,000,000	2020	\$0	\$200,000	\$0	\$200,000
2021	\$800,000	2021	\$0	\$200,000	\$0	\$200,000
2022	<u>\$800,000</u>	2022	<u>\$0</u>	<u>\$200,000</u>	<u>\$0</u>	<u>\$200,000</u>
Total Project Cost	\$4,750,000	Total Revenue	\$100,000	\$900,000	\$200,000	\$1,200,000
EXPENDITURE BUDGET	\$4,750,000	REVENUE BUDGET				\$1,200,000

Project Scope & Description

In cooperation with the Public Works Department, the Department of Parks and Land Use retains consultant services to update the Pavement Management Plan. The plan establishes a uniform procedure for pavement maintenance by establishing a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt. Pavement repairs are scheduled based on rating. A PCI rating over 70 is satisfactory, and pavement ratings improve up to a scale maximum of 100. The goal is to maintain an average pavement PCI rating of 70 ("satisfactory") or better. The focus of the Pavement Management Plan for 2018-2022 will be the Expo Center. With a current PCI average of 49, improvements to the large areas of pavement at Expo are necessary to upgrade the pavement infrastructure. Due to the focus on Expo pavement, the schedule for other Park System projects will be adjusted, and projects will be prioritized and fit into the plan based on PCI rating, safety, and access issues. This project is updated with an increase in planned expenditures for 2019 and 2020 to support efforts for pavement improvement at the Expo Center in addition to other park pavement management and repair projects throughout the Parks System. These additional expenditures are partially offset by \$200,000 in anticipated Community Development Block Grant (CDBG) funding for improvements at the Muskego Campground to improve vehicle and pedestrian circulation throughout the campground and enhance ADA accessibility.

Location

The Waukesha County Department of Parks and Land Use is responsible for the pavement management of the Government Center Complex, Expo, Parks, Ice Arenas, Golf Courses, Boat Launches, Trails and various other Waukesha County Facilities. The Department maintains 21 miles of road, 40 miles of paved trails, and 421,000 square yards of parking area.

Analysis of Need: In 1995 the Waukesha County Department of Parks and Land Use (PLU) retained consulting services to provide a Pavement Management Plan to assist in cost-effectively managing the pavement assets for the 6 largest parks. At that time there were six park facilities with 243,000 square yards of paved surface. Currently PLU maintains 876,498 square yards of paved surface around the Government Center, remote County facilities and the major parks. This represents approximately 3.6 times as much pavement to maintain. The department uses a PAVER rating system in an effort to coordinate pavement condition analysis and project bidding with the Department of Public Works to save program cost. The PAVER rating process included field surveys of pavement conditions, development of deterioration models, and preparation of a multi-year pavement management plan.

Approximately 80% of the budget will be used for major rehabilitation on sections selected with a PCI below 40. The remaining budget allocation is first utilized for preventative maintenance on sections with a PCI between 67 and 75, selected on best-first basis; concrete replacement; and consulting. The goal of these practices is to maintain an average PCI of 70. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives

Spot repair with asphalt base patching or sealing road surface has been performed to maintain some function of the roadway or parking area. This could be continued on an annual basis, but will not achieve the desired surface performance or overall PCI rating goal. Reconstruction will be required sooner and risk issues would be more likely to occur.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and seal applications in order to provide usable conditions and extend pavement life. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action: Pavement management prior to 2018 was covered in project 200824. Approved as a new project in 2014-2018 plan. Approved with cost update in the 2015-2019 capital plan. Approved as planned in the 2016-2020 capital plan. Approved with a cost update in the 2017-2021 capital plan. Approved with a cost and revenue update in the 2018-2022 capital plan.

Project Title:	Security System Recording & Display Equipment Replacement	Project #:	201615
Department:	Sheriff's Department	Project Type:	Equipment Replacement
Phase:	Implementation	Sponsor:	Sheriff's Department
Budget Action:	As Planned	Manager:	Mike Biagioli, IT Manager
Date:	August 22, 2018		

CAPITAL BUDGET SUMMARY						
Year	2016	2017	2018	2019	2020	Total Project
Project Phase	Design/Analysis		Implementation			
Expenditure Budget	\$55,000	\$0	\$0	\$755,000	\$0	\$810,000
Revenue Budget	<u>\$55,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$755,000</u>	<u>\$0</u>	<u>\$810,000</u>
Net Cost After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE				
Hardware	\$272,000	Jail Assessment Fund Balance Reserves				\$810,000
Installation	\$344,000					
Licenses	\$64,000					
Consulting/Implementation	\$55,000					
Contingency	\$75,000					
Total Project Cost	\$810,000	Total Revenue				\$810,000
EXPENDITURE BUDGET	\$810,000	REVENUE BUDGET				\$810,000

Project Scope & Description

The Waukesha County Jail has a security electronics system that includes:

- Approximately 320 analog cameras which, send camera images through coaxial cable to master control and other staff monitoring stations.
- 20 DVRs (digital video recorders) that record and store camera images for approximately 30 days so that staff can access video following an event.
- 1 virtual matrix which connects all of these devices so that they can be utilized by staff to monitor the jail.

The security electronics system was installed in 2005 when the jail was constructed. Portions of the system have been replaced as they have failed including:

- the DVR equipment in 2013,
- the analog matrix switcher was replaced in 2015 to convert the analog matrix to a virtual matrix, and
- analog camera replacements which are funded through the jail equipment replacement plan.

The system is utilized 24 hours a day and is a vital component of the jail's safety and security monitoring ability. It is clear the system has a defined life span, so the Sheriff's Department is requesting that the system be replaced prior to failure.

The Sheriff's Department is requesting to replace the current security electronics system with a digital security electronics system. This is a change in scope from the originally proposed DVR recording replacement project due to the recommendation from a study completed in 2016 from a security electronics consultant. The Sheriff's Department hired a consultant to review the existing security electronics system and recommend a process to replace the existing analog system with a digital system. The goals of the study included but are not limited to: ability to safely and securely monitor jail activities; ability to record up to 30 days of video; the installation of a system that would be supported for a minimum of seven years; and the ability of nonprofessional IT staff to perform the day-to-day administrative functions on the system. The consultant reviewed the replacement of the system in a "piecemeal" approach as well as a complete "rip and replace" of the current analog system with a fully digital system. Based on the goals of the study and the need for a fully operational security system 24-hours a day, the consultant recommended the complete replacement of the analog security electronics system with digital system, which is the basis for the scope and cost update of this project.

The cost estimate provided by the consultant included the re-cabling of the jail from coaxial cable to Cat5/Cat6 cable, the replacement of the analog cameras with digital cameras, the replacement of the DVR equipment which record video with a server based recording system, software licenses for management of the security system, backup power supply, replacement work stations, and built in system redundancy for device failures.

Project Title:	Security System Recording & Display Equipment Replacement	Project #:	201615
Department:	Sheriff's Department	Project Type:	Equipment Replacement
Phase:	Implementation	Sponsor:	Sheriff's Department
Budget Action:	As Planned	Manager:	Mike Biagioli, IT Manager
Date:	August 22, 2018		

While the upfront costs of the upgrade would be higher, the consultant noted that it would be less changing to manage a fully digital system than a hybrid system. The consultant further noted that the higher upfront costs would result in lower long-term costs, easy system expandability with minimal cost, a system that supports future technology, superior camera quality, and a more secure video system.

This project also includes \$30,000 to complete a study to review available alternatives for the replacement of the current video visitation system. The current video visitation equipment is thirteen years old. The vendor that maintains the equipment indicates that, due to the age of the equipment, that it is nearing its useful life and that the Sheriff's Department should begin the process to plan its replacement. Since there are number of different replacement options that the Department could consider, funds to complete a study to identify replacement options, with the best return on investment, are included. Following the study, video visitation replacement is funded in a separate capital project (#201702).

Location

Waukesha County Jail

Analysis of Need

The security electronics system is vital to the daily operations of the jail. Without the security electronics system, additional staff would be required to monitor movement into, out of, and throughout the jail in order to ensure that only authorized individuals are in the facility. This would result in significant additional personnel costs to provide necessary levels of operational and facility security.

Alternatives

The security electronics system is critical to the operation of the jail. As previously noted there are over 320 cameras in the jail to monitor doors, elevators, halls, pods, medical services, kitchen, laundry, program areas, etc.

Maintain the Existing Analog Cameras and Use Hybrid DVRs. This option was analyzed by the security electronics consultant as an option but was not their recommendation. This option involves the replacement of the recording equipment and associated management hardware while leaving the existing cameras in place and only replacing those cameras when necessary. The upfront cost of this option is less expensive at \$344,500. However, the option involves utilizing the legacy cabling and infrastructure which the consultant noted would become more difficult to manage and maintain as the system continues to age. The legacy system also has limited expansion ability and relies on technology that is outdated and may become unsupported. This option also lacks in security, scalability and overall system management.

Utilize overtime to monitor the building. The camera system is so vital to the daily operation of the jail that when portions of the system are down, additional staff are brought in on overtime to provide the monitoring ability that the cameras provide until the system is operational. Monitoring using personnel is extremely cost prohibitive. A correctional officer currently costs about \$47.50 per hour of overtime on average (including WRS and Social Security) so the money budgeted for this project would purchase about 15,900 hours of overtime.

Ongoing Operating Costs

The on-going costs of the security electronics system will be dependent on the system selected and the maintenance support required by the vendor. However, the consultant noted that 10% of the total cost of the system is an approximate on-going cost of a video system or approximately \$75,000 per year.

Previous Action

Approved as a new project in the 2016-2020 capital plan. Approved as planned in the 2017-2021 capital plan. Approved with a scope and cost update in the 2018-2022 capital plan.

Project Title:	Jail Video Visitation System Replacement	Project #:	201702
Department:	Sheriff's Department	Project Type:	Equipment Replacement
Phase:	Implementation	Sponsor:	Sheriff's Department
Budget Action:	As Planned	Manager:	Mike Biagioli, IT Manager
Date:	August 22, 2018		

CAPITAL BUDGET SUMMARY				
Year	2017	2018	2019	
Project Phase		Design	Implementation	Total Project
Expenditure Budget	\$0	\$75,000	\$450,000	\$525,000
Revenue Budget	\$0	\$75,000	\$450,000	\$525,000
Net Cost After Revenues Applied	\$0	\$0	\$0	\$0
COST DOCUMENTATION		REVENUE		
Study/Design		\$75,000		
Hardware/Software		\$400,000	Jail Assessment	\$525,000
Contingency		\$50,000	Fund Balance Reserves	
Total Project Cost		\$525,000	Total Revenue	\$525,000
EXPENDITURE BUDGET		\$525,000	REVENUE BUDGET	\$525,000

Project Scope & Description

When the 2005 jail was planned on the current site, a decision was made that visitation with the public would be allowed only by video visitation. This option was selected due to operational efficiencies of video visits including reduced inmate transports; eliminating the opportunity for contraband entering the facility from visitors; and reduced monitoring requirements between inmate and visitor.

The current video visitation equipment is 13 years old. The vendor that maintains the equipment indicates that, due to the age of the equipment, the system is nearing the end of its useful life, and that the Sheriff's Department should begin the process to plan its replacement. The vendor further indicates that while replacement parts to repair the equipment are currently available, as the system continues to age, it will become more difficult to locate replacement parts. Based on the need to replace the system, the Sheriff's Department hired a consultant to conduct a study to investigate replacement options that could result in a new system.

This project is timed so that project implementation would occur the same year as the Security System replacement project (#201615). It is anticipated that some of the cabling work necessary for this project could occur with the Security System Replacement project. It is expected that if the projects occurred the same year, it would be less disruptive to the facility and the Department could receive more cost effective bids for the cabling work. The project is also updated to include an additional \$75,000 in 2018 for design of system specifications and for a business process study to assess and cost out what facility and staffing changes would be required to implement a jail-based video-court/video-conferencing system and whether there would be a return-on-investment.

Current System:

The video visitation system is an analog system that consists of approximately 95 video visitation booths located in the public visitation area and in the inmate pods. There is a Knox matrix audio/video switcher that connects the visitor to the inmate. This type of analog systems is being phased out in the electronic security industry.

Concerns with Current Video Visitation Process:

- **The current video visitation process is staff intensive.** The current system requires clerical staff to be made available during visitation hours so that they can check people in and set up the visits.
- **The visitation process distracts correctional officers from their responsibility of supervising inmates as the correctional officers need to direct inmates for video visits.**
- **The current video visitation system is not convenient for the public.** There is limited parking outside the jail. There are limited visitation hours due to staffing issues. Due to limited hours, each member of the public is only able to visit twice a week. The public lobby visitation booths can only accommodate two visitors at a time.
- **The current video visitation process is not family friendly.** Children are not permitted to be left unattended in the jail lobby. If a spouse of an inmate and their two children show up for a visit, the visit is not permitted because neither child can be left unattended (in either the visitation booth or in the lobby), nor can three people visit at one time.

Project Title:	Jail Video Visitation System Replacement	Project #:	201702
Department:	Sheriff's Department	Project Type:	Equipment Replacement
Phase:	Implementation	Sponsor:	Sheriff's Department
Budget Action:	As Planned	Manager:	Mike Biagioli, IT Manager
Date:	August 22, 2018		

Features of Video Visitation Systems:

Since the implementation of the current video visitation system in 2005, there have been technological improvements in video visitation systems that would result in a reduction of staff involvement in the video visitation process, make the video visitation process more convenient for the general and professional public, and generate additional ongoing money for the Sheriff's Department. New features in video visitation systems include:

- **Internet visits** so the general public can visit from home and attorneys can visit from their office via the internet. There are many benefits which include the ability to conduct visits after the jail lobby has closed; public convenience as visitors do not have to drive to the jail or wait in line to visit; and an increase in revenue because the public and attorneys are charged a fee for off-site visits.
- **Visit tracking** ensures that visitation policies are applied consistently. This feature also allows the Department to generate additional revenue by charging individuals who choose to purchase additional visits.
- **Conflict checking** places restrictions on visitors so that they are not at the facility together if there are outside conflicts.

Location: Waukesha County Jail

Analysis of Need

Department of Corrections Administrative Code requires correctional facilities to provide an opportunity for visitation. The jail was not constructed to allow in-person visits, so this is critical equipment for the jail to ensure visits are permitted. Although the system is currently functioning and the current security electronics provider indicates the system can continue to be supported through proactive maintenance and continued repair, the Department does not want to wait until the point of failure before planning its replacement.

System Alternatives

1. Replace the current video visitation system with a comparable system fully funded by Waukesha County. By replacing the current system with a comparable system, the Sheriff's Department would forgo opportunities to utilize technology to improve efficiency, reduce staff involvement in the visitation process, and would be forgoing revenue associated with home or office visitation options.
2. Replace the current video visitation system with an enhanced system that would allow for home and office visits (as proposed in this project). While the Department would like to expand the current video visitation capabilities, Sheriff's Department staff do not possess the workload capacity or knowledge required to troubleshoot issues with offsite visits should they occur. The Department will need to contract with a provider that has a process in place to ensure success of offsite visits.

Regardless of which option is selected, the Department would like to be able to consider either adding or relocating some of the existing video visitation booths (currently located in the lobby, used by visitors) to the pods if there is adequate room and if it is not cost prohibitive. If the system that allows for off-site visitation was selected, the additional visitation booths in the pods could generate additional revenue for the Department by providing inmates with greater opportunity to visit.

System Acquisition Alternatives

The consultant's report included four different system acquisition options and four different capital and on-going costs associated with each option. The four options that were reviewed include:

1. Lease a combined inmate phone and video visitation system
2. Lease a stand-alone video visitation system
3. Lease a video visitation system through an existing inmate phone provider
4. Purchase and own an enhanced visitation system, with contracted system support

The consultant's study recommended option 4 as the most cost-effective, with the Sheriff's Department replacing the existing system with an enhanced video visitation system and contract with a video visitation software provider who will be responsible for remote management, maintenance and revenue collection for the Department. The department plans to seek bids from providers that can also provide commissary and inmate phone services, which is expected to improve operating efficiency by reducing the number of separate systems used.

Ongoing Operating Costs: Depending on the vendor selected, on-going operating costs could be addressed through a revenue-sharing arrangement between the video visitation software provider and the County. Dependent on the vendor selected, a portion of the revenue generated by the video visitation system would be retained by the vendor to compensate them for their staff time to troubleshoot technical issues, gather and disburse revenue and conduct maintenance issues on the system. Based on inquiries with similar video visitation systems, it is projected that the new system could generate \$10,000-\$15,000 annually.

Previous Action

Funding for system replacement study included in capital project #201615 in the 2016-2020 capital plan. This project was approved as a new project in the 2017-2021 capital plan. This project was delayed with a scope and cost update in the 2018-2022 capital plan.

Project Title:	Enterprise Content Management	Project #:	200910
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	DOA – Information Technology
Budget Action:	C - Scope C - \$ Update	Manager:	Mike Biagioli, Information Technology Mgr.
Date:	August 28, 2018		

CAPITAL BUDGET SUMMARY						
Year	2010	2011	2013	2015	2019	Project Total
Project Phase	Implementation	Implementation	Implementation	Implementation	Implementation	
Expenditure Budget	\$700,000	\$290,000	\$250,000	\$150,000	\$175,000	\$1,565,000
Revenue Budget	<u>\$700,000</u>	<u>\$290,000</u>	<u>\$250,000</u>	<u>\$150,000</u>	<u>\$175,000</u>	<u>\$1,565,000</u>
Net Cost After Revenues Applied	\$0	\$0	\$0	\$0	\$0	\$0
Cost Documentation		Revenue				
Contract Services	\$516,700	End User Technology				\$1,565,000
Training	\$8,300	Fund Balance				
Hardware	\$649,000					
Software	\$304,000					
Project Contingency	\$87,000					
Total Project Cost	\$1,565,000	Total Revenue				\$1,565,000
Total Project Cost	\$1,565,000	Revenue Budget				\$1,565,000

Project Scope & Description

The project funds replacement of the County’s document management system, and implementation of content management systems to improve efficiency, access and amount of content under standardized information management. To accomplish these goals, the project focuses on improvements to business processes through the application of Enterprise Content Management (ECM) toolsets and the appropriate deployment of application and storage solutions whether they be on-premise or cloud based.

To date the project has successfully replaced the optical scanning environment and storage repository with a Microsoft SharePoint solution that fulfills the write-once read-many requirement, but also allows for deletion of these records as the file retention “end of life” date is reached.

The SharePoint solution combined with proactive policy development and training has also created an environment where content repositories are developed with policy-driven, user-controlled management tools. This environment automates the retention and disposition of electronic records, utilizing the County’s records retention schedule, facilitates record destruction based on scheduled retention, suspends destruction for “legal holds,” and provides end-user tools that simplify the retention and retrieval process.

To effectively develop enterprise wide solutions and manage the unstructured content of legacy file shares, the 2018 and 2019 efforts focus on the replacement of the content capture tool and the selection of a data access governance tool to analyze content, remediate risk and establish base line standards for storage and retention.

- A 2013 budget adjustment of \$250,000 was made to allow for departments to contract for assistance in file conversion if needed to assist moving current documents to the new environment or develop departmental workflows. This effort continues, with added emphasis on the identification, mitigation, and remediation of legacy unstructured content such as file shares and email. Content capture tools will also be developed to allow end users to more easily use the SharePoint environment and/or manage content within a Line of Business Application or alternative content repository.
- A 2015 budget adjustment of \$150,000 was made to accommodate hardware/storage requirements and to address licensing required to make the SharePoint environment available to our citizens and customers. This effort continues with added emphasis on evaluating cloud-based solutions to enhance applications and provide options for mitigating risk.

Project Title:	Enterprise Content Management	Project #:	200910
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	DOA – Information Technology
Budget Action:	C - Scope C - \$ Update	Manager:	Mike Biagioli, Information Technology Mgr.
Date:	August 28, 2018		

- A 2019 addition of \$175,000 funds the development of a long-term cloud and on-premise technology strategy to increase value, business continuity/recoverability, and to reduce risk. The 2019 focus is on the implementation of Cloud Study recommendations to migrate selected applications and develop a decision model to assess service providers and applications for cloud provisioning. Metrics will evaluate costs and application performance against customer requirements and business value.

Locations

All County departments.

Analysis of Need

1. The growing concern around the cost associated with e-Discovery, as well as the potential financial exposure for the County if a discovery request is mishandled, makes this project a high-priority effort. Records management responsibilities, as it relates to the protection and non-disclosure of health and other protected information, makes an automated records management environment the most cost efficient and effective method for satisfying this requirement. This project will also greatly reduce the countless hours of staff time required to review electronic records to satisfy open records requests, by providing the ability to search electronic documents by selected key words or streams of characters and returning only those electronic documents that match that criteria.
2. The costs associated with system recovery and the rebuilding of the email environment need to be reduced. This is one major way to accomplish that goal.
3. Reducing our “foot print” for paper records retention will maximize space utilization for paper records retention, reduce the cost of retrieval for these documents, while allowing for greater availability, by the public, to documents retained by the county. Additionally, removing redundant and obsolete digital content will lessen the County’s overall digital footprint, decreasing costs related to storage and recovery and reducing the liability associated with data loss.
4. Application and system vendors are moving toward cloud-centric strategies. To make sound decisions in the areas of information security and financial management the County must develop cloud expertise and cloud service provider evaluation processes.

Alternatives

The alternative to this project would be to continue using the current technology environment, absorbing costs for open records requests, system rebuilds, e-Discovery requirements, and missing opportunities to enhance service and reduce costs in cases where cloud-based services are more cost effective.

Ongoing Operating Costs / Return on Investment

The End User Technology Fund will incur additional maintenance costs associated with the software and hardware estimated at \$58,000 per year beginning in budget year 2012. The 2019 changes are expected to result in reduced overall costs. However, savings are contingent upon developing an effective cloud strategy. An ROI/TCO (Return of Investment/Total Cost of Ownership) calculation will be completed for each application prior to migration. A 2018 benchmark will be established as part of 2018 Phase I Cloud Study completion (4th Quarter 2018). Not all cloud application migration will result in initial savings, but operational flexibility and added features should increase overall efficiency in the related department programs.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: Approved with a change in scope.
- 2012-2016 capital plan: approved as planned.
- 2013-2017, 2014-2018 capital plans: approved with change in scope and budget.
- 2015-2019 capital plan: approved with revenue update.

Project Title:	Tax System and Countywide Cashiering Replacement	Project #:	201815
Department:	DOA - Information Technology	Project Type:	Information Technology
Phase:	Implementation	Sponsor:	Andrew Thelke, DOA Business Services and Collections Manager
Budget Action:	As Planned	Manager:	Mike Biagioli, Information Technology Manager
Date:	August 21, 2018		

This project will be partially funded with appropriated Collections Fund Balance, most of which coming from \$280,000 of the remaining funds from the previous cashiering project (#200414) that closed at year-end 2017. Additional Collections and EUTF Fund Balance is added to prepare and improve existing LOBs prior to integration.

Locations

Major departments affected by tax system replacement include the Treasurer's Office, Register of Deeds, Department of Administration, and Parks and Land Use. Waukesha County municipalities will also be affected due to their use of the system for listing, bill preparation, and collections.

All departments will be affected by cashiering replacement with higher volume departments (e.g., Treasurer, Department of Administration, Sheriff, and Health and Human Services) closely participating in process redesign/system implementation.

Analysis of Need

PTA was fully implemented in 2012. Waukesha County is the only user of PTA in the State of Wisconsin. Tax listing and billing have unique requirements specific to state law and local requirements. As the County and local municipalities seek to increase efficiencies and share information more effectively, improvements to workflow, reporting, and customer interfaces need to be continuously improved in conjunction with law and policy changes.

Life expectancy of property tax systems are limited. Although no software sunset date has been announced, the likelihood of continued development and support is less than a more widely used system. As the County seeks to meet changing requirements and pursue improvements to property tax listing, billing, and collection processes for internal users and external customers, changes to the PTA application will likely become increasingly expensive, as the vendor does not have a customer base to share development costs.

Although no formal de-support notification for TAN has been received, TAN indicates that the 2015 release of the software is the last major version and that additional functionality will not be added to the product. The elimination of product development, combined with increasing compliance demands (i.e., Health Insurance Portability and Accountability Act (HIPAA) and Payment Card Industry-Data Security Standards), has made it impossible to meet new customer service expectations such as integrations and mobile/online payments. The TAN application will also not be supported on Microsoft operating systems above Windows 7, which effectively establishes TAN's end of life at the close of 2019.

Development need, expected cost increases and risk related to a limited customer base warrant the investment of funds to replace the property tax and cashiering systems within the capital plan.

Alternatives

Although no sunset date has been officially announced for either application, the inability to improve cashiering functions requires replacement of cashiering systems. The corresponding interdependencies with property tax and cashiering required both systems to be include in one replacement project.

The alternative would be to revert to multiple receivable systems, a standalone tax system, and multiple manual processes, which would result in overall increased costs to the County.

Ongoing Operating Costs

A future solution would likely have similar annual maintenance expenses. To the extent replacements could leverage existing line of business applications, reduce redundancy, and improve operating efficiency, annual licensing and personnel costs may be avoided.

Previous Action

Capital project 200414 received a scope change in the 2015-2019 capital plan to conduct a gap analysis and fund a cashiering replacement. The gap analysis and preliminary scope is completed. The creation of this new capital project in the 2018-2022 capital plan included the dissolution of capital project 200414 to fund replacement.

Capital Projects Plan

Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital infrastructure needs linked to the county’s strategic plan.

Justice and Public Safety projects total \$58.2 million or 53% of the plan. This includes \$31.3 million to continue the first phase of a two-phase project to upgrade the courthouse to meet the county’s future needs. This phase will include the construction of a new secure courtroom facility. The second phase of this project begins in the third year of the plan with \$25.7 million in 2021-2023 for design and to begin renovation of the existing courthouse. Construction for the second phase is expected to continue into 2025 and is estimated to cost \$58.6 million in total.

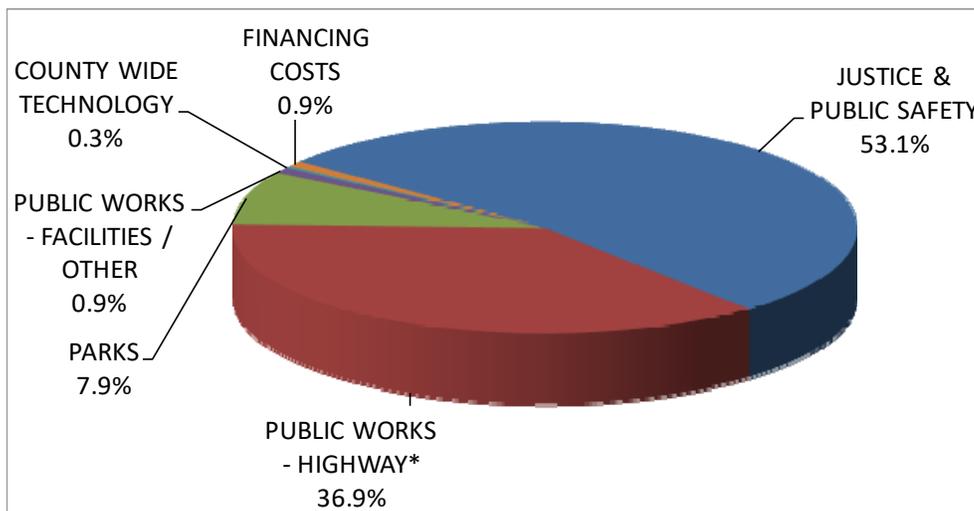
Public Works–Highway projects are about 37% of the plan at \$40.4 million. However, many of the projects are managed by the Wisconsin Department of Transportation, who account for a majority of project costs using federal funds (typically paying 80% to 90%), and billing the county for its remaining share. As a result, the capital plan reflects only the county’s net share on much larger transportation investments. **Factoring in total transportation costs, including approximately \$39 million of federal funds, highway projects make up over 50% (almost \$80 million in total) of the five-year capital plan.**

The Parks and Land Use functional area includes \$8.6 million or about 8% of the plan, of which \$8.2 million is for trails and parks pavement improvements. Trail project costs are mostly partially funded with federal, state, and municipal revenues.

Public Works–Facilities/Other projects total \$1 million or about 1% of the plan. The major building project in the five-year capital plan is the two-phase project to upgrade the county courthouse (discussed above under the Justice and Public Safety functional area). This functional area includes \$1 million as part of a multiple-year project to replace county fuel tanks when needed.

County-wide technology initiatives total \$350,000 or 0.3% of the plan, and include \$175,000 to complete a project to replace the county-wide cashing and property tax systems in 2019. The plan includes \$175,000 in 2019 to fund the development of a long-term cloud and on-premise technology strategy through the Enterprise Content Management project.

General Administration totals \$965,000 for financing costs (cost to issue and potential bond discounts) over the five years.



FUNCTIONAL AREA	TOTAL 2019-2023	% OF TOTAL
JUSTICE & PUBLIC SAFETY	\$58,205,000	53.1%
PUBLIC WORKS - HIGHWAY*	\$40,374,500	36.9%
PARKS	\$8,641,000	7.9%
PUBLIC WORKS - FACILITIES / OTHER	\$1,000,000	0.9%
COUNTY WIDE TECHNOLOGY	\$350,000	0.3%
FINANCING COSTS	\$965,000	0.9%
TOTAL PLAN EXPENDITURES	\$109,535,500	100.0%

*Factoring in total transportation costs, including approximately \$39 million of federal funds, highway projects make up over 50% of the five-year capital plan.

WAUKESHA COUNTY 2019-2023 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2019 BUDGET	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN	TOTAL FIVE- YEAR PLAN
JUSTICE & PUBLIC SAFETY						
Facility Projects	\$15,000,000	\$13,700,000	\$3,800,000	\$8,000,000	\$16,500,000	\$57,000,000
System Projects	<u>\$1,205,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,205,000</u>
Subtotal	\$16,205,000	\$13,700,000	\$3,800,000	\$8,000,000	\$16,500,000	\$58,205,000
PARKS, ENVIRONMENT, EDUCATION & LAND USE						
Parks, Facilities, Pavement, System Projects (a)	\$2,510,000	\$1,491,000	\$3,040,000	\$800,000	\$800,000	\$8,641,000
PUBLIC WORKS						
Priority Corridor Expansion	\$0	\$4,351,000	\$2,300,000	\$0	\$0	\$6,651,000
Intersections and Bridges	\$1,058,200	\$2,279,000	\$819,300	\$1,121,000	\$598,000	\$5,875,500
Pavement and Rehabilitation	<u>\$4,482,000</u>	<u>\$3,385,000</u>	<u>\$6,890,000</u>	<u>\$6,771,000</u>	<u>\$6,320,000</u>	<u>\$27,848,000</u>
Subtotal Highways	\$5,540,200	\$10,015,000	\$10,009,300	\$7,892,000	\$6,918,000	\$40,374,500
Facilities	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Airport	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal Public Works	\$5,740,200	\$10,215,000	\$10,209,300	\$8,092,000	\$7,118,000	\$41,374,500
GENERAL ADMINISTRATION COUNTY WIDE						
TECHNOLOGY PROJECTS	\$350,000	\$0	\$0	\$0	\$0	\$350,000
FINANCING	<u>\$200,000</u>	<u>\$205,000</u>	<u>\$160,000</u>	<u>\$180,000</u>	<u>\$220,000</u>	<u>\$965,000</u>
Subtotal	\$550,000	\$205,000	\$160,000	\$180,000	\$220,000	\$1,315,000
TOTAL GROSS EXPENDITURES	\$25,005,200	\$25,611,000	\$17,209,300	\$17,072,000	\$24,638,000	\$109,535,500
LESS PROJECT SPECIFIC REVENUES	<u>(\$2,148,000)</u>	<u>(\$1,360,500)</u>	<u>(\$2,836,000)</u>	<u>(\$790,000)</u>	<u>(\$790,000)</u>	<u>(\$7,924,500)</u>
NET EXPENDITURES	\$22,857,200	\$24,250,500	\$14,373,300	\$16,282,000	\$23,848,000	\$101,611,000
Cash Balances Excluding Property Tax Levy	<u>(\$3,232,200)</u>	<u>(\$3,800,000)</u>	<u>(\$2,000,000)</u>	<u>(\$1,200,000)</u>	<u>(\$650,000)</u>	<u>(\$10,882,200)</u>
NET EXPENDITURES BEFORE TAX LEVY, DEBT BORROWING AND INTEREST APPLIED (b)	\$19,625,000	\$20,450,500	\$12,373,300	\$15,082,000	\$23,198,000	\$90,728,800

- (a) Category includes concrete sidewalk, stairway and parking lot improvements for the University of Wisconsin-Milwaukee at Waukesha campus.
- (b) Net expenditures will also be funded with personal property aid revenue from the state, which is meant to offset the loss of property tax levy from the tax exemption of machinery, tools, and patterns (not used in manufacturing, which were already exempt). The personal property aid payment in 2019 is expected to be about \$744,000.

The 2019-2023 Capital Plan identifies 38 projects at an estimated total cost of \$109.5 million over the five-year period. Projects in the first year of the plan represent the 2019 Budget. Major projects for future years are briefly explained in the following narrative. A project listing all projects in the plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and public safety projects total \$58.2 million. This includes the remaining \$31.3 million for the first phase of a two-phase project to modernize and expand the courthouse (constructed in 1959) to meet current and future needs. The first phase is to construct a new secure courtroom facility to be located adjacent to jail facilities and will feature improved security, prisoner transport and public access. Design for this phase began in 2017, with construction planned for 2019 through 2021. In addition, \$25.7 million is included in 2021-2023 for design and earlier stages of construction for the second phase, which is expected to continue through 2025 at an estimated total cost of \$58.6 million. The second phase will renovate the existing courthouse in order to replace aging mechanical systems, enhance business operations through a more efficient office layout, and improve public access.

Jail-related projects include \$755,000 to replace security recording and display equipment and \$450,000 to replace the video visitation system in 2019.

PARKS AND LAND USE

Projects in this functional area total \$8.6 million, and includes \$4.6 million for park roadway maintenance improvements. The plan also includes \$2.5 million to build a 3.5-mile trail from a proposed trail access located on North Avenue, south of Watertown Road in the city of Pewaukee, to a proposed trailhead near the intersection of River Road and Brookfield Road in the city of Brookfield. This project is the first phase of a plan to create a north-south connector trail, eventual connecting with Frame Park in the city of Waukesha, as envisioned in the County Board-adopted Waukesha County Bike/Pedestrian Plan. The county will apply for federal funding to cover 80% of the costs and share remaining costs with the city of Brookfield. Construction is planned for 2021.

Other Parks and Land Use projects in the plan include \$1 million to construct an underpass for the Lake Country Trail underneath State Highway 67 in the city of Oconomowoc (mostly funded with federal, state, and municipal revenues) in 2019. The plan also includes \$491,000 as part of the last phase of a project in 2020 to repair and replace existing sidewalks, exterior stairways, and parking lots at the University of Wisconsin-Milwaukee at Waukesha campus.

PUBLIC WORKS

Public works projects for highways and facility/other projects combined are estimated at \$41.4 million. This includes road projects totaling \$40.4 million. New and expanded road capacity construction is identified in priority corridors and includes about \$6.7 million for Waukesha County's share of project costs to widen about three miles of CTH M (North Avenue), from Calhoun Road to East County Line (124th Street). The project is estimated to total \$27.5 million, with federal aid covering \$16.1 million and the city of Brookfield and village of Elm Grove contributing \$445,000 for local street amenities, for a county cost share of \$11 million over the life of the project.

Road projects include \$27.8 million for major maintenance and roadway rehabilitation; \$3.5 million for bridge improvements; and several spot safety improvements at an estimated cost of \$2.3 million, primarily for intersection and signal work.

The plan includes \$1,000,000 as part of a \$1.5 million project to upgrade fuel tank systems and replace tanks as needed (project began in 2018, and continues until 2024).

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLOGY PROJECTS

Countywide technology projects total \$350,000 and are generally expected to improve operating efficiency by streamlining processes, eliminating manual systems, and centralizing databases. This includes \$175,000 to complete a project to replace the county-wide cashing and property tax systems in 2019. The plan also includes \$175,000 in 2019 to fund the development of a long-term cloud and on-premise technology strategy through the Enterprise Content Management project.

DEBT FINANCING COSTS

Debt financing related costs on planned borrowing of \$78 million over the five-year plan include promissory note discounts and is currently estimated at \$965,000 over the five-year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2019 PLAN	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN	TOTAL FIVE- YEAR PLAN
PUBLIC WORKS - CENTRAL FLEET								
FUEL TANK REPLACEMENT AND INFRASTRUCTURE	201415	\$400,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
PUBLIC WORKS - FACILITIES								
COURTHOUSE PROJ-SECURE COURTROOM CONSTRUCTION	201418	\$7,200,000	\$15,000,000	\$13,700,000	\$2,600,000			\$31,300,000
COURTHOUSE PROJ STEP 2 - RENOVATE 1959 COURTHOUSE	201705	\$0			\$1,200,000	\$8,000,000	\$16,500,000	\$25,700,000
PUBLIC WORKS - HIGHWAYS								
CTH Y, PILAK CREEK TRIBUTARY BRIDGE REPLACEMENT	201304	\$114,000	\$520,000					\$520,000
CTH XX, PEBBLE BROOK CREEK BRIDGE	201402	\$5,000	\$87,000	\$11,000	\$53,000			\$151,000
CTH O, I-94 TO USH 18	201502	\$0	\$100,000	\$500,000	\$1,150,000			\$1,750,000
CTH O, CTH I TO CTH ES	201610	\$0		\$185,000	\$961,000	\$2,035,000		\$3,181,000
CTH E, WOODLAND DRIVE INTERSECTION	201614	\$0		\$75,000	\$116,000	\$844,000		\$1,035,000
CTH V V, HICKORY ST TO CTH F	201620	\$5,000	\$582,000					\$582,000
CTH F, NORTHBOUND BRIDGE AT GREEN ROAD	201801	\$6,000			\$92,000		\$70,000	\$162,000
CTH V V, WESTBOUND BRIDGE OVER MENOMONEE RIVER	201802	\$6,000			\$187,000		\$235,000	\$422,000
CTH O, CTH ES TO STH 59 REHABILITATION	201803	\$0				\$345,000	\$1,580,000	\$1,925,000
CTH DE, WILD ROSE LANE TO OAK COURT - SPOT IMPRVMENT	201804	\$0				\$77,000	\$93,000	\$170,000
CTH T, NORTHVIEW ROAD TO I-94 REHABILITATION	201805	\$0			\$73,000	\$91,000	\$440,000	\$604,000
CTH ES, FOX RIVER BRIDGE	201004	\$529,000	\$35,000					\$35,000
CTH M, CALHOUN RD TO EAST COUNTY LINE	201008	\$4,754,000		\$4,351,000	\$2,300,000			\$6,651,000
CTH Q OCONOMOWOC RIVER BRIDGE	201201	\$305,000	\$45,000					\$45,000
CTH YY, UNDERWOOD CREEK STRUCTURE	201302	\$349,000	\$0	\$1,017,000				\$1,017,000
CTH I, FOX RIVER BRIDGE	201601	\$6,000		\$89,000	\$103,000			\$192,000
CTH O & I INTERSECTION RECONSTRUCTION	201603	\$95,000	\$0	\$414,000				\$414,000
CTH C, HASSLINGER DRIVE INTERSECTION	201611	\$18,100	\$165,000	\$108,000				\$273,000
CTH D, MORAIN HILLS DRIVE INTERSECTION	201613	\$0	\$6,200	\$365,000	\$68,300			\$439,500
CTH D, CALHOUN ROAD TO 124TH ST REHAB	201706	\$116,000	\$0		\$506,000			\$506,000
BRIDGE AID PROGRAM 2018 - 2022								
BRIDGE AID PROGRAM 2018 - 2022	201701	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$400,000
BRIDGE AID PROGRAM 2023 - 2027								
BRIDGE AID PROGRAM 2023 - 2027	201904	\$0					\$100,000	\$100,000
CULVERT REPLACEMENT PROGRAM 2018-2022								
CULVERT REPLACEMENT PROGRAM 2018-2022	201618	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$400,000
CULVERT REPLACEMENT PROGRAM 2023-2027								
CULVERT REPLACEMENT PROGRAM 2023-2027	201901	\$0					\$100,000	\$100,000
REPAVING PROGRAM 2018-2022								
REPAVING PROGRAM 2018-2022	201416	\$4,450,000	\$3,800,000	\$2,700,000	\$4,200,000	\$4,300,000		\$15,000,000
REPAVING PROGRAM 2023-2027								
REPAVING PROGRAM 2023-2027	201906	\$0					\$4,300,000	\$4,300,000

PROJECT TITLE	NO.	CURRENT APPROP.	2019 PLAN	2020 PLAN	2021 PLAN	2022 PLAN	2023 PLAN	TOTAL FIVE-YEAR PLAN
PARKS AND LAND USE								
UWW INFRASTRUCTURE SITE IMPROVEMENTS	201703	\$740,400		\$491,000				\$491,000
PEWAUKEE TO BROOKFIELD TRAIL	201807	\$0	\$300,000		\$2,240,000			\$2,540,000
LAKE COUNTRY TRAIL STH 67 UNDERPASS	201607	\$327,000	\$1,010,000					\$1,010,000
PAVEMENT MANAGEMENT PLAN 2018 - 2022	201406	\$950,000	\$1,200,000	\$1,000,000	\$800,000	\$800,000		\$3,800,000
PAVEMENT MANAGEMENT PLAN 2023 - 2027	201908	\$0					\$800,000	\$800,000
IT - SHERIFF								
SECURITY SYSTEM RECORDING & DISPLAY EQUIPMENT RPLCMNT	201615	\$55,000	\$755,000					\$755,000
JAIL VIDEO VISITATION SYSTEM REPLACEMENT	201702	\$75,000	\$450,000					\$450,000
IT - COUNTYWIDE								
TAX SYSTEM AND COUNTYWIDE CASHIERING REPLACEMENT	201815	\$690,000	\$175,000					\$175,000
ENTERPRISE CONTENT MANAGEMENT	200910	\$1,390,000	\$175,000					\$175,000
EST. FINANCING (Includes Arb Rebate/Discount)	999999		\$200,000	\$205,000	\$160,000	\$180,000	\$220,000	\$965,000
GROSS EXPENDITURES			\$25,005,200	\$25,611,000	\$17,209,300	\$17,072,000	\$24,638,000	\$109,535,500

REVENUES

EUTF Fund Bal - #200910 Enterprise Content Management	\$175,000							\$175,000
Local Revenue - #201008 CTH M, Calhoun Rd to East County Line		\$445,000						\$445,000
Developer Cost-Share - #201603 CTH O & I Intersection		\$125,500						\$125,500
CHIP D Revenue - #201416/201906 CTH Repaving Program		\$260,000	\$260,000	\$260,000	\$260,000	\$260,000		\$1,040,000
CHIP Revenue - #201416/201906 CTH Repaving Program	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000	\$330,000		\$1,650,000
CHIP D Revenue - #201620 CTH V V, Hickory Street to CTH F	\$291,000							\$291,000
Revenue - #201807 Pewaukee to Brookfield Trail	\$240,000		\$2,046,000					\$2,286,000
Revenue - #201607 Lake Country Trail STH 67 Underpass	\$887,000							\$887,000
Community Development Block Grant #201406 PLU Pavement Mgmt Plan	\$200,000							\$200,000
Landfill Siting Revenue - #201406/201908 PLU Pavement Mgmt Plan	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000		\$1,000,000
Subtotal Project Specific Revenue and Proprietary Fund Balance	\$2,323,000	\$1,360,500	\$2,836,000	\$790,000	\$790,000	\$790,000		\$8,099,500
Net Expenditures	\$22,682,200	\$24,250,500	\$14,373,300	\$16,282,000	\$23,848,000			\$101,436,000
State Shared Revenue/Utility Payment	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000			\$1,750,000
Personal Property Replacement State Aid - Computer Exemption	\$600,000							\$600,000
General Transportation Aid (GTA) #201416/201906 CTH Repaving Program	\$325,000	\$250,000	\$200,000	\$200,000	\$200,000			\$1,175,000
Tarmann Fund Balance - #201406 PLU Pavement Mgmt Plan	\$50,000							\$50,000
Other Fund Balances (a)	\$175,000							\$175,000
General Fund and Capital Project Fund Balances	\$1,657,200	\$3,250,000	\$1,450,000	\$600,000	\$0			\$6,957,200
Subtotal	\$3,057,200	\$3,800,000	\$2,000,000	\$1,200,000	\$650,000			\$10,707,200
EXPENDITURES BEFORE TAX LEVY, DEBT, BORROWING & INTEREST (b)	\$19,625,000	\$20,450,500	\$12,373,300	\$15,082,000	\$23,198,000			\$90,728,800

- (a) Other fund balance includes internal service fund balance budgeted for related county-wide projects, including for 2019: \$175,000 of End User Technology Fund Balance (EUTF).
- (b) Net expenditures will also be funded with personal property aid revenue from the state, which is meant to offset the loss of property tax levy from the tax exemption of machinery, tools, and patterns (not used in manufacturing, which were already exempt). The personal property aid payment in 2019 is expected to be about \$744,000.

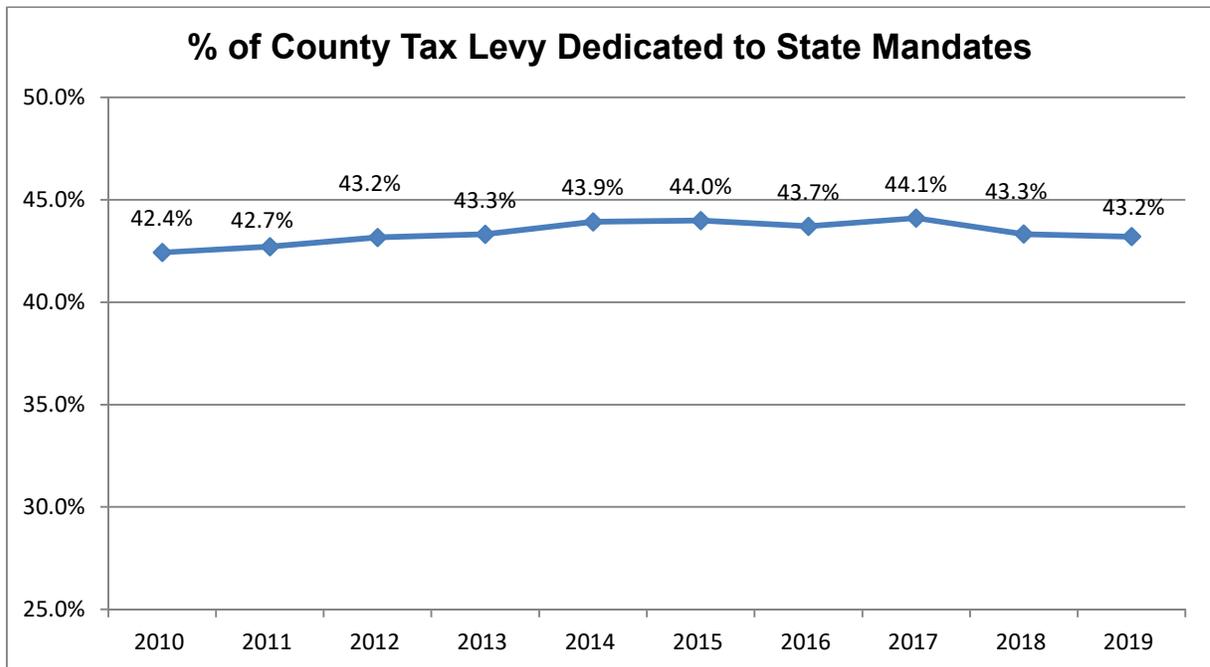
Stats./Trends

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Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of county tax levy that is required to fund state mandates reduces discretionary spending that is available for non-mandated essential services and programs. Estimated mandated county tax levy includes court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrants, and bailiff services. Mandated law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the county.



PREVIOUS FIVE YEARS

<u>Item</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	(Values in millions)				
County Tax Levy Budget:	\$100.5	\$100.9	\$101.8	\$103.4	\$104.4
Estimated Major State Mandated Net Expenditures:	\$49.5	\$49.5	\$50.3	\$50.3	\$51.0
(a) State Discretionary Revenue Offsets:	(\$5.3)	(\$5.4)	(\$5.4)	(\$5.5)	(\$5.9)
County Tax Levy for Major State Mandates:	\$44.2	\$44.1	\$44.9	\$44.8	\$45.1
% of County Tax Levy for Major State Mandates:	44.0%	43.7%	44.1%	43.3%	43.2%

(a) State revenues include Shared Revenues and General Transportation Aids.

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income	(3) Number Of Jobs	(4) Unemployment Rate	(5) Public School Enrollment	(5) Private School Enrollment	(6) Median Age
2007	381,651	\$54,873	236,413	4.1%	63,082	12,919	41
2008	382,697	\$55,944	233,316	4.0%	62,868	12,539	41.8
2009	383,190	\$53,295	220,842	7.5%	63,685	12,004	41.1
2010	389,891	\$53,481	218,361	7.3%	63,868	11,530	42 (7)
2011	390,267	\$56,567	222,978	6.5%	63,309	12,403	42.4
2012	390,914	\$59,126	226,848	5.8%	63,118	11,663	42.6
2013	391,478	\$59,260	229,257	5.5%	62,656	11,517	42.9
2014	392,761	\$61,495	231,232	4.4%	62,130	11,734	43
2015	393,927	\$64,460	235,052	3.8%	61,836	11,608	43.2
2016	396,449	\$65,522	238,703	3.6%	61,860	11,435	43.2
2017	398,236	*	242,001	2.9%	61,885	11,280	43.2

SOURCES

- (1) Wisconsin Department of Administration
 - (2) Bureau of Economic Analysis - US Department of Commerce.
 - (3) Wisconsin Department of Workforce Development
 - (4) Bureau of Economic Analysis - US Dept of Commerce. Prior-year data revised as of November 2017.
 - (5) Wisconsin Department of Public Instruction
 - (6) U.S. Census, American Fact Finder
 - (7) 2010 Census
- * Information currently unavailable

**Table 3
WAUKESHA COUNTY POPULATION**

According to the 2018 population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 401,429. This represents an increase of 11,538 persons county-wide, or 3% from the 2010 Census.

	2010 CENSUS	2017	2018	'17 - '18 CHANGE	'17 - '18 % CHANGE
CITIES					
Brookfield	37,920	38,342	39,323	981	2.56%
Delafield	7,085	7,141	7,176	35	0.49%
Milwaukee*	0	0	0	0	N/A
Muskego	24,135	24,628	24,812	184	0.75%
New Berlin	39,584	40,027	40,349	322	0.80%
Oconomowoc	15,759	16,842	16,889	47	0.28%
Pewaukee	13,195	14,332	14,436	104	0.73%
Waukesha	70,718	71,550	71,731	181	0.25%
CITIES TOTAL	208,396	212,862	214,716	1,854	0.87%
TOWNS					
Brookfield	6,116	6,492	6,480	(12)	-0.18%
Delafield	8,400	8,311	8,391	80	0.96%
Eagle	3,507	3,515	3,561	46	1.31%
Genesee	7,340	7,348	7,379	31	0.42%
Lisbon	10,157	10,301	10,369	68	0.66%
Merton	8,338	8,383	8,449	66	0.79%
Mukwonago	7,959	7,980	8,024	44	0.55%
Oconomowoc	8,408	8,602	8,679	77	0.90%
Ottawa	3,859	3,895	3,917	22	0.56%
Vernon	7,601	7,621	7,651	30	0.39%
Waukesha	9,133	9,168	9,249	81	0.88%
TOTAL TOWNS	80,818	81,616	82,149	533	0.65%
VILLAGES					
Big Bend	1,290	1,366	1,423	57	4.17%
Butler	1,841	1,816	1,824	8	0.44%
Chenequa	590	589	593	4	0.68%
Dousman	2,302	2,320	2,336	16	0.69%
Eagle	1,950	1,993	2,014	21	1.05%
Elm Grove	5,934	5,903	5,921	18	0.30%
Hartland	9,110	9,197	9,293	96	1.04%
Lac la Belle	289	288	295	7	2.43%
Lannon	1,107	1,171	1,204	33	2.82%
Menomonee Falls	35,626	37,413	37,574	161	0.43%
Merton	3,346	3,567	3,629	62	1.74%
Mukwonago	7,254	7,702	7,874	172	2.23%
Nashotah	1,395	1,349	1,357	8	0.59%
North Prairie	2,141	2,180	2,214	34	1.56%
Oconomowoc Lake	595	591	596	5	0.85%
Pewaukee	8,166	7,970	7,983	13	0.16%
Summit	4,674	4,757	4,754	(3)	-0.06%
Sussex	10,518	11,047	11,114	67	0.61%
Wales	2,549	2,539	2,566	27	1.06%
TOTAL VILLAGES	100,677	103,758	104,564	806	0.78%
TOTAL: COUNTY	389,891	398,236	401,429	3,193	0.80%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Administration.

Table 4
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2018 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is \$56,536,637,800. This represents an increase of \$2,378,506,200 or 4.4% from 2017. A table listing 2017 and 2018 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have increased.

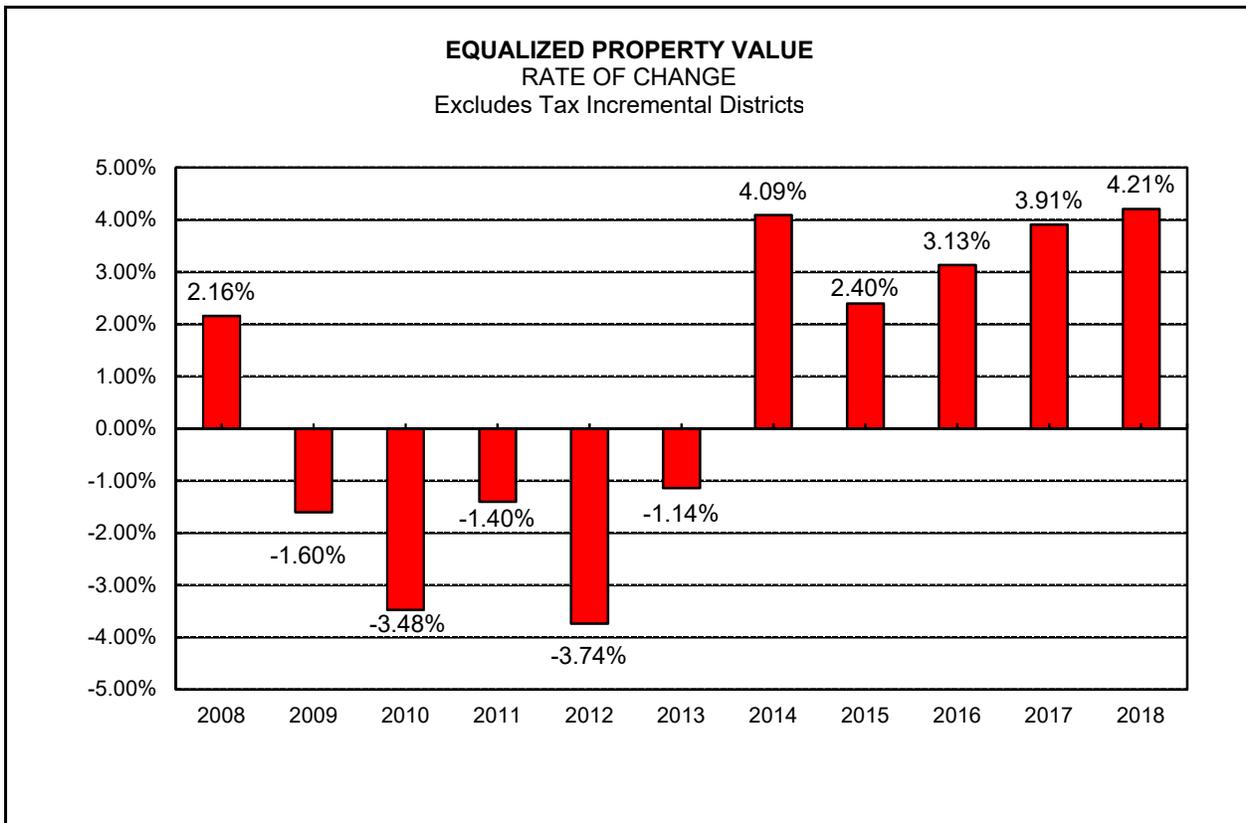
	2017 EQUAL PROP. VALUE	2018 EQUAL PROP. VALUE	'17 - '18 CHANGE	% CHANGE
CITIES:				
Brookfield	\$6,870,409,900	\$7,201,545,000	\$331,135,100	4.82%
Delafield	\$1,412,344,500	\$1,458,335,100	\$45,990,600	3.26%
* Milwaukee	\$13,541,700	\$13,460,200	(\$81,500)	-0.60%
Muskego	\$2,958,313,500	\$3,121,187,200	\$162,873,700	5.51%
New Berlin	\$5,186,499,700	\$5,408,747,900	\$222,248,200	4.29%
Oconomowoc	\$2,093,799,100	\$2,238,627,100	\$144,828,000	6.92%
Pewaukee	\$3,001,079,100	\$3,192,028,300	\$190,949,200	6.36%
Waukesha	\$6,127,929,500	\$6,414,435,300	\$286,505,800	4.68%
SUBTOTAL	\$27,663,917,000	\$29,048,366,100	\$1,384,449,100	5.00%
TOWNS:				
Brookfield	\$1,226,568,800	\$1,305,708,800	\$79,140,000	6.45%
Delafield	\$1,547,410,500	\$1,614,368,500	\$66,958,000	4.33%
Eagle	\$465,036,600	\$492,444,100	\$27,407,500	5.89%
Genesee	\$969,422,800	\$1,032,862,300	\$63,439,500	6.54%
Lisbon	\$1,192,883,600	\$1,241,417,700	\$48,534,100	4.07%
Merton	\$1,569,929,500	\$1,648,886,600	\$78,957,100	5.03%
Mukwonago	\$894,793,900	\$949,579,000	\$54,785,100	6.12%
Oconomowoc	\$1,549,203,400	\$1,612,182,700	\$62,979,300	4.07%
Ottawa	\$565,452,300	\$581,533,900	\$16,081,600	2.84%
Vernon	\$911,905,200	\$971,205,200	\$59,300,000	6.50%
Waukesha	\$1,021,981,100	\$1,039,082,800	\$17,101,700	1.67%
SUBTOTAL	\$11,914,587,700	\$12,489,271,600	\$574,683,900	4.82%
VILLAGES:				
Big Bend	\$158,089,000	\$177,465,300	\$19,376,300	12.26%
Butler	\$253,512,700	\$257,936,700	\$4,424,000	1.75%
Chenequa	\$467,871,600	\$473,914,100	\$6,042,500	1.29%
Dousman	\$190,061,000	\$197,746,900	\$7,685,900	4.04%
Eagle	\$168,308,700	\$179,881,200	\$11,572,500	6.88%
Elm Grove	\$1,139,590,900	\$1,166,471,900	\$26,881,000	2.36%
Hartland	\$1,288,968,100	\$1,322,284,700	\$33,316,600	2.58%
Lac la Belle	\$110,854,300	\$114,287,700	\$3,433,400	3.10%
Lannon	\$133,865,700	\$131,100,700	(\$2,765,000)	-2.07%
Menomonee Falls	\$4,962,647,400	\$5,097,458,000	\$134,810,600	2.72%
Merton	\$426,276,700	\$446,378,000	\$20,101,300	4.72%
Mukwonago	\$820,141,500	\$856,051,800	\$35,910,300	4.38%
Nashotah	\$191,393,600	\$191,662,000	\$268,400	0.14%
North Prairie	\$240,521,900	\$239,350,100	(\$1,171,800)	-0.49%
Oconomowoc Lake	\$351,328,200	\$349,687,300	(\$1,640,900)	-0.47%
Pewaukee	\$975,923,700	\$998,476,000	\$22,552,300	2.31%
Summit	\$987,326,400	\$1,007,109,300	\$19,782,900	2.00%
Sussex	\$1,324,729,900	\$1,378,608,200	\$53,878,300	4.07%
Wales	\$388,215,600	\$413,130,200	\$24,914,600	6.42%
SUBTOTAL	\$14,579,626,900	\$14,999,000,100	\$419,373,200	2.88%
TOTAL	\$54,158,131,600	\$56,536,637,800	\$2,378,506,200	4.39%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

Table 5
EQUALIZED PROPERTY VALUE
 Excludes Tax Incremental Districts

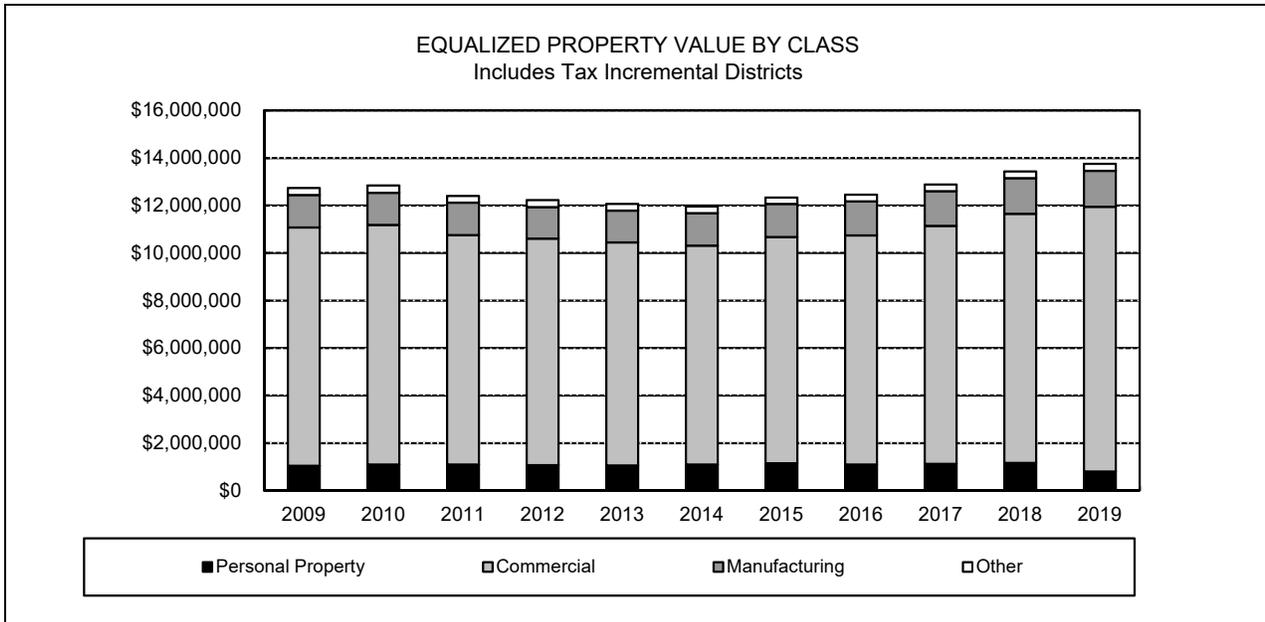
Equalized property value is a broad measure of the county's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the county levy. In 2002-2007, the county experienced high levels of growth due to market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) and higher levels of new construction. Beginning in 2009, deflation on residential property rates offset by new construction of less than 2% were responsible for most of the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. Housing sales experienced since 2013 suggests that residential property have been recovering, and total equalized value is now above 2008 levels of \$52,055,313,050.



Valuation Year	Total Value	Change In Valuation	Rate of Change
2009	\$51,220,442,050	(\$834,871,000)	-1.60%
2010	\$49,439,797,100	(\$1,780,644,950)	-3.48%
2011	\$48,747,058,300	(\$692,738,800)	-1.40%
2012	\$46,923,448,900	(\$1,823,609,400)	-3.74%
2013	\$46,387,463,200	(\$535,985,700)	-1.14%
2014	\$48,283,418,200	\$1,895,955,000	4.09%
2015	\$49,440,690,500	\$1,157,272,300	2.40%
2016	\$50,989,620,500	\$1,548,930,000	3.13%
2017	\$52,982,985,200	\$1,993,364,700	3.91%
2018	\$55,212,959,400	\$2,229,974,200	4.21%

Table 6
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY
Including Tax Incremental Districts

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2019 is \$56.5 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the county. Market values in the residential tax base began to decline for the 2010 budget, resulting in a decrease in this proportion of the tax base to 75% from 76%. Residential valuation for the 2019 budget increased by 5% based on prior-year analysis by the Wisconsin Department of Revenue and is now above 2009 budget levels. Commercial properties and manufacturing continue to maintain their share of the tax base at about 20% and 3% respectively for budget year 2019. Personal property value decreases for the 2019 budget due to a state law that exempts machinery, tools, and patterns (not used in manufacturing, which is already exempt) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.



Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/Swamp/Other	Total Value
2009	\$40,317,412	\$1,047,674	\$10,024,713	\$1,369,402	\$296,676	\$53,055,877
2010	\$39,273,723	\$1,100,032	\$10,084,520	\$1,355,180	\$298,055	\$52,111,510
2011	\$37,883,814	\$1,103,080	\$9,655,814	\$1,360,989	\$285,177	\$50,288,874
2012	\$37,329,217	\$1,076,627	\$9,525,264	\$1,335,918	\$285,537	\$49,552,563
2013	\$35,670,846	\$1,055,120	\$9,389,591	\$1,346,196	\$278,012	\$47,739,765
2014	\$35,263,595	\$1,105,906	\$9,202,897	\$1,367,263	\$277,706	\$47,217,367
2015	\$36,654,772	\$1,159,551	\$9,509,067	\$1,395,080	\$276,547	\$48,995,017
2016	\$37,729,840	\$1,103,400	\$9,641,547	\$1,433,208	\$279,629	\$50,187,625
2017	\$39,052,315	\$1,127,036	\$10,020,704	\$1,460,141	\$277,359	\$51,937,555
2018	\$40,728,754	\$1,169,249	\$10,483,713	\$1,493,718	\$282,698	\$54,158,132
* 2019	\$42,779,364	\$808,507	\$11,140,259	\$1,513,522	\$294,986	\$56,536,638
% of Total	75.7%	1.4%	19.7%	2.7%	0.5%	100.0%

*Personal property value decreases for the 2019 budget due to a state law that exempts machinery, tools, and patterns (not used in manufacturing, which is already exempt) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.

Table 7
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES BRIDGES FEDERATED LIBRARY

		PROPERTY TAX RATES --PER \$1,000 OF EQUALIZED VALUE--			
BUDGET YEAR	TAX YEAR	GENERAL COUNTY RATE(1)	RATE CHANGE (\$)	Tax Rate Change (%)	
	2009	\$1.79	\$0.01	0.7%	
	2010	\$1.87	\$0.08	4.5%	
	2011	\$1.97	\$0.10	5.4%	
	2012	\$2.01	\$0.04	2.0%	
	2013	\$2.11	\$0.10	5.0%	
	2014	\$2.15	\$0.04	1.9%	
	2015	\$2.08	(\$0.07)	-3.3%	
	2016	\$2.04	(\$0.04)	-1.9%	
	2017	\$2.00	(\$0.04)	-2.0%	
	2018	\$1.95	(\$0.05)	-2.5%	
Proposed	2019	2018	\$1.89	(\$0.06)	-3%

BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE (\$)	Tax Levy Change (%)	
	2009	\$93,086,754	\$2,562,251	2.8%	
	2010	\$95,717,457	\$2,630,703	2.8%	
	2011	\$97,422,065	\$1,704,608	1.8%	
	2012	\$98,037,483	\$615,418	0.6%	
	2013	\$98,798,522	\$761,039	0.8%	
	2014	\$99,505,152	\$706,630	0.7%	
	2015	\$100,492,252	\$987,100	1.0%	
	2016	\$100,948,152	\$455,900	0.5%	
	2017	\$101,799,099	\$850,947	0.8%	
	2018	\$103,422,375	\$1,623,276	1.6%	
Proposed	2019	2018 (3)	\$104,363,046	\$940,671	0.9%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (4)	EQUALIZED VALUE CHANGE (\$)	Equalized Value Change (%)	
	2009	\$52,055,313,050	\$1,100,331,800	2.2%	
	2010	\$51,220,442,050	(\$834,871,000)	-1.6%	
	2011	\$49,439,797,100	(\$1,780,644,950)	-3.5%	
	2012	\$48,747,058,300	(\$692,738,800)	-1.4%	
	2013	\$46,923,448,900	(\$1,823,609,400)	-3.7%	
	2014	\$46,387,463,200	(\$535,985,700)	-1.1%	
	2015	\$48,283,418,200	\$1,895,955,000	4.1%	
	2016	\$49,440,690,500	\$1,157,272,300	2.4%	
	2017	\$50,989,620,500	\$1,548,930,000	3.1%	
	2018	\$52,982,985,200	\$1,993,364,700	3.9%	
Proposed	2019	2018	\$55,212,959,400	\$2,229,974,200	4.2%

- NOTES: (1) Rounded to nearest cent.
(2) Excludes amounts for Bridges Federated Library System.
(3) The tax levy increase is reduced to \$940,671 due a state law that exempts machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.
(4) Equalized value excludes tax incremental financing districts (TIDs).

**Table 8
BRIDGES FEDERATED LIBRARY PROPERTY TAX LEVY DATA**

BRIDGES FEDERATED LIBRARY PROPERTY TAX RATE --PER \$1,000 OF EQUALIZED VALUE--					
BUDGET YEAR	TAX YEAR	GENERAL COUNTY RATE	RATE CHANGE (\$)	RATE CHANGE (%)	
2009	2008	\$0.2210	\$0.0051	2.3%	
2010	2009	\$0.2314	\$0.0104	4.7%	
2011	2010	\$0.2460	\$0.0146	6.3%	
2012	2011	\$0.2514	\$0.0054	2.2%	
2013	2012	\$0.2690	\$0.0176	7.0%	
2014	2013	\$0.2768	\$0.0078	2.9%	
2015	2014	\$0.2863	\$0.0095	3.4%	
2016	2015	\$0.2830	(\$0.0033)	-1.1%	
2017	2016	\$0.2799	(\$0.0031)	-1.1%	
2018	2017	\$0.2651	(\$0.0148)	-5.3%	
Proposed	2019	2018	\$0.2587	(\$0.0064)	-2.4%

BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE (\$)	TAX LEVY CHANGE (%)	
2009	2008	\$2,752,289	\$88,461	3.3%	
2010	2009	\$2,773,900	\$21,611	0.8%	
2011	2010	\$2,853,939	\$80,039	2.9%	
2012	2011	\$2,883,486	\$29,547	1.0%	
2013	2012	\$2,930,604	\$47,118	1.6%	
2014	2013	\$2,965,628	\$35,024	1.2%	
2015*	2014	\$3,424,360	\$458,732	15.5%	
2016	2015	\$3,464,119	\$39,759	1.2%	
2017	2016	\$3,517,752	\$53,633	1.5%	
2018	2017	\$3,500,124	(\$17,628)	-0.5%	
Proposed	2019	2018	\$3,523,524	\$23,400	0.7%

BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE (\$)	EQUALIZED VALUE CHANGE (%)	
2009	2008	\$12,454,954,400	\$117,869,100	1.0%	
2010	2009	\$11,989,066,300	(\$465,888,100)	-3.7%	
2011	2010	\$11,602,963,300	(\$386,103,000)	-3.2%	
2012	2011	\$11,470,523,100	(\$132,440,200)	-1.1%	
2013	2012	\$10,892,995,400	(\$577,527,700)	-5.0%	
2014	2013	\$10,714,775,800	(\$178,219,600)	-1.6%	
2015*	2014	\$11,960,623,400	\$1,245,847,600	11.6%	
2016	2015	\$12,239,774,800	\$279,151,400	2.3%	
2017	2016	\$12,568,556,000	\$328,781,200	2.7%	
2018	2017	\$13,205,088,000	\$636,532,000	5.1%	
Proposed	2019	2018	\$13,621,455,600	\$416,367,600	3.2%

*Increase in Bridges Federated Library Tax Levy rate, levy amount and equalized value for municipalities without libraries is primarily due to the dissolution of the joint library agreement between the Town of Lisbon and Village of Sussex, resulting in the Town of Lisbon becoming a non-library community.

Table 9
COMPARATIVE COUNTIES PROPERTY RATES
For 2018 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 71st of 72 counties for 2018 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2017 Rank	Property Tax Rate For 2018 Budget (a)	County	2017 Rank	Property Tax Rate For 2018 Budget (a)
* Menominee	1	\$8.91	Sheboygan	30	\$5.45
Taylor	2	\$8.31	Wood	39	\$5.32
Marquette	4	\$8.26	Oconto	36	\$5.30
Clark	3	\$8.06	Barron	41	\$5.20
Richland	16	\$7.61	Shawano	38	\$5.19
Adams	7	\$7.46	Portage	44	\$5.18
Crawford	6	\$7.42	Polk	37	\$5.17
Dunn	5	\$7.36	Columbia	43	\$5.14
Kewaunee	26	\$7.30	<u>Kenosha</u>	42	\$5.08
Lafayette	10	\$7.18	<u>Milwaukee</u>	45	\$5.05
Pepin	9	\$6.92	Douglas	48	\$5.01
Waushara	8	\$6.87	Forest	46	\$4.98
Waupaca	11	\$6.80	Marathon	47	\$4.95
Florence	13	\$6.64	* Outagamie	49	\$4.82
Juneau	15	\$6.61	Sauk	51	\$4.68
Rock	12	\$6.52	Brown	55	\$4.56
Jackson	14	\$6.49	Marinette	54	\$4.53
Trempealeau	21	\$6.46	<u>Jefferson</u>	52	\$4.46
Rusk	22	\$6.44	<u>Washburn</u>	56	\$4.42
Price	23	\$6.38	<u>Walworth</u>	53	\$4.34
Green Lake	17	\$6.35	Door	58	\$4.13
Pierce	24	\$6.21	Eau Claire	57	\$4.09
Iowa	18	\$6.19	Burnett	59	\$3.87
Monroe	34	\$6.08	Grant	60	\$3.83
Lincoln	19	\$6.07	Bayfield	63	\$3.82
Fond du Lac	20	\$6.07	La Crosse	61	\$3.75
Ashland	32	\$6.06	* Racine	62	\$3.72
* Manitowoc	25	\$5.84	St Croix	64	\$3.70
Langlade	28	\$5.80	Chippewa	65	\$3.69
Buffalo	29	\$5.77	Dane	66	\$3.17
Iron	50	\$5.68	Sawyer	67	\$3.10
Vernon	27	\$5.67	<u>Washington</u>	68	\$2.61
Green	35	\$5.52	Oneida	69	\$2.39
<u>Dodge</u>	31	\$5.50	Vilas	70	\$2.34
Calumet	40	\$5.48	* <u>Waukesha</u>	71	<u>\$2.02</u>
* Winnebago	33	\$5.46	Ozaukee	72	\$1.85

(a) Property tax rates shown include library system and other special taxing authorities.

Source: Compiled with Data from the Wisconsin Department of Revenue.

Table 10
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2017 AND 2018 BUDGETS

Waukesha County's property tax per person is ranked 70th of 72 counties for 2018 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county

County	2017 Rank	2018 Rank	2017 Tax Levy Per Person	2018 Tax Levy Per Person	County	2017 Rank	2018 Rank	2017 Tax Levy Per Person	2018 Tax Levy Per Person
Door	1	1	\$1,006.57	\$1,021.69	Richland	48	37	\$383.37	\$465.86
Florence	2	2	\$920.72	\$927.09	Trempealeau	42	38	\$414.60	\$462.30
Iron	5	3	\$770.68	\$901.29	Ashland	39	39	\$418.88	\$453.66
Adams	3	4	\$849.41	\$867.51	Barron	37	40	\$435.83	\$452.02
Marquette	4	5	\$794.38	\$845.59	Oneida	35	41	\$448.22	\$450.89
Green Lake	6	6	\$739.08	\$746.73	Green	41	42	\$415.91	\$428.14
Vilas	7	7	\$710.79	\$739.70	Sheboygan	40	43	\$416.00	\$422.98
Waushara	8	8	\$689.94	\$693.67	Fond du Lac	43	44	\$413.59	\$421.65
Washburn	9	9	\$671.41	\$677.51	Rock	44	45	\$407.21	\$419.87
Burnett	10	10	\$642.42	\$650.47	Monroe	54	46	\$367.30	\$415.31
Sawyer	11	11	\$636.90	\$650.29	Marinette	45	47	\$397.08	\$408.08
* Menominee	12	12	\$631.47	\$637.98	Portage	49	48	\$382.35	\$405.26
Bayfield	13	13	\$627.95	\$635.90	Kenosha	46	49	\$389.94	\$400.25
Price	16	14	\$573.13	\$613.18	* Winnebago	47	50	\$389.40	\$398.02
Forest	15	15	\$595.21	\$598.00	Calumet	57	51	\$357.63	\$387.67
<u>Walworth</u>	14	16	\$601.76	\$590.56	* Outagamie	52	52	\$370.37	\$383.92
Kewaunee	18	17	\$550.36	\$570.85	Douglas	50	53	\$375.82	\$382.07
Pepin	17	18	\$550.62	\$564.73	St. Croix	56	54	\$359.29	\$380.44
Taylor	19	19	\$542.31	\$555.34	Shawano	51	55	\$372.30	\$377.52
Waupaca	24	20	\$491.66	\$522.58	<u>Dodge</u>	53	56	\$369.95	\$376.39
Oconto	20	21	\$512.36	\$519.54	* Manitowoc	55	57	\$361.84	\$367.40
Rusk	30	22	\$474.03	\$513.28	Marathon	58	58	\$355.62	\$364.12
Polk	21	23	\$504.88	\$512.35	Vernon	59	59	\$351.19	\$355.72
Jackson	22	24	\$500.50	\$505.00	Brown	61	60	\$336.03	\$349.48
Iowa	28	25	\$484.61	\$504.97	Dane	63	61	\$328.08	\$349.02
Crawford	23	26	\$496.32	\$499.53	<u>Jefferson</u>	60	62	\$343.90	\$347.41
Sauk	25	27	\$488.07	\$497.57	Wood	62	63	\$331.83	\$343.69
Lincoln	26	28	\$486.65	\$492.20	Eau Claire	65	64	\$300.77	\$314.99
Juneau	31	29	\$458.17	\$489.68	<u>Milwaukee</u>	64	65	\$307.63	\$310.61
Dunn	27	30	\$484.67	\$484.68	Chippewa	67	66	\$282.23	\$290.98
Langlade	29	31	\$478.31	\$484.09	La Crosse	66	67	\$285.05	\$289.24
Buffalo	33	32	\$456.99	\$477.03	<u>Washington</u>	68	68	\$271.23	\$275.45
Columbia	32	33	\$458.06	\$476.38	* Racine	69	69	\$267.35	\$271.28
Pierce	38	34	\$425.86	\$472.77	* <u>Waukesha</u>	70	70	\$265.64	\$268.47
Lafayette	36	35	\$442.22	\$470.99	Ozaukee	71	71	\$234.32	\$239.86
Clark	34	36	\$450.75	\$466.90	Grant	72	72	\$217.52	\$223.34

Source: Compiled with data from the Wisconsin Department of Revenue.

**Table 11
OUTSTANDING DEBT PER CAPITA**

Outstanding debt is defined as the remaining principal on general obligation bonds which the county has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2009, borrowing was reduced from \$10,000,000 to \$8,000,000 due to the reduction in project expenditures. The County also refinanced \$7.7 million of debt issued in 2001 and 2002.

-In 2010, borrowing was reduced from \$10,000,000 to \$9,000,000 due to delays in project expenditures.

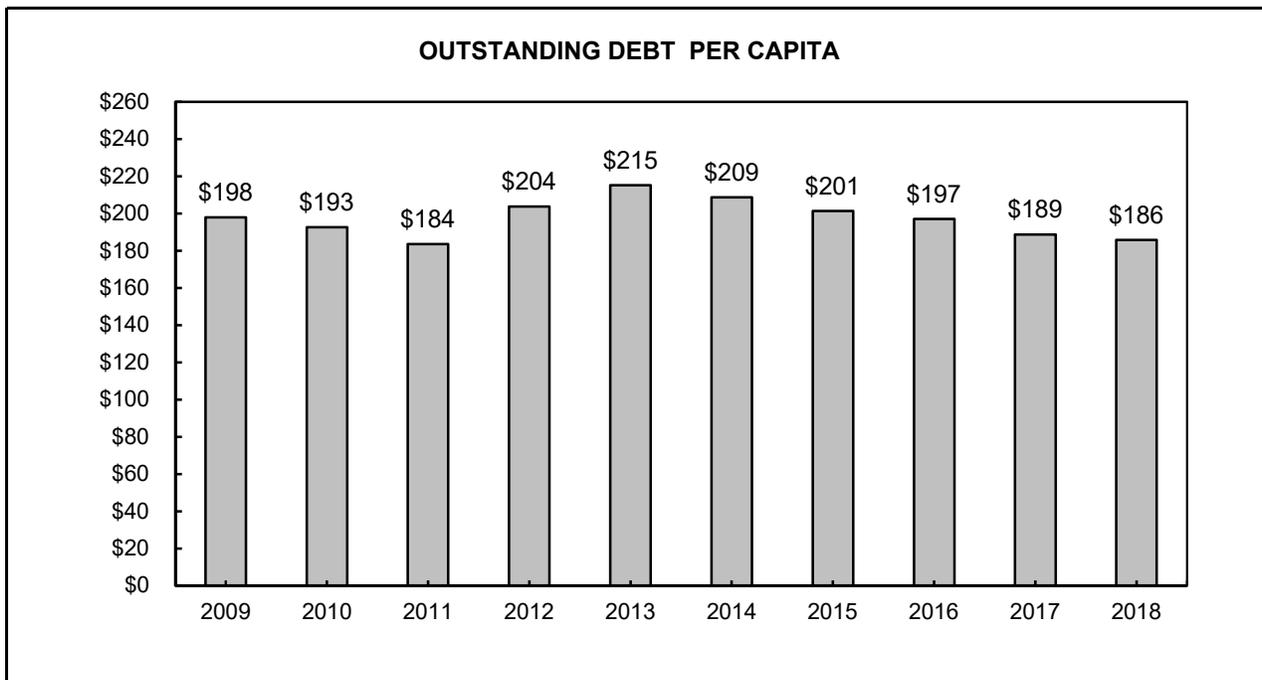
-In 2011, the County refinanced \$9.9 million of debt issued in 2003 & 2004 resulting in future interest savings.

-In 2012, the County refinanced \$6,635,000 of the debt issued in 2005.

-In 2013, the County refinanced \$4,550,000 of the debt issued in 2006.

-In 2014, the County refinanced \$4,255,000 of the debt issued in 2007.

-In 2016, the amount of debt issued was reduced by \$500,000 with an offset from the Tarmann Parkland Acquisition Fund Balance for use on Parks and Land Use capital projects (enrolled ordinance 170-87).



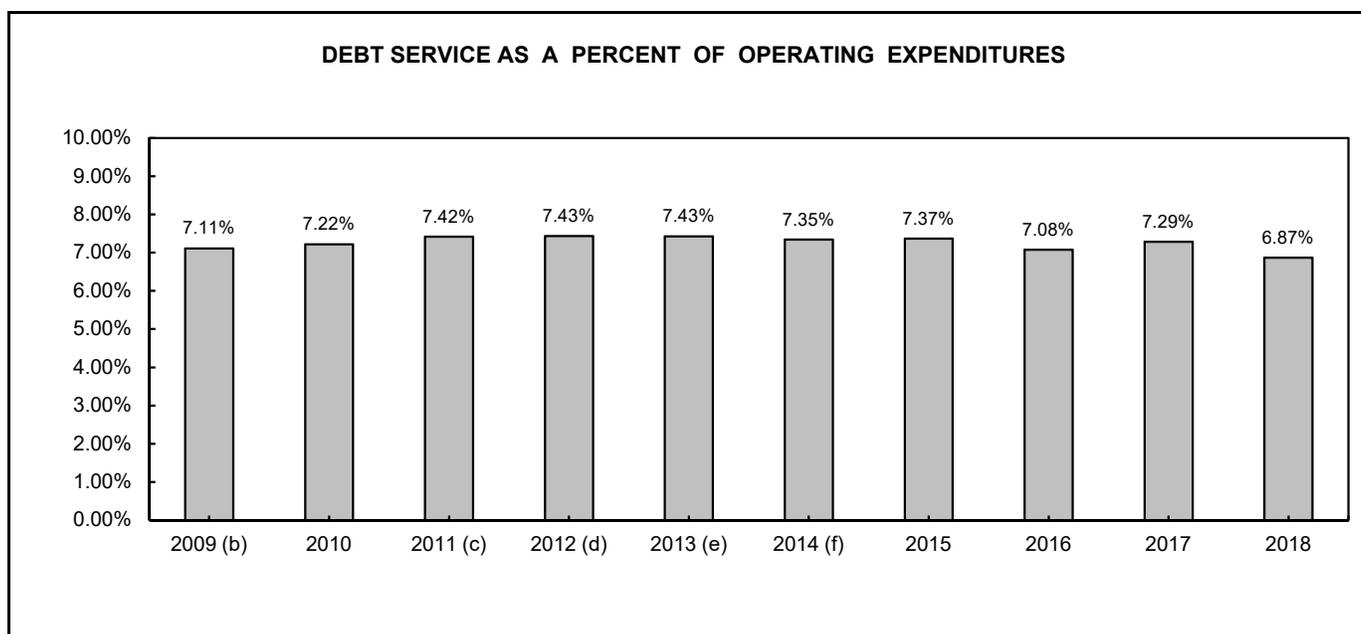
Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2009 *	\$8,000,000	\$75,855,000	383,190	\$198
2010	\$9,000,000	\$73,930,000	383,864	\$193
2011 *	\$10,000,000	\$71,660,000	390,267	\$184
2012	\$20,000,000	\$79,665,000	390,914	\$204
2013	\$17,000,000	\$84,235,000	391,478	\$215
2014	\$10,000,000	\$81,970,000	392,761	\$209
2015	\$10,000,000	\$79,335,000	393,927	\$201
2016	\$11,500,000	\$78,130,000	396,449	\$197
2017	\$10,000,000	\$75,125,000	398,236	\$189
2018	\$12,500,000	\$74,595,000	401,429	\$186

* Does not include debt issued to refinance prior year issues.

Table 12
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10%, the credit industry views this situation favorably. If it exceeds 20%, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the county is still below the 10% threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan.

The county has used defeasement and refunding activity to manage debt service. In 2009, borrowing was reduced from \$10,000,000 to \$8,000,000 due to the reduction in project expenditures. The County also refinanced \$7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from \$10,000,000 to \$9,000,000 due to delays in project expenditures. In 2011, the County borrowed \$10,000,000 and also refinanced \$9.9 million of debt issued in 2003 and 2004. In April 2012, \$6.6 million of the 2005 notes were refunded. In 2013, \$4.6 million of 2006 notes were refunded. In 2014, \$4.3 million of the 2007 notes were refunded.



<u>Year</u>	<u>Debt Service</u>	<u>Operating Expenditures (a)</u>	<u>Percent</u>
2009 (b)	\$12,974,363	\$182,406,472	7.11%
2010	\$13,424,280	\$185,925,176	7.22%
2011 (c)	\$14,260,230	\$192,232,670	7.42%
2012 (d)	\$14,025,660	\$188,709,358	7.43%
2013 (e)	\$14,420,889	\$194,095,730	7.43%
2014 (f)	\$14,117,312	\$192,183,796	7.35%
2015	\$14,435,805	\$195,929,802	7.37%
2016	\$14,353,616	\$202,866,417	7.08%
2017	\$14,731,180	\$202,117,736	7.29%
2018	\$14,628,840	\$212,986,319	6.87%

(a) Operating expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Expenditures exclude interdepartmental charges to avoid double-counting.

(b) Excludes debt service to refinance \$7.7 million in debt issued in 2001 and 2002.

(c) Excludes debt service to refinance \$9.9 million in debt issued in 2003 and 2004.

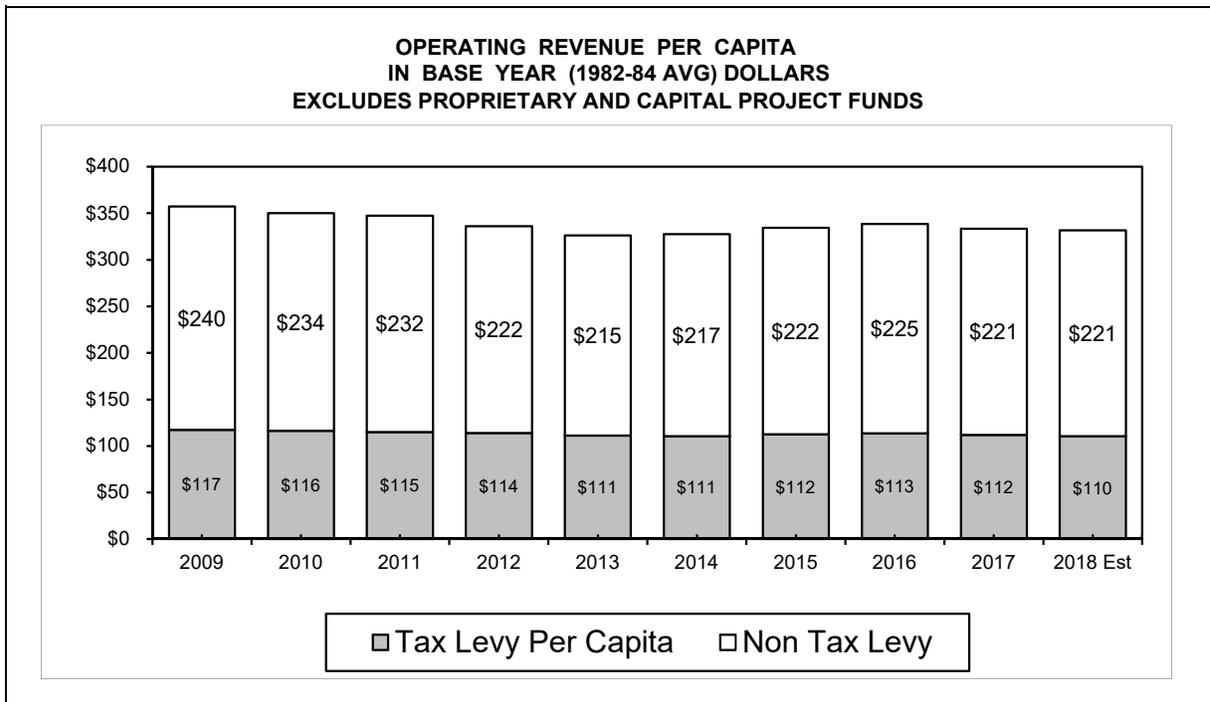
(d) Excludes debt service to refinance \$6.6 million of the 2005 issue.

(e) Excludes debt service to refinance \$4.6 million of the 2006 issue.

(f) Excludes debt service to refinance \$4.3 million of the 2007 issue.

**Table 13
OPERATING REVENUES PER CAPITA**

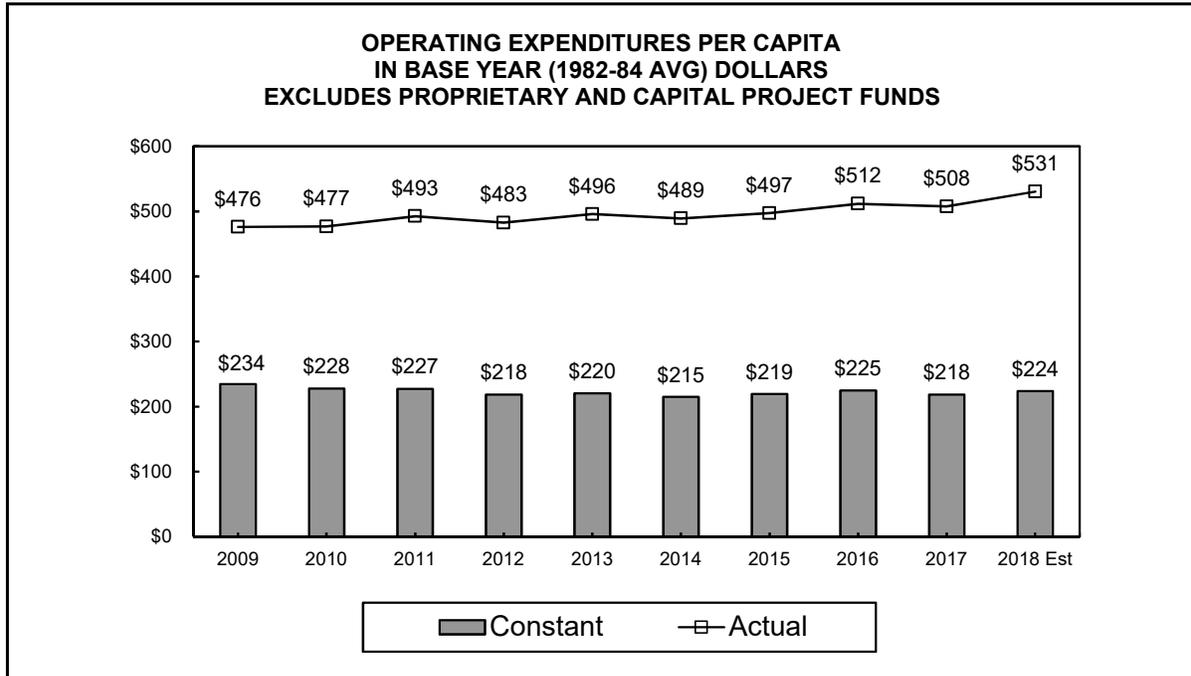
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include General Fund, special revenue and Debt Service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits, but exclude interdepartmental charges to avoid double-counting. Total revenues are adjusted for inflation with the base year being 1982-1984 average. In 2005 almost \$3.7 million of new state/federal revenues are shifted to the county for disabled individuals at intermediate care facilities. In 2008, revenues are reduced for the transition to the State Family Care program with \$8.3 million for client's care no longer provided by the county but now provided by state contracts to two private sector managed care organizations. Another \$15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of \$2.9 million. Years 2010 and 2011 included some increases. 2012 includes reductions in state revenue due to a change to shift administration of the Children Long Term Support (CLTS) Program to a third-party administrator (\$3.5 million), as well as state revenue reductions included in the 2011-2013 state budget for Youth Aids, Child Support and General Transportation Aids. However, in 2013 state officials issued an opinion that CLTS payments (mentioned above) to the third-party administrator are grant expenditures and need to be recognized in county financial records, increasing pass-through revenues and expenditures by over \$3 million. Lower revenues in 2013 and 2014 are largely due to lower investment income from historically low interest rates. Most state revenues continue to stay flat for 2015-2018, except for some targeted increases for Mental Health treatment and CLTS services.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2009	\$186,622,210	\$91,226,366	203.0	\$91,932,123	383,190	\$240
2010	\$191,210,023	\$94,981,926	209.6	\$91,226,156	389,891	\$234
2011	\$196,702,097	\$97,378,950	216.9	\$90,687,919	390,267	\$232
2012	\$192,216,535	\$98,516,081	221.1	\$86,920,745	390,914	\$222
2013	\$189,426,247	\$97,969,581	225.1	\$84,152,042	391,478	\$215
2014	\$194,213,682	\$98,957,976	227.8	\$85,256,226	392,761	\$217
2015	\$198,204,796	\$100,389,114	226.6	\$87,469,019	393,927	\$222
2016	\$203,255,018	\$102,535,428	227.9	\$89,189,968	396,449	\$225
2017	\$204,958,476	\$103,526,141	232.4	\$88,184,147	398,236	\$221
2018 Est	\$210,690,582	\$105,082,936	237.1	\$88,872,948	401,429	\$221

**Table 14
OPERATING EXPENDITURES PER CAPITA**

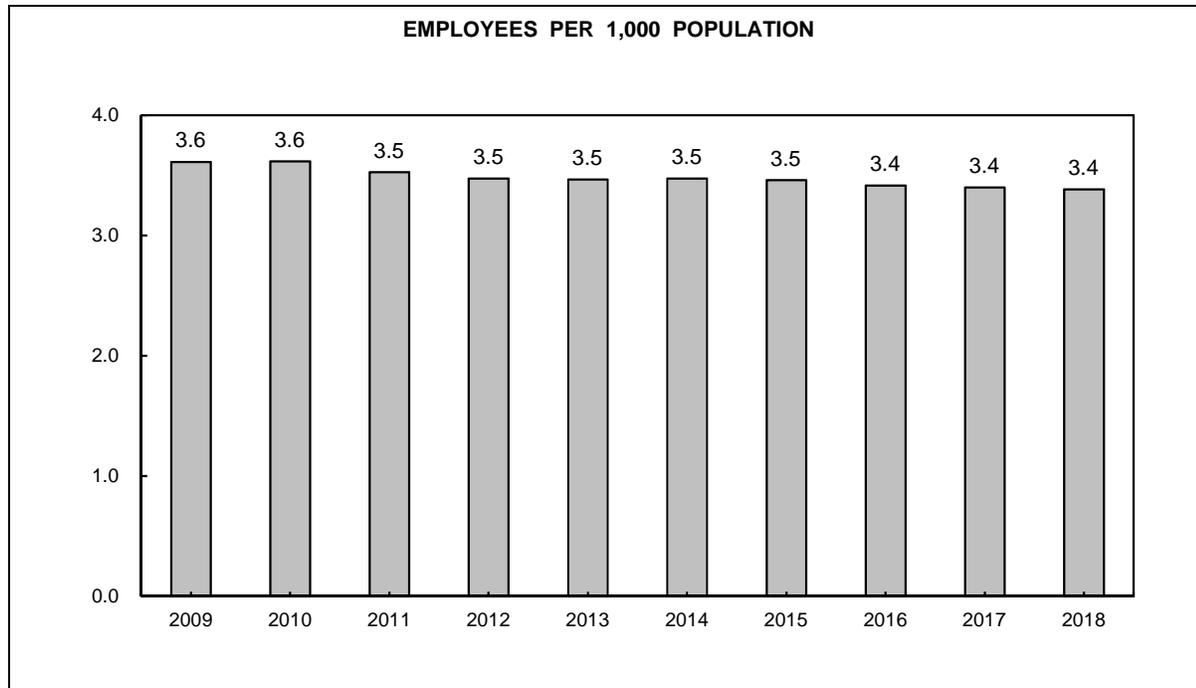
Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include General Fund, special revenue and Debt Service funds (excludes proprietary and Capital Project funds). Expenditures exclude interdepartmental charges to avoid double-counting. Debt Service also excludes the one-time expenditures for debt retirement. The indicator remained relatively flat until 2008, when cost to continue increases are offset with a \$8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed care organizations. This involves another \$19 million reduction in 2009, which completed the transition. Years 2010 and 2011 remain flat. In 2012, the State Budget repair bill required most county employees (except for protective classifications) to make 50% contribution to their pension in the Wisconsin Retirement System, which reduced expenditures by \$3.5 million. The state budget also transferred the payments (\$3.5 million) for the Children Long Term Support Program to a third party administrator. However, in 2013 state officials issued an opinion that these payments to the third-party administrator are grant expenditures and need to be recognized in county financial records, increasing pass-through revenues and expenditures by over \$3 million. Expenditure trends for 2015-2018 reflect Health and Human Service client needs, partially funded with targeted state revenues.



Year	Expenditures	Consumer Price Index	Base Year	Population	Per Capita	
					Actual	Base Year
2009	\$182,406,472	203.0	\$89,855,405	383,190	\$476	\$234
2010	\$185,925,176	209.6	\$88,704,760	389,891	\$477	\$228
2011	\$192,232,670	216.9	\$88,627,326	390,267	\$493	\$227
2012	\$188,709,358	221.1	\$85,334,792	390,914	\$483	\$218
2013	\$194,095,730	225.1	\$86,241,771	391,478	\$496	\$220
2014	\$192,183,796	227.8	\$84,365,143	392,761	\$489	\$215
2015	\$195,929,802	226.6	\$86,465,049	393,927	\$497	\$219
2016	\$202,866,417	227.9	\$89,019,447	396,449	\$512	\$225
2017	\$202,117,736	232.4	\$86,961,908	398,236	\$508	\$218
2018 Est	\$212,986,319	237.1	\$89,841,330	401,429	\$531	\$224

**Table 15
EMPLOYEES PER 1,000 POPULATION**

The number of employees reflect the number of budgeted regular full-time and part-time positions stated in full time equivalents (FTE) for each year. Since personnel costs represent a significant portion of the county's operating budget, changes in FTE in relation to the population provide another means of assessing the growth in county operations. Decreases may indicate changes in the productivity of employees. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The county offset this growth with position reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the county's population which results in dropping the ratio to 3.50 FTE/1,000 population. The 2012 budget further decreased positions a net 18.69 FTE, including 3.50 FTE in Courts and 5.00 FTE expanding contracting of housekeeping services. During mid-year 2013, a net 9 full-time positions were created in the Health and Human Services department, mostly federally-funded positions to assist with the implementation of the Affordable Care Act. The 2015 adopted budget reduced regular staff levels by 4.67 FTE mostly in Health and Human Services, mostly due to 5.00 FTE reduction of federally-funded positions that assisted with the implementation of the Affordable Care Act. The 2016 adopted budget reduced positions by 9.35 mostly due to reductions in Health and Human Services, Park, Environment, Education and Land Use, Clerk of Courts, Register of Deeds, Sheriff, and Administration. Net regular FTE in the 2017 budget remain at the 2016 level, but includes additional 6.75 FTE in the Justice and Public Safety area offset by position reductions elsewhere in the budget. This includes four additional positions at the Waukesha County Communication Center largely due to the Village of Menomonee Falls joining county dispatch. The 2018 budget increases net regular positions by 4.50 FTE in Health and Human Services, Administration, Corporation Counsel and Sheriff departments. The Circuit Court reduced a net of four positions.



<u>Year</u>	<u>Employees*</u>	<u>Population</u>	<u>Employees per 1,000 Population</u>
2009	1,384	383,190	3.6
2010	1,388	383,864	3.6
2011	1,376	390,267	3.5
2012	1,358	390,914	3.5
2013	1,357	391,478	3.5
2014	1,364	392,761	3.5
2015	1,363	393,927	3.5
2016	1,354	396,449	3.4
2017	1,354	398,236	3.4
2018	1,359	401,429	3.4

* Excludes temporary extra help, seasonals, and limited term employees

Table 16
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Personnel Costs	\$118,911,343	\$119,791,099	\$120,837,078	\$124,253,743	\$128,254,681
Total Net Oper Expenditures (w/o Capital Projects & Interdepartmental Charges)	\$223,610,482	\$226,779,062	\$229,483,567	\$235,948,784	\$242,977,376
Percent of Net Operating Budget	53.2%	52.8%	52.7%	52.7%	52.8%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Salaries and wages (a)	\$85,909,363	\$86,809,225	\$87,933,571	\$90,442,598	\$94,135,987
Employee Benefits (b)	<u>\$33,001,980</u>	<u>\$32,981,874</u>	<u>\$32,903,507</u>	<u>\$33,811,145</u>	<u>\$34,118,694</u>
Total Personnel Costs	\$118,911,343	\$119,791,099	\$120,837,078	\$124,253,743	\$128,254,681
Benefits as % of Total Salaries	38.4%	38.0%	37.4%	37.4%	36.2%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limited term, seasonal extra help employees pay, Per Diems, educational incentives and earned vacation pay.

(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 17
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2015 - 2019)

	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Gross Expenditures					
Operating	\$261,237,732	\$264,710,001	\$267,526,585	\$274,818,700	\$282,016,215
Capital	\$16,141,400	\$20,782,800	\$16,863,400	\$18,786,300	\$25,005,200
TOTAL GROSS EXPENDITURES	\$277,379,132	\$285,492,801	\$284,389,985	\$293,605,000	\$307,021,415
Less: Interdepartmental Charges	<u>\$37,627,250</u>	<u>\$37,930,939</u>	<u>\$38,043,018</u>	<u>\$38,869,916</u>	<u>\$39,038,839</u>
TOTAL NET EXPENDITURES	\$239,751,882	\$247,561,862	\$246,346,967	\$254,735,084	\$267,982,576
Operating % of Net Expenditures	93.3%	91.6%	93.2%	92.6%	90.7%
Capital % of Net Expenditures	6.7%	8.4%	6.8%	7.4%	9.3%
General County Tax Levy *					
Operating	\$98,642,252	\$99,201,152	\$100,052,099	\$101,675,375	\$103,307,119
Capital**	<u>\$1,850,000</u>	<u>\$1,747,000</u>	<u>\$1,747,000</u>	<u>\$1,747,000</u>	<u>\$1,055,927</u>
TOTAL COUNTY GENERAL TAX LEVY	\$100,492,252	\$100,948,152	\$101,799,099	\$103,422,375	\$104,363,046
Operating Levy % of General County Levy	98.2%	98.3%	98.3%	98.3%	99.0%
Capital Levy % of General County Levy**	1.8%	1.7%	1.7%	1.7%	1.0%
General County Tax Levy % of Total Net Expenditures	41.9%	40.8%	41.3%	40.6%	38.9%

* Total Levy Excluding Bridges Federated Library System.

** Property tax levy funding for capital projects decreases about \$691,000 in 2019 mainly due to a new state law exempting machinery, tools, and patterns (not used in manufacturing) from the personal property tax, which is offset by a state personal property aid payment of about \$744,000.

**Table 18
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION**

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures and revenues for not less than the first 6 months of the current year.

OPERATING BUDGET	2017	2018	2018	2018	2019	CHANGE FROM 2018	
	ACTUAL (a)	ADOPTED BUDGET	MODIFIED BUDGET	ACTUAL YTD (a)(b)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES							
PERSONNEL COSTS	\$ 119,859,863	\$ 124,253,743	\$ 124,869,806	\$ 79,702,212	\$ 128,254,681	\$ 4,000,938	3.22%
OPERATING EXPENSES	\$ 101,389,018	\$ 113,356,757	\$ 118,629,353	\$ 75,353,451	\$ 116,398,647	\$ 3,041,890	2.68%
INTERDEPT. CHARGES	\$ 20,021,279	\$ 21,094,710	\$ 21,102,271	\$ 18,101,645	\$ 21,636,869	\$ 542,159	2.57%
FIXED ASSET & IMPROVEMENTS	\$ 838,520	\$ 1,220,650	\$ 1,565,094	\$ 469,742	\$ 935,500	\$ (285,150)	-23.36%
DEBT SERVICE	\$ 14,731,180	\$ 14,892,840	\$ 14,892,840	\$ 13,859,264	\$ 14,790,518	\$ (102,322)	-0.69%
TOTAL EXPENDITURES	\$ 256,839,860	\$ 274,818,700	\$ 281,059,364	\$ 187,486,314	\$ 282,016,215	\$ 7,197,515	2.62%
REVENUES							
GEN'L GOVT. REVENUES	\$ 56,068,549	\$ 60,400,544	\$ 64,061,774	\$ 35,030,456	\$ 63,949,693	\$ 3,549,149	5.88%
FINES & LICENSES	\$ 3,063,001	\$ 3,047,725	\$ 3,047,725	\$ 2,224,781	\$ 3,147,375	\$ 99,650	3.27%
CHARGES FOR SERVICES	\$ 37,881,612	\$ 37,619,725	\$ 37,624,725	\$ 24,491,634	\$ 38,851,737	\$ 1,232,012	3.27%
INTERDEPART. REVENUES	\$ 36,340,716	\$ 38,869,916	\$ 38,873,406	\$ 30,323,876	\$ 39,038,839	\$ 168,923	0.43%
OTHER REVENUES	\$ 20,492,465	\$ 19,662,397	\$ 20,684,695	\$ 12,018,536	\$ 19,877,704	\$ 215,307	1.10%
TOTAL REVENUES	\$ 153,846,343	\$ 159,600,307	\$ 164,292,325	\$ 104,089,283	\$ 164,865,348	\$ 5,265,041	3.30%
RETAINED EARNINGS	\$ (3,565,171)	\$ (940,986)	\$ (940,986)		\$ (906,294)	\$ 34,692	-3.69%
TRANSFERS/FUND BALANCE USED	\$ 2,988,837	\$ 10,983,880	\$ 12,532,526		\$ 11,226,518	\$ 242,638	2.21%
TAX LEVY	\$ 103,569,851	\$ 105,175,499	\$ 105,175,499	NA	\$ 106,830,643	\$ 1,655,144	1.57%

CAPITAL BUDGET	2017	2018	2018	2018	2019	CHANGE FROM 2018	
	ACTUAL	ADOPTED BUDGET	MODIFIED BUDGET	ACTUAL YTD (a)		BUDGET	ADOPTED BUDGET
						\$	%
EXPENDITURES	\$ 19,603,460	\$ 18,786,300	\$ 41,759,914	\$ 16,570,860	\$ 25,005,200	\$ 6,218,900	33.10%
REVENUES	\$ 13,934,353	\$ 14,344,100	\$ 14,344,100	\$ 15,289,551	\$ 21,892,073	\$ 7,547,973	52.62%
TRANSFERS/FUND BALANCE USED	\$ 3,922,107	\$ 2,695,200	\$ 25,668,814		\$ 2,057,200	\$ (638,000)	-23.67%
TAX LEVY	\$ 1,747,000	\$ 1,747,000	\$ 1,747,000	NA	\$ 1,055,927	\$ (691,073)	-39.56%

(a) Certain non-budgeted revenues are excluded from 2017 actuals and year-to-date 2018 actuals in this summary.

(b) 2018 Actual Year to Date figures include financial and encumbrance activity through eight months.

BUDGETED POSITIONS 2017-2019 - SUMMARY BY DEPARTMENT

<u>BY DEPARTMENT</u>	<u>2017</u> <u>Year End</u>	<u>2018</u> <u>Adopted</u> <u>Budget</u>	<u>2018</u> <u>Modified</u> <u>Budget</u>	<u>2019</u> <u>Budget</u>	<u>Incr/(Decr)</u> <u>From 2018</u> <u>Adpt Budget</u>
Administration (Includes End User Operations & Tech.)	92.50	94.50	94.50	94.50	0.00
Circuit Court Services	85.50	81.50	81.50	81.50	0.00
Corporation Counsel	39.00	40.00	40.00	41.00	1.00
County Board	5.50	5.50	5.50	5.00	(0.50)
County Clerk	4.00	4.00	4.00	4.00	0.00
County Executive	4.65	4.65	4.65	4.65	0.00
District Attorney	31.50	31.50	31.50	31.50	0.00
Emergency Preparedness	66.40	66.40	66.40	66.40	0.00
Bridges Federated Library	6.50	6.50	6.50	6.63	0.13
Health & Human Services	384.09	388.59	388.59	404.35	15.76
Medical Examiner	16.00	16.00	16.00	16.00	0.00
Parks & Land Use	101.10	101.10	101.10	103.00	1.90
Public Works	137.60	137.60	137.60	135.60	(2.00)
Register Of Deeds	16.60	16.60	16.60	16.60	0.00
Sheriff	355.50	356.50	356.50	362.50	6.00
Treasurer	5.00	5.00	5.00	5.00	0.00
UW-Extension	2.70	2.70	2.70	2.70	0.00
Total Regular Positions (FTE)	1,354.14	1,358.64	1,358.64	1,380.93	22.29
Total Extra-Help Positions (FTE)	118.27	122.32	122.32	117.50	(4.82)
Total Overtime Positions (FTE)	23.07	24.09	24.09	24.88	0.79
TOTAL POSITION EQUIVALENTS COUNTY-WIDE	<u>1,495.48</u>	<u>1,505.05</u>	<u>1,505.05</u>	<u>1,523.31</u>	<u>18.26</u>

SIGNIFICANT CHANGES FOR 2019:

- Budgeted Full-Time Equivalents (FTEs) increase by a net of 18.26, including temporary extra help and overtime.
- There is a net increase of 22.29 FTE budgeted regular positions
- Temporary extra help decreases by 4.82 FTE (about 10,000 hours), and budgeted overtime increases 0.79 FTE (about 1,600 hours).

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2019 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2019 Budget Position Reclassified or Equity w/ title Change				
Administration	General	Employee Services	Senior Human Resources Analyst	1.00
Administration	General	Employee Services	Training Coordinator	(1.00)
Administration	End User Tech.	IT Business and Infrastructure Service	Information Technology Analyst	1.00
Administration	End User Tech.	IT Business and Infrastructure Service	Information Technology Tech.	(1.00)
County Executive	General	County Executive Administration	Administrative Specialist	0.65
County Executive	General	County Executive Administration	Administrative Assistant	(0.65)
Parks & Land Use	Community Dev.	CDBG & HOME	Administrative Assistant	0.35
Parks & Land Use	Community Dev.	CDBG & HOME	Administrative Assistant	(0.35)
Health & Human Services	General	Public Health - Communicable Disease	Human Services Emergency Preparedness Coord.	1.00
Health & Human Services	General	Administrative Services	Programs & Projects Analyst	(1.00)
Health & Human Services	General	Administrative Services	HHS Compliance Program Coordinator	1.00
Health & Human Services	General	Administrative Services	Health & Human Services Coord	(1.00)
Health & Human Services	General	Criminal Justice Collaboration Council	Justice Services Coordinator	1.00
Health & Human Services	General	Criminal Justice Collaboration Council	Criminal Justice Collaboration Coord	(1.00)
Subtotal 2019 Budget Positions Reclassified \ Equity w/ Title Change Adjustment				-
2019 Budget Position Unfunded (But Not Abolished)				
County Board	General	Legislative Support	Administrative Specialist	(0.50)
Health & Human Services	General	Mental Health Center- Inpatient Services	Psychiatrist	(1.00)
Health & Human Services	General	ADRC Protective Services	Social Worker	(1.00)
Health & Human Services	General	Public Health WIC Program	WIC Program Nutritionist	(0.50)
Parks & Land Use	General	Environmental Health	Environmental Health Specialist	(0.50)
Public Works	General	Housekeeping Services	Building Service Worker	(1.00)
Public Works	Transportation	County Highway Operations	Patrol Worker	(1.00)
Subtotal 2019 Budget Positions Unfunded (But Not Abolished)				(5.50)
2019 Budget Positions Abolished				
Administration	General	Accounting	Fiscal Assistant	(1.00)
Health & Human Services	General	Administrative Services	Senior Administrative Specialist	(1.00)
Health & Human Services	General	Administrative Services	Administrative Assistant	(1.00)
Health & Human Services	General	Public Health Administration	Epidemiologist	(1.00)
Health & Human Services	General	Mental Health Outpatient & Support Svcs	Clinical Therapist	(1.00)
Health & Human Services	General	Public Health Communicable Disease Control	Public Health Nurse	(1.00)
Sheriff	General	General Patrol	Lieutenant	(1.00)
Subtotal 2019 Budget Positions Abolished				(7.00)
2019 Budget Position Created				
Administration	General	Administrative Services	Administration Specialist	1.00
Corporation Counsel	General	Child Support	Senior Fiscal Specialist	1.00
Health & Human Services	General	Mental Health Center- Inpatient Services	Registered Nurse	1.00
Health & Human Services	General	Mental Health Center - Inpatient Services	Clinical Therapist	1.00
Health & Human Services	General	Juvenile and Family Services	Human Services Supervisor	1.00
Health & Human Services	General	Administrative Services	Information Technology Technician	1.00
Health & Human Services	General	Administrative Services	Financial Analyst	1.00
Health & Human Services	General	Public Health Administration	Health & Human Services Coordinator	1.00
Health & Human Services	General	Mental Health Outpatient & Support Svcs	Psychiatric Nurse Practitioner	2.00
Health & Human Services	General	Mental Health Outpatient & Support Svcs	Clinical Therapist	0.50
Health & Human Services	General	Mental Health Outpatient & Support Svcs	Clinical Therapist	0.50
Health & Human Services	General	ADRC Adult Protective Services	Human Serv Support Specialist	1.00
Sheriff	General	Patrol Administration	Captain	1.00
Sheriff	General	Inmate Security/ Jail Services	Correctional Officers	3.00
Sheriff	General	Inmate Security/ Jail Services	*Correctional Officers	3.00
Subtotal 2019 Budget Positions Created				19.00

**SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME FTE
POSITIONS IN 2019 BUDGET BY POSITION TITLE**

Dept	Fund	Program	Position Title	FTE
2019 Increase Positions				
Bridges Federated Library	General	Administration	Administrative Specialist	0.13
Health & Human Services	General	Mental Health Center- Inpatient Services	Registered Nurse	0.26
Parks & Land Use	General	Land & Water Conservation	Conservation Specialist	0.40
Subtotal of 2019 Positions Increased				0.79
2018 Current Year Positions Abolished				
Parks & Land Use	LIS	Land Information Systems	Land Information Systems Manager	(1.00)
Sheriff	General	General Investigations	Detective	(1.00)
Subtotal 2018 Current Year Positions Abolished				(2.00)
2018 Current Year Positions Created				
Health & Human Services	ADRC Grant Fund	Aging and Disability Resource Center	*Senior ADRC Specialists	10.00
Health & Human Services	ADRC Grant Fund	Aging and Disability Resource Center	*Benefit Specialists	2.00
Parks & Land Use	General/MRF	Parks Programs(0.62)/MRF(0.38)	Public Communications Specialist	1.00
Parks & Land Use	LIS	Land Information Systems	Land Information Systems Supervisor	1.00
Sheriff	General	General Investigations	Senior Information Technology Prof	1.00
Parks & Land Use	WIOA	Workforce Inovation & Oper. Agency	WOW Program Administrator	1.00
Subtotal 2018 Current Year Positions created				16.00
2018 Current Year Positions Refunded				
Health & Human Services	General	Public Health	Health & Human Services Coordinator	1.00
Subtotal 2018 Current Year Positions Increased				1.00
Total 2019 Net Change in Authorized Positions				22.29

*These are positions include sunset clauses. Position will be reduced or terminated if funding is reduced or terminated.

**REGULAR FULL-TIME / PART - TIME
BUDGETED POSITIONS SUMMARY 2017-2019
(INCLUDES EXTRA HELP AND OVERTIME)**

DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2017 Budget	Change from 2017	2018 Budget	Change from 2018	2019 Budget
Emergency Preparedness	General	61.05	-	61.05	-	61.05
Emergency Preparedness	Radio Services	5.35	-	5.35	-	5.35
District Attorney	General	31.50	-	31.50	-	31.50
Circuit Court Services	General	85.50	(4.00)	81.50	-	81.50
Medical Examiner	General	16.00	-	16.00	-	16.00
Sheriff	General	355.50	1.00	356.50	6.00	362.50
Justice and Public Safety		554.90	(3.00)	551.90	6.00	557.90
Corporation Counsel	Child Support - General Fund	27.65	0.60	28.25	0.90	29.15
Health & Human Services	General Fund	362.09	3.50	365.59	4.02	369.61
Health & Human Services	Aging & Disab. Res. Center Contract Fund	22.00	1.00	23.00	11.74	34.74
Health and Human Services		411.74	5.10	416.84	16.66	433.50
Register Of Deeds	General	16.60	-	16.60	-	16.60
UW-Extension	General	2.70	-	2.70	-	2.70
Fed. Library	State Aids & Misc. Fund	5.75	-	5.75	0.13	5.88
Fed. Library	CAFÉ Shared Automation Fund	0.75	-	0.75	-	0.75
Parks & Land Use	General	82.14	-	82.14	0.52	82.66
Parks & Land Use	Golf Course	7.05	-	7.05	-	7.05
Parks & Land Use	Ice Arenas	4.91	-	4.91	-	4.91
Parks & Land Use	Materials Recycling Fund	4.15	-	4.15	0.38	4.53
Parks & Land Use	Community Development (a)	2.85	-	2.85	-	2.85
Parks & Land Use	Workforce Innovation Opportunity Act	0.00	-	0.00	1.00	1.00
Parks, Env., Educ., and Land Use		126.90	-	126.90	2.03	128.93
Public Works	General	43.90	-	43.90	(1.00)	42.90
Public Works	Transportation	76.70	-	76.70	(1.00)	75.70
Public Works	Central Fleet Maintenance	14.00	-	14.00	-	14.00
Public Works	Airport	3.00	-	3.00	-	3.00
Public Works		137.60	-	137.60	(2.00)	135.60
County Executive	General	4.65	-	4.65	-	4.65
County Board	General	5.50	-	5.50	(0.50)	5.00
County Clerk	General	4.00	-	4.00	-	4.00
Treasurer	General	5.00	-	5.00	-	5.00
Dept. Of Administration	General	55.95	0.75	56.70	-	56.70
Dept. Of Administration	Risk Management	2.95	-	2.95	-	2.95
Dept. Of Administration	Communications	0.00	-	0.00	-	0.00
Dept. Of Administration	Collections	5.65	1.25	6.90	-	6.90
Dept. Of Administration	End User Technology Fund	27.95	-	27.95	-	27.95
Corporation Counsel	General	11.35	0.40	11.75	0.10	11.85
General Administration		123.00	2.40	125.40	(0.40)	125.00
Total Regular (F.T. / P.T) Positions (FTE)		1354.14	4.50	1358.64	22.29	1380.93
Total Extra Help Positions (FTE)		118.27	4.05	122.32	(4.82)	117.50
Total Overtime Positions (FTE)		23.07	1.02	24.09	0.79	24.88
TOTAL POSITION EQUIVALENTS COUNTY-WIDE		1495.48	9.57	1505.05	18.26	1523.31

For additional detail see the Budgeted Position Detail Summary for each Department

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund	17 Year End	18 Budget	19 Budget	Change
Administrative Services				
** Administrative Specialist	4.50	3.50	4.50	1.00
** Administrative Assistant	1.95	2.70	2.70	-
Business and Collections Services Manager	0.10	0.10	0.10	-
Human Resources Assistant	2.00	2.00	2.00	-
Office Services Coordinator	0.70	0.95	0.95	-
Extra Help	0.50	0.60	0.80	0.20
Overtime	-	-	-	-
Subtotal	9.75	9.85	11.05	1.20
Business Office				
Business and Collections Services Manager	0.50	0.50	0.50	-
Director of Administration	0.85	0.85	0.85	-
Financial Analyst	1.00	1.50	1.50	-
Fiscal Assistant	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Sr. Fiscal Specialist	1.50	1.00	1.00	-
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	0.42	0.42
Overtime	-	-	-	-
Subtotal	6.60	6.60	7.02	0.42
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Payroll Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.00	2.00	2.00	-
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
*** Fiscal Assistant	1.00	1.00	1.00	-
*** Fiscal Specialist	1.00	1.00	-	(1.00)
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	5.00	(1.00)

* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.

** 1.00 FTE approved Administrative Specialist underfill as Administrative Assistant in 2018

*** 1.00 FTE approved Fiscal Specialist underfilled as Fiscal Assistant in 2019

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	17 Year End	18 Budget	19 Budget	Change
Tax Listing				
Administrative Specialist	3.00	3.00	3.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	5.00	-
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.69	0.69	0.69	-
Overtime	-	-	-	-
Subtotal	5.69	5.69	5.69	-
Human Resources				
Employee Benefits Administrator	1.00	1.00	1.00	-
Human Resources Analyst	1.00	1.00	1.00	-
Human Resources Manager	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	3.00	1.00
Training Coordinator	1.00	1.00	-	(1.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Buyer	-	1.00	1.00	-
Principal Buyer	1.00	1.00	1.00	-
Risk/Purchasing Manager	0.25	0.25	0.25	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.25	4.25	4.25	-
Information Technology Solutions				
Information Technology Manager	0.25	0.25	0.25	-
**** Information Technology Technician	-	1.00	1.00	-
Principal Information Technology Professional	3.25	3.25	2.25	(1.00)
**** Senior Information Technology Professional	5.00	4.00	5.00	1.00
Solutions Administrator	1.00	1.00	1.00	-
Extra Help	-	0.40	-	(0.40)
Overtime	-	-	-	-
Subtotal	9.50	9.90	9.50	(0.40)
Records Management Services				
Administrative Assistant	2.00	2.00	2.00	-
Centralized Records Supervisor	0.10	0.10	0.10	-
Office Services Coordinator	0.25	-	-	-
Extra Help	1.00	1.00	-	(1.00)
Overtime	-	-	-	-
Subtotal	3.35	3.10	2.10	(1.00)

**** 1.00 FTE approved Senior Informational Tech. Professional is underfilled as an Information Tech. Technician in 2019

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

TOTAL ADMINISTRATION - General Fund	58.14	59.39	58.61	(0.78)
Regular Positions	55.95	56.70	56.70	-
Extra Help	2.19	2.69	1.91	(0.78)
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Create:	1.00 FTE	Administrative Specialist in Administrative Services
Abolish:	(1.00 FTE)	Fiscal Assistant in Accounting Services/Accounts Payable
Reclassify:	1.00 FTE	Training Coordinator to Senior Human Resources Analyst in Human Resources
Transfer:	(1.00 FTE)	Principal Info. Tech. Professional to the End User Technology Fund
Transfer:	1.00 FTE	Senior Info. Tech. Professional from the End User Technology Fund
Increase:	0.20 FTE	Extra Help in Administrative Services
Increase:	0.42 FTE	Extra Help in Business Office
Reduce:	(0.40 FTE)	Extra Help in Information Technology Solutions
Reduce:	(1.00 FTE)	Extra Help in Records Management Services

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Transfer:	0.25 FTE	Office Services Coordinator from EUTF-Records Management to Administrative Services
Increase:	0.10 FTE	Temporary Extra Help in Administrative Services
Reclassify:	0.50 FTE	Sr. Fiscal Specialist to Financial Analyst in Business Office
Create:	1.00 FTE	Buyer in Purchasing
Reduce:	(1.00 FTE)	Administrative Specialist (Underfilled as Admin Asst. in 2018)
Increase:	0.40 FTE	Temporary Extra Help in Information Technology Solutions

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	17 Year End	18 Budget	19 Budget	Change
IT Business and Infrastructure Services				
Business Services Administrator	1.00	1.00	1.00	-
Centralized Records Supervisor	0.90	0.90	0.90	-
Information Technology Analyst	1.00	1.00	2.00	1.00
Information Technology Infrastructure Administrator	1.00	1.00	1.00	-
Information Technology Manager	0.75	0.75	0.75	-
Information Technology Technician	3.00	3.00	1.00	(2.00)
* Principal Information Technology Professional	10.75	10.75	11.75	1.00
Records Management Analyst	1.00	1.00	1.00	-
* Senior Information Technology Professional	7.00	7.00	7.00	-
Extra Help	3.38	3.38	3.38	-
Overtime	-	-	-	-
Subtotal	29.78	29.78	29.78	-
Communications				
Administrative Assistant	0.05	0.05	0.05	-
Financial Analyst	-	0.50	0.50	-
Information Technology Technician	1.00	1.00	1.00	-
Information Technology Administrator	-	-	-	-
Sr. Fiscal Specialist	0.50	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	1.56	1.56	1.56	-
* 1.00 FTE approved Principal Information Tech. Professional is underfilled as a Senior Information Tech. Professional in 2019				
TOTAL ADMINISTRATION - End User Technology Fund	31.34	31.34	31.34	-
Regular Positions	27.95	27.95	27.95	-
Extra Help	3.38	3.38	3.38	-
Overtime	0.01	0.01	0.01	-

2019 BUDGET ACTIONS:

- Reclassify: 1.00 FTE Information Technology Technician to Information Technology Analyst
- Transfer 1.00 FTE Principal Info. Tech. Professional from the End User Technology Fund
- Transfer: (1.00 FTE) Senior Info. Tech. Professional to the General Fund

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

- Transfer: (0.25) FTE Office Services Coordinator from Records Management to General Fund - Administrative Services
- Reclassify: 0.50 FTE Sr. Fiscal Specialist to Financial Analyst

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund	17 Year End	18 Budget	19 Budget	Change
General/Auto Liability & Other Insurance				
Administrative Specialist	0.75	0.75	0.75	-
Director of Administration	0.10	0.10	0.10	-
Office Service's Coordinator	0.05	0.05	0.05	-
Principal Risk Management Analyst	0.20	0.20	0.20	-
Risk/Purchasing Manager	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.70	1.70	-
Worker's Compensation				
Administrative Specialist	0.25	0.25	0.25	-
Director of Administration	0.05	0.05	0.05	-
Principal Risk Management Analyst	0.80	0.80	0.80	-
Risk/Purchasing Manager	0.15	0.15	0.15	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund	2.95	2.95	2.95	-
Regular Positions	2.95	2.95	2.95	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

None

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Collections Fund	17 Year End	18 Budget	19 Budget	Change
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Collections

Administrative Assistant	-	0.25	0.25	-
Business and Collections Services Manager	0.40	0.40	0.40	-
Collections Specialist	1.00	2.00	2.00	-
Fiscal Assistant	1.00	-	-	-
Fiscal Specialist	-	1.00	1.00	-
Senior Collections Specialist	3.00	3.00	3.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	0.60	2.20	1.40	(0.80)
Overtime	-	-	-	-
Subtotal	6.25	9.10	8.30	(0.80)

TOTAL ADMINISTRATION - Collections Fund	6.25	9.10	8.30	(0.80)
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Regular Positions	5.65	6.90	6.90	-
Extra Help	0.60	2.20	1.40	(0.80)
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Reduce: (0.80 FTE) Extra Help

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Reclassify: 1.00 FTE Fiscal Assistant to Fiscal Specialist
 Create: 1.00 FTE Collections Specialist

TOTAL ADMINISTRATION - All Funds	98.68	102.78	101.20	(1.58)
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Regular Positions	92.50	94.50	94.50	-
Extra Help	6.17	8.27	6.69	(1.58)
Overtime	0.01	0.01	0.01	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

BRIDGES FEDERATED LIBRARY	17 Year End	18 Budget	19 Budget	Change
STATE AID, FEDERAL AND MISC. FUND				
Payments to Member Libraries/Systems				
* Administrative Specialist	0.03	0.03	0.03	-
* Director of Bridges Federated Library	0.30	0.30	0.30	-
Subtotal	0.33	0.33	0.33	-
Administrative Services				
* Administrative Specialist	0.44	0.44	0.55	0.12
* Director of Bridges Federated Library	0.55	0.55	0.55	-
* Library Automation Coordinator	0.02	0.02	0.02	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.01	1.01	1.12	0.11
Resource Sharing				
* Administrative Specialist	0.02	0.02	0.03	0.01
* Director of Bridges Federated Library	0.05	0.05	0.05	-
* Librarian	1.15	1.15	1.15	-
* Library Automation Coordinator	0.15	0.15	0.15	-
Extra Help	-	-	-	-
Subtotal	1.37	1.37	1.38	0.01
Automation Technology				
* Director of Bridges Federated Library	0.05	0.05	0.05	-
* Library Automation Coordinator	0.08	0.08	0.08	-
* Library Technology Technician	-	-	-	-
Subtotal	0.13	0.13	0.13	-
Education and Outreach				
* Administrative Specialist ⁽¹⁾	0.01	0.01	0.02	0.01
* Director of Bridges Federated Library	0.05	0.05	0.05	-
* Librarian	2.85	2.85	2.85	-
Extra Help	-	-	-	-
Subtotal	2.91	2.91	2.92	0.01
CAFÉ SHARED AUTOMATION FUND				
* Library Automation Coordinator	0.75	0.75	0.75	-
Subtotal	0.75	0.75	0.75	-
TOTAL BRIDGES FEDERATED LIBRARY				
	6.50	6.50	6.63	0.13
Regular Positions	6.50	6.50	6.63	0.13
Extra Help	-	-	-	-
Overtime	-	-	-	-

* Positions will be reduced or terminated if State funding is reduced or terminated.

⁽¹⁾ 2017 & 2018 adjusted due to rounding.

2019 BUDGET ACTIONS:

Increase: 0.12 FTE Administration Specialist

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	17 Year End	18 Budget	19 Budget	Change
Administrative Services Division				
Administrative Specialist	-	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Circuit Court Division Coordinator	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	-
Court Reporter	0.50	0.50	0.50	-
Departmental Secretary	1.00	1.00	1.00	-
Fiscal Assistant	1.00	-	-	-
Fiscal Specialist	3.00	4.00	4.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	2.00	2.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Sr. Fiscal Specialist	2.00	2.00	2.00	-
Extra Help	0.75	0.75	0.75	-
Overtime	-	-	-	-
Subtotal	14.25	16.25	16.25	-
Criminal and Traffic Division				
Administrative Assistant	2.00	1.00	1.00	-
Administrative Specialist	5.00	5.00	5.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Sr. Administrative Specialist	12.00	12.00	12.00	-
Extra Help	1.00	0.75	0.75	-
Overtime	0.07	0.06	0.06	-
Subtotal	22.07	20.81	20.81	-
Family Division				
Administrative Assistant	2.00	1.00	1.00	-
Administrative Specialist	4.00	4.00	4.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Sr. Administrative Specialist	8.00	7.00	7.00	-
Extra Help	1.00	1.00	1.00	-
Overtime	0.04	0.04	0.04	-
Subtotal	16.04	14.04	14.04	-
Civil and Small Claim Division				
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	5.00	3.00	3.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Circuit Court Supervisor	1.00	1.00	1.00	-
Sr. Administrative Specialist	7.00	7.00	7.00	-
Extra Help	-	1.00	1.00	-
Overtime	0.08	0.07	0.07	-
Subtotal	15.08	14.07	14.07	-

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	17 Year End	18 Budget	19 Budget	Change
Juvenile/Probate Division				
Administrative Assistant	3.00	2.00	2.00	-
Administrative Specialist	1.00	2.00	2.00	-
Clerk of Juvenile Court	1.00	1.00	1.00	-
Fiscal Specialist	1.00	-	-	-
Register in Probate	1.00	1.00	1.00	-
Sr. Administrative Specialist	5.00	5.00	5.00	-
Extra Help	1.00	-	-	-
Overtime	0.02	0.04	0.04	-
Subtotal	13.02	11.04	11.04	-
Family Court Services				
Family Court Services Supervisor	1.00	1.00	1.00	-
Social Worker	4.00	4.00	4.00	-
Extra Help	-	0.20	0.50	0.30
Overtime	-	-	-	-
Subtotal	5.00	5.20	5.50	0.30
Court Commissioner Office				
Court Commissioner	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
TOTAL CIRCUIT COURT SERVICES				
	89.46	85.41	85.71	0.30
Regular Positions	85.50	81.50	81.50	-
Extra Help	3.75	3.70	4.00	0.30
Overtime	0.21	0.21	0.21	-

2019 BUDGET ACTIONS:

Increase: 0.30 FTE Family Court Services – Extra Help

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Abolish: (1.00 FTE) Family Division – Administrative Assistant
 Abolish: (1.00 FTE) Juvenile Court to Civil and Small Claim Division – Administrative Assistant
 Unfund: (1.00 FTE) Administrative Services Division – Fiscal Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Unfund:	(1.00 FTE)	Criminal and Traffic Division – Administrative Assistant
Unfund:	(1.00 FTE)	Family Division – Sr. Administrative Assistant
Fund:	1.00 FTE	Administrative Services Division - Programs and Projects Analyst
Reduce:	(0.25 FTE)	Criminal and Traffic Division – Extra Help
Reduce:	(0.01 FTE)	Criminal and Traffic Division - Overtime
Reduce:	(0.01 FTE)	Civil and Small Claim Division – Overtime
Increase:	0.02 FTE	Juvenile Court - Overtime
Increase:	0.20 FTE	Family Court Services – Extra Help
Transfer:	1.00 FTE	Civil & Small Claim Division to Juvenile/Probate Division – Extra Help
Transfer:	1.00 FTE	Civil and Small Claim Division to Administrative Services Division – Administrative Specialist
Transfer:	0.50 FTE	Probate Division to Administrative Services Division – Fiscal Specialist
Transfer:	0.50 FTE	Probate Division to Administrative Services Division – Fiscal Specialist
Transfer:	1.00 FTE	Civil and Small Claim Division to Juvenile Court – Administrative Specialist
Transfer:	1.00 FTE	Probate Division to Juvenile Court – Register in Probate
Transfer:	1.00 FTE	Probate Division to Juvenile Court – Sr. Administrative Specialist
Transfer:	1.00 FTE	Probate Division to Juvenile Court – Sr. Administrative Specialist
Transfer:	1.00 FTE	Probate Division to Juvenile Court – Administrative Assistant

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	17 Year End	18 Budget	19 Budget	Change
General Legal Services				
Administrative Assistant	0.50	0.50	0.50	-
* Attorney	1.00	1.50	1.00	(0.50)
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Corporation Counsel	0.80	0.70	0.70	-
Financial Analyst	0.15	0.15	0.15	-
Office Services Coordinator	0.50	0.50	0.50	-
Principal Assistant Corporation Counsel	2.00	2.00	2.00	-
Sr. Administrative Specialist	2.90	2.90	3.00	0.10
Senior Attorney	2.50	2.50	3.00	0.50
Extra Help	0.93	0.87	0.75	(0.12)
Overtime	<u>0.04</u>	<u>0.04</u>	<u>0.04</u>	<u>-</u>
Subtotal	12.32	12.66	12.64	(0.02)

* Approved Senior Attorney positions underfilled as Attorneys in 2017 and 2018.

TOTAL CORPORATION COUNSEL - General Fund	12.32	12.66	12.64	(0.02)
Regular Positions	11.35	11.75	11.85	0.10
Extra Help	0.93	0.87	0.75	(0.12)
Overtime	0.04	0.04	0.04	-

2019 BUDGET ACTIONS:

Transfer: 0.10 FTE Transfer in Senior Administrative Specialist from Child Support division
 Reduce: (0.12 FTE) Temporary Extra Help

2018 CURRENT YEAR ACTIONS:

Increase: 0.50 FTE Senior Attorney
 Decrease: (0.50 FTE) Attorney

2018 BUDGET ACTIONS:

Create: 0.50 FTE Attorney
 Transfer: (0.10 FTE) Transfer out Corporation Counsel into the Child Support Office
 Reduce: (0.06 FTE) Temporary Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	17 Year End	18 Budget	19 Budget	Change
Child Support				
Administrative Assistant	1.50	1.50	1.50	-
Administrative Specialist	7.00	7.00	7.00	-
* Attorney	-	1.50	2.00	0.50
Child Support Specialist	7.00	7.00	7.00	-
** Child Support Specialist	1.00	1.00	1.00	-
Child Support Supervisor	1.00	1.00	1.00	-
Corporation Counsel	0.20	0.30	0.30	-
Financial Analyst	0.85	0.85	0.85	-
Fiscal Specialist	2.00	2.00	2.00	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Sr. Administrative Specialist	2.10	2.10	2.00	(0.10)
Senior Attorney	2.50	1.50	1.00	(0.50)
Sr. Fiscal Specialist	-	-	1.00	1.00
Office Services Coordinator	1.50	1.50	1.50	-
Extra Help	0.73	0.69	-	(0.69)
Overtime	0.05	0.05	0.04	(0.01)
Subtotal	28.43	28.99	29.19	0.20

TOTAL CORPORATION COUNSEL - Child Support	28.43	28.99	29.19	0.20
Regular Positions	27.65	28.25	29.15	0.90
Extra Help	0.73	0.69	-	(0.69)
Overtime	0.05	0.05	0.04	(0.01)

* Approved Senior Attorney underfilled as Attorney

** Child Support Specialist position has a sunset clause attached (Enr. Ord. 156-065) to the position that it

2019 BUDGET ACTIONS:

Create: 1.00 FTE Senior Fiscal Specialist
 Transfer: (0.10 FTE) Transfer out Senior Administrative Specialist to Corporation Counsel division
 Decrease: (0.69 FTE) Temporary extra help
 Decrease: (0.01 FTE) Overtime

2018 CURRENT YEAR ACTIONS:

Increase: 0.50 FTE Attorney
 Decrease: (0.50 FTE) Senior Attorney

2018 BUDGET ACTIONS:

Create: 0.50 FTE Attorney
 Transfer: 0.10 FTE Transfer in Corporation Counsel
 Increase: 1.00 FTE Attorneys
 Reduce: (1.00 FTE) Senior Attorney
 Reduce: (0.04 FTE) Extra Help

TOTAL CORPORATION COUNSEL - ALL FUNDS	40.75	41.65	41.83	0.18
Regular Positions	39.00	40.00	41.00	1.00
Extra Help	1.66	1.56	0.75	(0.81)
Overtime	0.09	0.09	0.08	(0.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	17 Year End	18 Budget	19 Budget	Change
Legislative Support				
Administrative Specialist	2.00	2.00	1.50	(0.50)
County Board Chairman	0.50	0.50	0.50	-
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	4.50	4.00	(0.50)
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*				
	5.50	5.50	5.00	(0.50)
Regular Positions	5.50	5.50	5.00	(0.50)
Extra Help	-	-	-	-
Overtime	-	-	-	-

* The Waukesha County Board of Supervisors consists of 25 elected members. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

2019 BUDGET ACTIONS:

Reduce: (0.50 FTE) Administrative Specialist

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	17 Year End	18 Budget	19 Budget	Change
Elections				
Administrative Specialist	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.50	0.05	0.05	-
Overtime	0.07	0.02	0.02	-
Subtotal	2.97	2.47	2.47	-
Legislative Support & Administrative Services				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	-	-	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.80	0.30	0.30	-
Licensing				
Administrative Specialist	0.10	0.10	0.10	-
Administrative Assistant	0.50	1.00	1.00	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	1.00	1.50	1.50	-
Overtime	-	-	-	-
Subtotal	1.80	2.80	2.80	-
TOTAL COUNTY CLERK	5.57	5.57	5.57	-
Regular Positions	4.00	4.00	4.00	-
Extra Help	1.50	1.55	1.55	-
Overtime	0.07	0.02	0.02	-

2019 BUDGET ACTIONS:

None:

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

Increase: 0.05 FTE Extra Help

Reduce: (0.05 FTE) Overtime

Transfer: 0.50 FTE Admin Asst. From Legislative Support to Licensing Program

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE	17 Year End	18 Budget	19 Budget	Change
Customer/Community Service/Advisory Boards				
Administrative Assistant	0.65	0.65	-	(0.65)
Administrative Specialist	-	-	0.65	0.65
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
* Press Secretary	1.00	1.00	1.00	-
Extra Help	0.04	0.04	-	(0.04)
Overtime	-	-	-	-
Subtotal	4.69	4.69	4.65	(0.04)
*Executive Assistant position retitled to Press Secretary in '17 Budget.				
TOTAL COUNTY EXECUTIVE	4.69	4.69	4.65	(0.04)
Regular Positions	4.65	4.65	4.65	-
Extra Help	0.04	0.04	-	(0.04)
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

- Reclassify: 0.65 FTE Administrative Assistant to Administrative Specialist
- Reduce: (0.04 FTE) Extra Help

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER	17 Year End	18 Budget	19 Budget	Change
Tax Collections				
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.20	0.20	0.20	-
Fiscal Specialist	0.25	0.25	0.25	-
Extra Help	0.05	0.05	-	(0.05)
Overtime	0.01	0.01	0.01	-
Subtotal	1.51	1.51	1.46	(0.05)
Investments				
Treasurer	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Administrative Services				
Administrative Specialist	1.00	1.00	1.00	-
Deputy County Treasurer	0.80	0.80	0.80	-
Fiscal Specialist	0.75	0.75	0.75	-
Treasurer	0.80	0.80	0.80	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.03	0.02
Subtotal	3.36	3.36	3.38	0.02
TOTAL COUNTY TREASURER				
	5.07	5.07	5.04	(0.03)
Regular Positions	5.00	5.00	5.00	-
Extra Help	0.05	0.05	-	(0.05)
Overtime	0.02	0.02	0.04	0.02

2019 BUDGET ACTIONS:

- Reduce: (0.05 FTE) Reduce Extra Help to 0.00 FTE
- Increase: 0.02 FTE Increase Overtime due to Extra Help being reduced

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	17 Year End	18 Budget	19 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Paralegal	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Victim Witness Counselor	1.00	1.00	1.00	-
Sr. Administrative Specialist	8.00	8.00	8.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Administrative Specialist	5.00	5.00	5.00	-
Administrative Assistant	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	21.00	21.00	21.00	-
Victim/Witness Program				
Administrative Specialist	1.00	1.00	1.00	-
Victim/Witness Counselor	1.00	1.00	1.00	-
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	4.50	4.50	4.50	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Victim Witness Counselor	2.00	2.00	2.00	-
* Victim Witness Specialist	1.00	1.00	1.00	-
Extra Help	0.55	0.55	0.55	-
Overtime	-	-	-	-
Subtotal	3.55	3.55	3.55	-
Victim/Witness Subtotal	11.05	11.05	11.05	-
* Position is 100% State Funded and will be reduced or terminated if funding is reduced or terminated.				
State funded District Attorney/ Assistant DA's	14.50	14.50	14.50	-
Grant/Sheriff funded District Attorney/ Assistant DA's	2.00	2.00	2.00	-
TOTAL DISTRICT ATTORNEY	32.05	32.05	32.05	-
Regular Positions	31.50	31.50	31.50	-
Extra Help	0.55	0.55	0.55	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

None:

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	17 Year End	18 Budget	19 Budget	Change
Communication Center Operation				
Administrative Specialist	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	7.00	7.00	7.00	-
Director of Emergency Preparedness	0.75	0.75	0.75	-
Operations and Training Manager	1.00	1.00	1.00	-
Sr. Financial Analyst	0.30	0.30	0.30	-
Telecommunicator	48.00	48.00	48.00	-
Extra Help	-	-	-	-
Overtime	2.34	2.34	2.31	(0.03)
Subtotal	61.39	61.39	61.36	(0.03)
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.75	0.75	0.75	-
Extra Help	-	-	-	-
Overtime	0.05	0.05	0.05	-
Subtotal	1.30	1.30	1.30	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Programs and Projects Analyst	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	0.76	0.76	0.76	-
* Sunset Position, position will be reduced or terminated if funding is reduced or terminated.				
TOTAL EMERGENCY PREPAREDNESS - General Fund	63.45	63.45	63.42	(0.03)
Regular Positions	61.05	61.05	61.05	-
Extra Help	-	-	-	-
Overtime	2.40	2.40	2.37	(0.03)

2019 BUDGET ACTIONS:

Reduce: (0.03 FTE) Overtime

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	17 Year End	18 Budget	19 Budget	Change
General Radio Operations				
Director of Emergency Preparedness	0.25	0.25	0.25	-
Fiscal Specialist	1.00	1.00	1.00	-
Radio Systems Manager	0.90	0.90	0.90	-
Radio Systems Specialist	0.90	0.90	0.90	-
Radio Systems Technician	1.80	1.80	1.80	-
Senior Financial Analyst	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	0.03	0.03	0.03	-
Subtotal	4.98	4.98	4.98	-
Trunked Radio Operations				
Radio Systems Manager	0.10	0.10	0.10	-
Radio Systems Specialist	0.10	0.10	0.10	-
Radio Systems Technician	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	0.03	0.03	0.03	-
Subtotal	0.43	0.43	0.43	-
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	5.41	5.41	5.41	-
Regular Positions	5.35	5.35	5.35	-
Extra Help	-	-	-	-
Overtime	0.06	0.06	0.06	-

2019 BUDGET ACTIONS:

None:

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

TOTAL EMERGENCY PREPAREDNESS - All Funds	68.86	68.86	68.83	(0.03)
Regular Positions	66.40	66.40	66.40	-
Extra Help	-	-	-	-
Overtime	2.46	2.46	2.43	(0.03)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Administrative/Information Services - General

Fund	17 Year End	18 Budget	19 Budget	Change
Administrative/Information Services				
Accounting Services Coordinator	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	-
Administrative Assistant	13.00	12.00	11.00	(1.00)
Administrative Specialist	4.00	5.00	6.00	1.00
Business Application Support	-	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Compliance Program Coordinator	-	-	1.00	1.00
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	2.00	1.00
Fiscal Assistant	8.00	8.00	8.00	-
* Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	4.00	4.00	4.00	-
Health & Human Svcs Coord	-	-	-	-
Information Technology Analyst	3.00	4.00	4.00	-
Information Technology Tech	-	-	1.00	1.00
Medical Coder	-	2.00	2.00	-
Office Services Coordinator	3.00	2.00	2.00	-
Principal Information Technology Prof	1.00	-	-	-
Programs and Projects Analyst	6.00	4.00	3.00	(1.00)
Public Communication Coordinator	1.00	1.00	1.00	-
Revenue Cycle Coordinator	-	1.00	1.00	-
Sr. Administrative Specialist	3.00	2.00	1.00	(1.00)
Senior Financial Analyst	3.00	2.00	2.00	-
Senior Information Technology Professional	3.00	3.00	3.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	2.79	2.79	2.79	-
Overtime	0.15	0.15	0.15	-
Total	63.94	62.94	63.94	1.00

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

Administrative/Information Services Division	63.94	62.94	63.94	1.00
Regular Positions	61.00	60.00	61.00	1.00
Extra Help	2.79	2.79	2.79	-
Overtime	0.15	0.15	0.15	-

2019 BUDGET ACTIONS:

- Abolish: (1.00 FTE) Administrative Assistant
- Transfer: 1.00 FTE Administrative Specialist from Mental Health Center
- Create: 1.00 FTE Financial Analyst

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Reclassify:	1.00 FTE	Health and Human Services Coordinator to Compliance Program Coordinator
Create:	1.00 FTE	Information Technology Tech
Transfer:	(1.00 FTE)	Programs and Projects Analyst to Public Health
Abolish:	(1.00 FTE)	Sr. Administrative Specialist

2018 CURRENT YEAR ACTIONS:

Transfer:	1.00 FTE	Health and Human Services Coordinator from Public health
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2018 BUDGET ACTIONS:

Create:	1.00 FTE	Information Technology Analyst
Abolish:	1.00 FTE	Senior Administrative Specialist
Unfund:	1.00 FTE	Office Services Coordinator
Reclassify:	1.00 FTE	Senior Financial Analyst to Revenue Cycle Coordinator
Reclassify:	1.00 FTE	Principal Information Technology Prof to Business Application Support
Reclassify:	1.00 FTE	Administrative Assistant to Administrative Specialist
Reclassify:	3.00 FTE	Programs and Projects Analysts to Information Technology Analyst
Reclassify:	2.00 FTE	Programs and Projects Analyst to Medical Coders

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Intake Support Services - General Fund	17 Year End	18 Budget	19 Budget	Change
Intake and Shared Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	4.00	1.00
Human Services Support Specialist	4.00	4.00	4.00	-
Social Worker	14.00	14.00	18.00	4.00
* Social Worker	1.00	1.00	1.00	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	1.94	1.94	0.83	(1.11)
Overtime	0.66	0.66	0.66	-
Total	26.60	26.60	30.49	3.89
Economic Services Administration and Support				
Administrative Assistant	2.00	2.00	2.00	-
Administrative Specialist	1.00	1.00	1.00	-
Economic Support Coordinator	1.00	1.00	1.00	-
Economic Support Specialist	31.00	31.00	31.00	-
* Economic Support Specialist	4.00	4.00	4.00	-
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Extra Help	1.22	1.72	1.72	-
Overtime	0.44	0.44	0.44	-
Total	45.66	46.16	46.16	-

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Intake and Support Services - General Fund	72.26	72.76	76.65	3.89
Regular Positions	68.00	68.00	73.00	5.00
Extra Help	3.16	3.66	2.55	(1.11)
Overtime	1.10	1.10	1.10	-

2019 BUDGET ACTIONS:

Reduce: (1.11 FTE) Extra Help

2018 CURRENT YEAR ACTIONS:

Transfer: 1.00 FTE Human Services Supervisor from Adolescent and Family Services

Transfer: 4.00 FTE Social Workers from Adolescent and Family Services

2018 BUDGET ACTIONS:

Increase: 0.50 FTE Extra Help – Fraud Investigator

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Child and Family Services Division - General

Fund 17 Year End 18 Budget 19 Budget Change

Children and Family Division: In-Home Safety and Out of Home Placement Services

* Clinical Therapist	1.00	1.00	-	(1.00)
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.05	2.05	-
Social Worker	19.50	17.20	17.25	0.05
* Social Worker	-	-	0.10	0.10
Extra Help	0.52	0.52	0.52	-
Overtime	-	-	-	-
Subtotal	24.52	21.77	20.92	(0.85)

Children with Special Needs Unit (Including Birth to Three)

Human Services Supervisor	0.50	0.95	0.95	-
Social Worker	3.00	3.90	4.75	0.85
* Social Worker	1.50	2.90	1.90	(1.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	7.75	7.60	(0.15)

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

General Fund	29.52	29.52	28.52	(1.00)
Regular Positions	29.00	29.00	28.00	(1.00)
Extra Help	0.52	0.52	0.52	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Transfer: (1.00 FTE) Clinical Therapist to Family and Adolescent Services

Transfer: 0.15 FTE Social Worker between programs.

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

**H&HS - Adolescent and Family Services Division -
General Fund**

	17 Year End	18 Budget	19 Budget	Change
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
* Clinical Therapist	-	-	1.00	1.00
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Human Services Support Specialist	1.00	1.00	1.00	-
Social Worker	29.00	30.00	26.00	(4.00)
Overtime	-	-	-	-
Subtotal	37.50	38.50	35.50	(3.00)
Juvenile Center				
Juvenile Center Worker	6.50	6.50	6.50	-
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	2.00	2.00	2.00	-
Extra Help	0.35	0.35	0.35	-
Overtime	0.18	0.70	0.70	-
Subtotal	10.03	10.55	10.55	-

* Sunset positions, positions will be terminated or reduced if funding is terminated or reduced.

	47.53	49.05	46.05	(3.00)
General Fund				
Regular Positions	47.00	48.00	45.00	(3.00)
Extra Help	0.35	0.35	0.35	-
Overtime	0.18	0.70	0.70	-

2019 BUDGET ACTIONS:

Family Services & Juvenile Services

- Create: 1.00 FTE Human Services Supervisor
- Transfer: 1.00 FTE Clinical Therapist from Children and Family Services

Juvenile Center

None:

2018 CURRENT YEAR ACTIONS:

Family Services & Juvenile Services

- Transfer: (4.00 FTE) Social Workers to Intake and Family Services
- Transfer: (1.00 FTE) Human Services Supervisor to Intake and Shared Services

2018 BUDGET ACTIONS:

Family Services & Juvenile Services

- Fund: 1.00 FTE Social Worker

Juvenile Center

- Increase: 0.52 FTE Overtime – Juvenile Center Workers

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund	17 Year End	18 Budget	19 Budget	Change
Mental Health Outpatient-Clinical				
Clinical Director	0.50	0.50	0.50	-
Clinical Services Manager	0.60	0.60	0.60	-
Clinical Therapist	16.00	17.00	17.00	-
* Clinical Therapist	-	1.00	1.00	-
Health and Human Services Coordinator	-	1.00	1.00	-
Human Services Supervisor	2.00	2.00	2.00	-
Licensed Practical Nurse	1.00	1.00	1.00	-
Mental Health Center Administrator	0.10	0.10	0.10	-
Outpatient Service Administrator	1.00	1.00	1.00	-
* Programs & Projects Analyst	-	1.00	1.00	-
Psychiatric Nurse Practitioner	1.00	1.00	3.00	2.00
Psychiatrist	1.40	1.40	-	(1.40)
Registered Nurse	1.10	1.10	0.46	(0.64)
Senior Clinical Psychologist	2.40	2.40	2.40	-
* Senior Mental Health Counselor	2.00	1.00	1.00	-
Senior Substance Abuse Counselor	3.00	2.00	2.00	-
Weekend Registered Nurse	0.23	0.23	0.23	-
Extra Help	3.38	3.51	4.47	0.96
Overtime	0.33	0.17	0.17	-
Subtotal	36.03	38.01	38.93	0.92
Mental Health Outpatient-Intensive				
Clinical Therapist	5.00	7.50	7.50	-
* Clinical Therapist	1.00	1.00	1.00	-
Human Services Supervisor	2.00	2.00	2.00	-
Registered Nurse	3.50	3.50	3.60	0.10
Senior Mental Health Counselor	8.00	8.00	8.00	-
* Senior Mental Health Counselor	1.00	1.00	1.00	-
Extra Help	1.79	1.12	1.12	-
Overtime	-	-	-	-
Subtotal	22.29	24.12	24.22	0.10

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Clinical Services - General Fund (cont.)	17 Year End	18 Budget	19 Budget	Change
Mental Health Center				
Administrative Specialist	1.00	1.00	-	(1.00)
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Clinical Director	0.50	0.50	0.50	-
Clinical Services Manager	0.40	0.40	0.40	-
Clinical Therapist	2.00	2.00	3.00	1.00
Food Service Specialist	1.00	1.00	1.00	-
Mental Health Center Administrator	0.90	0.90	0.90	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	1.60	1.60	2.00	0.40
Registered Nurse (RN)	10.50	10.50	12.30	1.80
Registered Nurse Supervisor	1.00	1.00	1.00	-
Senior Clinical Psychologist	0.60	0.60	0.60	-
Weekend Registered Nurse	1.89	1.89	1.89	-
Extra Help	6.04	8.68	7.25	(1.43)
Overtime	0.69	1.28	1.28	-
Subtotal	49.11	52.34	53.11	0.77

*Sunset positions, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Clinical Services - General Fund	107.43	114.47	116.26	1.79
Regular Positions	95.21	99.71	101.97	2.26
Extra Help	11.20	13.31	12.84	(0.47)
Overtime	1.02	1.45	1.45	-

2019 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

- Unfund: (1.00 FTE) Psychiatrist
- Transfer: (0.40 FTE) Psychiatrist to Mental Health Center
- Create: 2.00 FTE Psychiatric Nurse Practitioner
- Abolish: (1.00 FTE) Clinical Therapist Regular Full Time
- Create: 1.00 FTE Two (2) Clinical Therapist Regular Part Time
- Transfer: (0.64 FTE) Registered Nurse to Mental Health Center

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Increase: 1.05 FTE Extra Help Clinical Therapist

Decrease: (0.09 FTE) Extra Help Registered Nurse

Mental Health Outpatient-Intensive

Increase: 0.10 FTE Regular Part Time Registered Nurse

Mental Health Center

Transfer: (1.00 FTE) Administrative Specialist to Administrative Services

Transfer: 0.40 FTE Psychiatrist from Mental Health Outpatient - Clinical

Create: 1.00 FTE Clinical Therapist

Reduce: (1.32 FTE) Extra Help Clinical Therapist

Create: 1.00 FTE Registered Nurse

Transfer: 0.64 FTE Registered Nurse from Mental Health Outpatient - Clinical

Decrease: (0.11 FTE) Extra Help Registered Nurse

Increase: 0.16 FTE Regular Part time Registered Nurse

2018 CURRENT YEAR ACTIONS:

Mental Health Outpatient-Intensive

None:

2018 BUDGET ACTIONS:

Mental Health Outpatient-Clinical

Reclassify: 1.00 FTE Human Services Supervisor to Human Services Coordinator

Create: 2.00 FTE Clinical Therapists

Transfer Out: (1.00 FTE) Clinical Therapist to MH Outpatient-Intensive Program

Reclassify: 1.00 FTE Senior Mental Health Counselor to Programs and Projects Analyst

Abolish: (1.00 FTE) Senior Substance Abuse Counselor

Create: 1.00 FTE Human Services Supervisor

Increase: 0.13 FTE Extra Help

Reduce: (0.16) FTE Overtime

Mental Health Outpatient-Intensive

Create: 1.50 FTE Clinical Therapists

Transfer In: 1.00 FTE Clinical Therapist from MH Outpatient-Clinical Program

Reduce: (0.67 FTE) Extra Help

Mental Health Center

Increase: 2.64 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Increase: 0.59 FTE Overtime

H&HS - CJCC - General Fund	17 Year End	18 Budget	19 Budget	Change
Criminal Justice Collaborating Council				
Criminal Justice Collaborating Council Coordinator	1.00	1.00	-	(1.00)
Justice Services Coordinator	-	-	1.00	1.00
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
<hr/>				
TOTAL H&HS - CJCC - General Fund	1.00	1.00	1.00	-
<hr/>				
Regular Positions	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Reclassify: 1.00 FTE Criminal Justice Collaborating Council Coordinator to Criminal Justice Coordinator

Reduce: 0.00 FTE

Transfer: 0.00 FTE

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund	17 Year End	18 Budget	19 Budget	Change
Public Health Administration				
Administrative Specialist	3.00	3.00	3.00	-
* Administrative Specialist	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Epidemiologist/County Health Officer	1.00	1.00	-	(1.00)
Health & Human Services Coordinator	-	-	1.00	1.00
Public Health Manager	1.00	1.00	1.00	-
Subtotal	7.00	7.00	7.00	-
Family and Community Health Section				
* Community Health Educator	0.66	1.00	1.00	-
Public Health Nurse	8.00	7.00	6.00	(1.00)
Public Health Supervisor	1.00	1.00	1.00	-
Public Health Technician	0.26	0.26	0.74	0.48
Extra Help	-	-	-	-
Subtotal	9.92	9.26	8.74	(0.52)
Women, Infants, Children Nutrition Program				
* Administrative Specialist	1.00	1.00	1.00	-
* Registered Dietetic Technician	0.50	0.50	0.50	-
* WIC Program Nutritionist	2.00	2.00	1.50	(0.50)
* WIC Program Supervisor	1.00	1.00	1.00	-
Extra Help	1.39	0.74	1.12	0.38
Subtotal	5.89	5.24	5.12	(0.12)
Communicable Disease and Preparedness				
* Community Health Educator	0.34	-	-	-
Health and Human Services Preparedness Coord.	-	-	1.00	1.00
Public Health Nurse	8.60	8.60	8.60	-
Public Health Supervisor	1.00	1.00	1.00	-
Public Health Technician	0.48	0.48	-	(0.48)
Extra Help	1.64	1.60	1.74	0.14
Subtotal	12.05	11.68	12.34	0.66
* Sunset position, position will be terminated or reduced if funding is terminated or reduced.				
TOTAL H&HS - Public Health - General Fund	34.87	33.18	33.20	0.02
Regular Positions	31.84	30.84	30.34	(0.50)
Extra Help	3.03	2.34	2.86	0.52
Overtime	-	-	-	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS – Public Health – General Fund (cont.)

2019 BUDGET ACTIONS:

Public Health Administration

Abolish: (1.00 FTE) Epidemiologist/County Health Officer
Create: 1.00 FTE Health and Human Services Coordinator

Family and Community Health Section

Abolish: (1.00 FTE) Public Health Nurse
Transfer: 0.48 FTE Public Health Technician from Communicable Disease and Preparedness

Women, Infants, Children Nutrition Program

Unfund: (0.50 FTE) WIC Program Nutritionist (Sunset)
Increase: 0.38 FTE Extra Help

Communicable Disease and Preparedness

Transfer and Reclassify: 1.00 FTE Programs and Projects Analyst from HHS Administration and reclassify to Preparedness Supervisor
Transfer: (0.48 FTE) Public Health Technician to Family and Community Health Section
Increase: 0.14 FTE Extra Help

2018 CURRENT YEAR ACTIONS:

Refund: 1.00 FTE Health and Human Services Coordinator
Transfer: (1.00 FTE) Health and Human Services Coordinator to HHS Administrative Services

2018 BUDGET ACTIONS:

Unfund: 1.00 FTE Public Health Nurse
Reduce: (0.21 FTE) Extra Help – Community Health Educator
Reduce: (0.28 FTE) Extra Help – Public Health Technician
Reduce: (0.08 FTE) Extra Help – Registered Prof Nurse
Reduce: (0.12 FTE) Extra Help – Public Health Nurses
Transfer: 0.34 FTE Community Health Educator from Communicable Disease Preparedness to Community Health Section

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Veterans' Services - General Fund	17 Year End	18 Budget	19 Budget	Change
Veterans' Information Assistance				
Administrative Specialist	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Veterans' Services Officer	1.00	1.00	1.00	-
Veteran Service Aide	1.00	1.00	1.00	-
Extra Help	-	-	0.52	0.52
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.52	0.52
TOTAL H&HS - Veterans' Services - General Fund				
	4.00	4.00	4.52	0.52
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	0.52	0.52
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Increase: 0.52 FTE Extra Help

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - General Fund	17 Year End	18 Budget	19 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Human Services Support Specialist	-	-	1.00	1.00
Social Worker	8.00	8.00	7.00	(1.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.00	9.00	9.00	-
Community Services				
Administrative Assistant	1.00	1.00	1.00	-
Administrative Specialist	3.00	3.00	3.00	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	1.00	1.00	1.00	-
* Health and Human Services Coordinator	1.00	1.00	1.00	-
* Human Services Supervisor	1.00	1.00	1.00	-
* Nutrition Services Assistant	0.50	0.50	0.50	-
* Nutrition & Transp Svs Supv	1.00	1.00	1.00	-
* Senior ADRC Specialist (Sunset)	2.00	2.00	2.26	0.26
* Senior Dining Manager	3.79	3.79	3.79	-
Support Staff Supervisor	1.00	1.00	1.00	-
Volunteer Program Specialist	0.75	0.75	0.75	-
* Extra Help	2.81	3.20	3.20	-
Overtime	-	-	-	-
Subtotal	18.85	19.24	19.50	0.26
* Sunset Position, position will be terminated or reduced if funding is terminated or reduced.				
TOTAL H&HS - ADRC - General Fund	27.85	28.24	28.50	0.26
Regular Positions	25.04	25.04	25.30	0.26
Extra Help	2.81	3.20	3.20	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

- Create: 1.00 FTE Human Services Support Specialist
- Unfund: (1.00 FTE) Social Worker
- Transfer: 0.26 FTE Senior ADRC Specialist from ADRC Contract Fund

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

- Increase: 0.39 FTE Extra Help – Nutrition Site Managers

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Aging and Disability Resource Center

* Administrative Assistant	1.00	1.00	1.00	-
(1) * ADRC Specialist	2.00	1.00	11.00	10.00
Benefits Specialist	2.00	2.00	4.00	2.00
* Human Services Supervisor	2.00	2.00	2.00	-
* Senior ADRC Specialist	15.00	17.00	16.74	(0.26)
Extra Help	-	0.16	0.96	0.80
Overtime	-	-	-	-
Subtotal	22.00	23.16	35.70	12.54

* Sunset Positions, positions will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Aging and Disability Resource Center (ADRC) - Contract Func	22.00	23.16	35.70	12.54
Regular Positions	22.00	23.00	34.74	11.74
Extra Help	-	0.16	0.96	0.80
Overtime	-	-	-	-

(1) ADRC Specialist positions are underfills of the authorized Senior ADRC Specialist positions

2019 BUDGET ACTIONS:

- Increase: 0.80 FTE EH Program & Projects Analyst
- Transfer: (0.26 FTE) Senior ADRC Specialist to ADRC Fund 150

2018 CURRENT YEAR ACTIONS:

- Create: 10.00 FTE ADRC Specialist
- Create: 2.00 FTE Benefits Specialist

2018 BUDGET ACTIONS:

- Create: 1.00 FTE Senior ADRC Specialist
- Increase: 0.16 FTE Extra Help – Social Worker

TOTAL Health & Human Services	410.40	418.32	434.34	16.02
Regular Positions	384.09	388.59	404.35	15.76
Extra Help	23.87	26.33	26.59	0.26
Overtime	2.45	3.40	3.40	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER	17 Year End	18 Budget	19 Budget	Change
Medical Examiner Services				
Administrative Assistant	2.00	2.00	2.00	-
Deputy Medical Examiner	5.00	5.00	5.00	-
* Deputy Medical Examiner	1.00	1.00	1.00	-
Dep. Med. Exam. / Path. Assistant	3.00	2.00	2.00	-
* Dep. Med. Exam. / Path. Assistant	-	1.00	1.00	-
* Deputy Medical Examiner Supervisor	1.00	1.00	1.00	-
Medical Examiner (Pathologist)	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
* Pathologist	2.00	2.00	2.00	-
Extra Help	0.33	0.34	0.30	(0.04)
Overtime	0.45	0.41	0.81	0.40
Subtotal	16.78	16.75	17.11	0.36

* Position will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	16.78	16.75	17.11	0.36
Regular Positions	16.00	16.00	16.00	-
Extra Help	0.33	0.34	0.30	(0.04)
Overtime	0.45	0.41	0.81	0.40

2019 BUDGET ACTIONS:

Reduce: (0.04 FTE) Extra Help
 Increase: 0.40 FTE Overtime

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

Increase: 0.01 FTE Temporary Extra Help
 Reduce: (0.04 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS AND LAND USE - General Fund	17 Year End	18 Budget	19 Budget	Change
Parks Programs				
Administrative Specialist	2.00	2.00	2.00	-
Carpenter	2.00	2.00	2.00	-
* Landscape Architect	-	2.00	1.00	(1.00)
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	6.00	-
Park Programs Specialist	3.00	3.00	3.00	-
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	1.09	1.09	1.09	-
Public Communications Specialist	-	-	0.62	0.62
Senior Landscape Architect	3.00	1.00	2.00	1.00
Extra Help	32.81	33.69	30.24	(3.45)
Overtime	0.75	0.80	0.74	(0.06)
Subtotal	60.65	61.58	58.69	(2.89)
General County Grounds Maintenance				
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker	2.00	2.00	2.00	-
Extra Help	4.80	4.33	4.33	-
Overtime	0.35	0.35	0.35	-
Subtotal	7.65	7.18	7.18	-
Retzer Nature Center				
Administrative Assistant	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Extra Help	3.84	3.87	4.60	0.73
Overtime	0.07	0.07	0.07	-
Subtotal	8.41	8.44	9.17	0.73
Exposition Center				
Administrative Specialist	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Exposition Center Manager	1.00	1.00	1.00	-
Lead Expo Worker	1.00	1.00	1.00	-
Parks System Manager	0.20	0.20	0.20	-
Extra Help	4.09	4.09	4.08	(0.01)
Overtime	0.10	0.10	0.11	0.01
Subtotal	8.39	8.39	8.39	-

* In 2018, 2.00 FTE Landscape Architect positions are underfills of approved Sr. Landscape Architect positions.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	17 Year End	18 Budget	19 Budget	Change
Planning & Zoning				
Administrative Specialist	1.00	1.00	1.00	-
* Land Use Specialist	1.00	2.00	2.00	-
Planning And Zoning Manager	1.00	1.00	1.00	-
Senior Land Use Specialist	3.00	2.00	2.00	-
Senior Planner	2.00	2.00	2.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.00	9.00	9.00	-
Environmental Health				
Administrative Specialist	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	4.01	4.01	4.01	-
Licensing				
Environmental Health Sanitarian I	6.00	6.00	6.00	-
Hazardous Materials Coordinator	0.10	0.10	0.10	-
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	0.53	-	-	-
Overtime	-	-	-	-
Subtotal	7.63	7.10	7.10	-
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	3.00	3.00	3.00	-
Environmental Health Specialist	1.00	1.00	0.50	(0.50)
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	5.00	5.00	4.50	(0.50)
Humane Animal				
Humane Animal Officer	1.00	1.00	1.00	-
Extra Help	0.56	0.56	0.56	-
Overtime	0.02	0.02	0.02	-
Subtotal	1.58	1.58	1.58	-

* In 2018, 1.00 FTE Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund (cont.)	17 Year End	18 Budget	19 Budget	Change
Hazardous Materials				
Hazardous Materials Coordinator	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.90	0.90	0.90	-
Land & Water Conservation				
Conservation Specialist	1.00	1.00	1.40	0.40
Land Resources Manager	0.70	0.70	0.70	-
Senior Civil Engineer	1.00	1.00	1.00	-
Senior Conservation Specialist	1.90	1.90	1.90	-
Extra Help	1.37	0.96	0.77	(0.19)
Overtime	-	-	-	-
Subtotal	5.97	5.56	5.77	0.21
Hazardous Waste & County Facilities Recycling				
Recycling Specialist	0.05	0.05	0.05	-
Sr. Administrative Specialist	0.10	0.10	0.10	-
Solid Waste Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.25	0.25	0.25	-
Land Information Systems				
Land Information Systems Manager	1.00	1.00	-	(1.00)
Land Information Systems Supervisor	-	-	1.00	1.00
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.00	4.00	4.00	-
Administrative Services				
Administrative Assistant	2.00	2.00	2.00	-
Business Manager	1.00	1.00	1.00	-
Director of Parks and Land Use	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.15	0.15	0.02	(0.13)
Subtotal	8.15	8.15	8.02	(0.13)
TOTAL PARKS & LAND USE - General Fund				
	131.59	131.13	128.56	(2.57)
Regular Positions	82.14	82.14	82.66	0.52
Extra Help	48.00	47.49	44.58	(2.91)
Overtime	1.45	1.50	1.32	(0.18)

*Variances may occur into total changes due to rounding to the nearest thousandth.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Parks & Land Use – General Fund (cont.)

2019 BUDGET ACTIONS:

Parks Programs

Decrease: (3.45 FTE) Extra Help

Decrease: (0.06 FTE) Overtime

Septic, Well, and Lab

Unfund: (0.50 FTE) Environmental Health Specialist

Retzer

Increase: 0.73 FTE Extra Help

Expo Center

Decrease: (0.01 FTE) Extra Help

Increase: 0.01 FTE Overtime

Land & Water Conservation

Increase: 0.40 FTE Conservation Specialist

Decrease: (0.19 FTE) Extra Help

Administrative Services

Decrease: (0.13 FTE) Overtime

2018 CURRENT YEAR ACTIONS:

Create: 0.62 FTE Public Communications Specialist

2018 BUDGET ACTIONS:

Parks Programs

Increase: 0.88 FTE Temporary Extra Help

Increase: 0.05 FTE Overtime

General County Grounds Maintenance

Reduce: (0.47 FTE) Temporary Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund	17 Year End	18 Budget	19 Budget	Change
Parks and Land Use - CDBG				
* Administrative Assistant	0.26	0.26	-	(0.26)
* Administrative Specialist	-	-	0.26	0.26
* [^] Community Development Manager	0.90	0.90	0.80	(0.10)
* Fiscal Specialist	0.80	0.80	0.80	-
* Sr. Administrative Specialist	0.50	0.50	0.50	-
Extra Help	-	-	-	-
Overtime	0.02	0.03	0.01	(0.02)
Subtotal	2.48	2.49	2.37	(0.12)
Parks and Land Use - HOME Grant Programs				
* Administrative Assistant	0.09	0.09	-	(0.09)
* Administrative Specialist	-	-	0.09	0.09
* [^] Community Development Manager	0.10	0.10	0.20	0.10
* Fiscal Specialist	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	0.40	0.40	0.50	0.10
* Sunset Position, position will be terminated or reduced if funding is eliminated or reduced.				
[^] Position title changed from coordinator to manager in 2018.				
TOTAL PARKS & LAND USE - Community Development Fund	2.88	2.89	2.87	(0.02)
Regular Positions	2.85	2.85	2.85	-
Extra Help	-	-	-	-
Overtime	0.03	0.04	0.02	(0.02)

2019 BUDGET ACTIONS:

- Transfer: 0.10 FTE Community Development Coordinator from CDBG to HOME Grants Programs
- Reclassify: 0.26 FTE Administrative Assistant to Administrative Specialist
- Reduce: (0.02 FTE) Overtime

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

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

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Workforce Innovation Opportunity Act	17 Year End	18 Budget	19 Budget	Change
Administration				
WOW Program Administrator	-	-	0.76	0.76
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	0.76	0.76
Adult				
WOW Program Administrator	-	-	0.07	0.07
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	0.07	0.07
Dislocated Worker				
WOW Program Administrator	-	-	0.10	0.10
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	0.10	0.10
Youth				
WOW Program Administrator	-	-	0.07	0.07
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	0.07	0.07
TOTAL PARKS & LAND USE - Workforce Innovation Opportunity A				
Regular Positions	-	-	1.00	1.00
Extra Help	-	-	-	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

 Create: 1.00 FTE WOW Program Administrator

2018 CURRENT YEAR ACTIONS:

 None:

2018 BUDGET ACTIONS:

 None:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	17 Year End	18 Budget	19 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Enterprise Operations Manager	-	-	-	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance Worker	1.00	1.00	1.00	-
Parks Systems Manager	0.25	0.25	0.25	-
Extra Help	8.22	8.41	8.43	0.02
Overtime	0.30	0.30	0.30	-
Subtotal	11.77	11.96	11.98	0.02
WANAKI GOLF COURSE				
Enterprise Operations Manager	-	-	-	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance Worker	1.00	1.00	1.00	-
Parks Systems Manager	0.25	0.25	0.25	-
Extra Help	7.84	8.13	8.13	-
Overtime	0.28	0.28	0.28	-
Subtotal	11.37	11.66	11.66	-
MOOR DOWNS GOLF COURSE				
Enterprise Operations Manager	-	-	-	-
Golf Course Clubhouse Supervisor	-	-	-	-
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance I	-	-	-	-
Parks Systems Manager	0.05	0.05	0.05	-
Extra Help	3.53	2.52	2.93	0.41
Overtime	0.13	0.12	0.12	-
Subtotal	4.21	3.19	3.60	0.41
TOTAL PARKS & LAND USE - Golf Courses				
	27.35	26.81	27.24	0.43
Regular Positions	7.05	7.05	7.05	-
Extra Help	19.59	19.06	19.49	0.43
Overtime	0.71	0.70	0.70	-

2019 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase: 0.02 FTE Extra Help

Moor Downs Golf Course

Increase: 0.41 FTE Extra Help

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Naga-Waukee Golf Course

Increase: 0.19 FTE Extra Help

Wanaki Golf Course

Increase: 0.29 FTE Extra Help

Moor Downs Golf Course

Reduce: (1.01 FTE) Extra Help

Reduce: (0.01 FTE) Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	17 Year End	18 Budget	19 Budget	Change
NAGA-WAUKEE Ice Arena				
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	-
Extra Help	2.16	2.18	2.18	-
Overtime	-	-	-	-
Subtotal	4.24	4.26	4.26	-
EBLE PARK Ice Arena				
Administrative Assistant	0.75	0.75	0.75	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Parks System Manager	0.08	0.08	0.08	-
Extra Help	1.88	1.86	1.86	-
Overtime	-	-	-	-
Subtotal	4.71	4.69	4.69	-
TOTAL PARKS & LAND USE - Ice Arenas				
	8.95	8.95	8.95	-
Regular Positions	4.91	4.91	4.91	-
Extra Help	4.04	4.04	4.04	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

None

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Naga-Waukee Ice Arena

Increase: 0.01 FTE Extra Help

Eble Ice Arena

Reduce: (0.01 FTE) Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	17 Year End	18 Budget	19 Budget	Change
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Material Recycling Facility

Land Resources Manager	0.30	0.30	0.30	-
Public Communications Specialist	-	-	0.38	0.38
Recycling Specialist	0.95	0.95	0.95	-
* Recycling Specialist	1.00	1.00	1.00	-
Solid Waste Supervisor	0.90	0.90	0.90	-
Sr. Administrative Specialist	0.90	0.90	0.90	-
Senior Conservation Specialist	0.10	0.10	0.10	-
Extra Help	1.25	1.00	-	(1.00)
Overtime	-	-	-	-
Subtotal	5.40	5.15	4.53	(0.62)

TOTAL PARKS & LAND USE - Material Recycling Facility Fund	5.40	5.15	4.53	(0.62)
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Regular Positions	4.15	4.15	4.53	0.38
Extra Help	1.25	1.00	-	(1.00)
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

Reduce: (1.00 FTE) Extra Help

2018 CURRENT YEAR ACTIONS:

Transfer: 0.38 FTE Public Communications Specialist

2018 BUDGET ACTIONS:

Reduce: 0.25 FTE Temporary Extra Help

TOTAL PARKS AND LAND USE - ALL FUNDS	176.17	174.93	173.15	(1.78)
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Regular Positions	101.10	101.10	103.00	1.90
Extra Help	72.88	71.59	68.11	(3.48)
Overtime	2.20	2.24	2.04	(0.20)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	17 Year End	18 Budget	19 Budget	Change
Construction Services				
Architectural Engineer Technician	0.75	0.75	0.75	-
Architectural Services Manager	-	-	-	-
Construction Project Supervisor	0.50	0.50	0.50	-
Facilities Manager	0.05	0.05	0.05	-
Fiscal Assistant	-	-	-	-
Maintenance Mechanic III	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.90	1.90	1.90	-
Building Improvement Plan				
Architectural Engineer Technician	0.25	0.25	0.25	-
Construction Project Supervisor	0.20	0.20	0.20	-
Facilities Manager	0.05	0.05	0.05	-
Facilities Supervisor	0.20	0.20	0.20	-
Maintenance Mechanic III	0.40	0.40	0.40	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.10	1.10	1.10	-
Energy Consumption				
Construction Project Supervisor	-	-	-	-
Facilities Manager	0.10	0.10	0.10	-
Facilities Supervisor	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.15	0.15	0.15	-
Facilities Maintenance				
Construction Project Supervisor	0.30	0.30	0.30	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.70	0.70	0.70	-
Facilities Supervisor	0.75	0.75	0.75	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	4.00	-
Extra Help	0.40	0.40	0.40	-
Overtime	0.29	0.29	0.29	-
Subtotal	26.44	26.44	26.44	-
Housekeeping Services				
Building Service Worker	8.00	8.00	7.00	(1.00)
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.02	0.02	-
Subtotal	9.11	9.12	8.12	(1.00)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund (cont.)	17 Year End	18 Budget	19 Budget	Change
Administrative Services				
Business Manager	0.90	0.90	0.90	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Sr. Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	5.91	5.91	5.91	-
<hr/>				
TOTAL PUBLIC WORKS - General Fund	44.61	44.62	43.62	(1.00)
Regular Positions	43.90	43.90	42.90	(1.00)
Extra Help	0.40	0.40	0.40	-
Overtime	0.31	0.32	0.32	-

2019 BUDGET ACTIONS:

Housekeeping Services

Unfund: (1.00 FTE) Building Services Worker

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

Housekeeping Services

Increase: 0.01 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	17 Year End	18 Budget	19 Budget	Change
County Operations				
Administrative Specialist	1.00	1.00	1.00	-
Crew Leader	2.00	2.00	2.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Highway Operations Manager	1.00	1.00	1.00	-
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	29.00	28.00	27.00	(1.00)
Extra Help	0.72	0.72	1.48	0.76
Overtime	1.10	1.10	1.10	-
Subtotal	37.82	36.82	36.58	(0.24)
State Highway Operations				
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	27.00	27.00	27.00	-
Extra Help	-	0.67	0.55	(0.12)
Overtime	2.28	2.30	2.30	-
Subtotal	31.28	31.97	31.85	(0.12)
Transit Services				
Business Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.10	0.10	0.10	-
Engineering Services				
Engineering Services Manager	1.00	1.00	1.00	-
Engineering Technician	1.00	1.00	1.00	-
Senior Civil Engineer	2.95	2.95	2.95	-
Senior Engineering Technician	0.50	0.20	0.20	-
Extra Help	1.69	1.69	1.69	-
Overtime	-	-	-	-
Subtotal	7.14	6.84	6.84	-
Traffic Control				
Patrol Worker	1.00	2.00	2.00	-
Senior Civil Engineer	0.65	0.65	0.65	-
Senior Engineering Technician	-	0.20	0.20	-
Sign and Signal Maintenance Worker	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	0.22	0.22	0.22	-
Subtotal	4.87	6.07	6.07	-
Permit Processing				
Senior Engineering Technician	1.50	1.60	1.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.50	1.60	1.60	-
TOTAL PUBLIC WORKS - Transportation Fund				
	82.71	83.40	83.04	(0.36)
Regular Positions	76.70	76.70	75.70	(1.00)
Extra Help	2.41	3.08	3.72	0.64
Overtime	3.60	3.62	3.62	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Public Works – Transportation Fund (cont.)

2019 BUDGET ACTIONS:

Unfund:	(1.00 FTE)	Patrol worker from the County Highway Maintenance Program
Increase:	0.76 FTE	Extra help in the County Highway Maintenance Program
Decrease:	(0.12 FTE)	Extra help in the State Highway Maintenance Program

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

Transfer:	1.00 FTE	Patrol Worker from County Highway Maintenance to Traffic Control to best reflect actual workload
Transfer:	0.20 FTE	Sr. Engineering Tech from Engineering to Traffic Control to best reflect actual workload
Transfer:	0.10 FTE	Sr. Engineering Tech from Engineering to Permit Processing to best reflect actual workload
Increase:	0.67 FTE	Extra Help for State Highway Maintenance
Increase:	0.02 FTE	Overtime for State Highway Maintenance

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet Fund	17 Year End	18 Budget	19 Budget	Change
Repair & Maintenance				
Administrative Assistant	1.00	1.00	1.00	-
Fiscal Specialist	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	3.00	3.00	3.00	-
Mechanic	7.00	7.00	7.00	-
Stock Clerk	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.19	0.19	0.19	-
Subtotal	13.84	13.84	13.84	-
Central Fueling				
Fiscal Specialist	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet Fund	14.19	14.19	14.19	-
Regular Positions	14.00	14.00	14.00	-
Extra Help	-	-	-	-
Overtime	0.19	0.19	0.19	-

2019 BUDGET ACTIONS:

None

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Airport Fund	17 Year End	18 Budget	19 Budget	Change
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Airport Operations

Administrative Specialist	-	-	-	-
Airport Manager	0.30	0.30	0.30	-
Programs & Projects Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.30	1.30	1.30	-

Administrative Services

Administrative Specialist	1.00	1.00	1.00	-
Airport Manager	0.70	0.70	0.70	-
Programs & Projects Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.70	1.70	1.70	-

TOTAL PUBLIC WORKS - Airport Fund	3.00	3.00	3.00	-
Regular Positions	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2019 BUDGET ACTIONS:

None

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS	17 Year End	18 Budget	19 Budget	Change
Administrative Services				
Administrative Assistant	-	0.60	-	(0.60)
Administrative Specialist	-	-	0.50	0.50
Deputy Register of Deeds	1.00	1.00	1.00	-
Fiscal Assistant	0.60	-	-	-
Register of Deeds	1.00	1.00	1.00	-
Senior Financial Analyst	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.20	3.20	3.10	(0.10)
Land Records				
Administrative Assistant	1.00	0.50	1.00	0.50
Administrative Specialist	5.00	5.50	4.00	(1.50)
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.10	0.05	0.05	-
Subtotal	7.11	7.05	6.05	(1.00)
Recording				
Administrative Assistant	-	0.40	1.00	0.60
Administrative Specialist	2.50	2.00	2.50	0.50
Fiscal Assistant	0.40	-	-	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.01	0.01	0.01	-
Subtotal	3.91	3.41	4.51	1.10
Vital Records				
Administrative Specialist	1.50	2.00	2.50	0.50
Administrative Assistant	1.00	1.00	0.50	(0.50)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.50	3.00	3.00	-
TOTAL REGISTER OF DEEDS				
	16.72	16.66	16.66	-
Regular Positions	16.60	16.60	16.60	-
Extra Help	-	-	-	-
Overtime	0.12	0.06	0.06	-

2019 BUDGET ACTIONS:

Administrative Services

- Transfer: (0.60 FTE) Administrative Assistant transferred to Recording
- Transfer: 0.50 FTE Administrative Specialist from Land Records

Land Records

- Transfer: 0.50 FTE Administrative Assistant from Vital Records
- Transfer: (0.50 FTE) Administrative Specialist to Administrative Services
- Transfer: (0.50 FTE) Administrative Specialist to Vital Records
- Transfer: (0.50 FTE) Administrative Specialist to Recording

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

Recording

Transfer: 0.60 FTE Administrative Assistant from Administrative Services
Transfer: 0.50 FTE Administrative Specialist from Land Records

Vital Records

Transfer: 0.50 FTE Administrative Specialist from Land Records
Transfer: (0.50 FTE) Administrative Assistant to Land Records

2018 CURRENT YEAR ACTIONS:

None

2018 BUDGET ACTIONS:

Administrative Services

Reclassify: 0.60 FTE Fiscal Assistant to Administrative Assistant

Real Estate

Reduce: (0.05 FTE) Overtime
Reclassify: 0.50 FTE Administrative Assistant to Administrative Specialist

Recording

Reduce: (0.50 FTE) Administrative Specialist
Reclassify: 0.40 FTE Fiscal Assistant to Administrative Assistant

Vital Records

Increase: 0.50 FTE Administrative Specialist

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF	17 Year End	18 Budget	19 Budget	Change
Process / Warrant Service				
Administrative Specialist	6.00	6.00	6.00	-
Captain	1.00	1.00	1.00	-
Deputy	3.00	3.00	3.00	-
Fiscal Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.23	0.23	0.23	-
Subtotal	11.23	11.23	11.23	-
Court Security				
Deputy	18.86	18.86	18.86	-
Lieutenant	1.00	1.00	1.00	-
Extra Help	2.80	2.80	2.79	(0.01)
Overtime	0.40	0.40	0.39	(0.01)
Subtotal	23.06	23.06	23.04	(0.02)
General Investigations				
Administrative Specialist	2.00	2.00	2.00	-
Captain	1.00	1.00	1.00	-
Deputy	1.00	1.00	1.00	-
Detectives	22.00	22.00	21.00	(1.00)
* Detectives	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	-
Sr. Administrative Specialist	2.00	2.00	2.00	-
Sr. Info Technology Professional	-	-	1.00	1.00
Extra Help	-	-	-	-
Overtime	0.39	0.54	0.54	-
Subtotal	30.39	30.54	30.54	-
Special Investigations				
Captain	1.00	1.00	1.00	-
Detectives	6.00	6.00	6.00	-
Lieutenant	1.00	1.00	1.00	-
Extra Help	0.82	1.02	1.01	(0.01)
Overtime	0.75	0.74	0.73	(0.01)
Subtotal	9.57	9.76	9.74	(0.02)
General Patrol				
Administrative Assistant	1.50	1.50	1.50	-
Captain	3.00	3.00	4.00	1.00
* Captain	1.00	1.00	1.00	-
Deputy	70.14	70.14	70.14	-
* Deputy	28.00	28.00	28.00	-
Lieutenant	7.00	7.00	6.00	(1.00)
* Lieutenant	2.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	5.05	5.03	5.67	0.64
Subtotal	117.69	118.67	119.31	0.64

* Sunset positions, if funding is reduced or terminated, the position will be reduced or terminated. One detective, one captain, three lieutenants, and twenty-eight deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	17 Year End	18 Budget	19 Budget	Change
Inmate Security and Services-Jail				
Administrative Assistant	4.00	4.00	4.00	-
Administrative Specialist	7.00	7.00	7.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Officers	95.00	95.00	95.00	-
Correctional Supervisor	10.00	10.00	10.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Support Staff Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	3.15	3.15	3.14	(0.01)
Subtotal	126.15	126.15	126.14	(0.01)
Court Tower Staffing				
Correctional Officers	-	-	3.00	3.00
* Correctional Officers	-	-	3.00	3.00
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	-	-	6.00	6.00
Inmate Security and Services-Huber Facility				
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Officers	25.00	25.00	25.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Fiscal Assistant	2.00	2.00	2.00	-
Senior Correctional Counselors	-	-	-	-
Extra Help	-	-	-	-
Overtime	0.85	0.85	0.85	-
Subtotal	31.85	31.85	31.85	-
Administrative Services				
Administrative Assistant	1.00	-	-	-
Administrative Specialist	8.00	9.00	9.00	-
Business Manager	1.00	1.00	1.00	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Fiscal Specialist	2.00	2.00	2.00	-
Inspector	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Program and Projects Analyst	1.00	1.00	1.00	-
Sr. Administrative Specialist	1.00	1.00	1.00	-
Sheriff	1.00	1.00	1.00	-
Extra Help	1.04	1.04	1.03	(0.01)
Overtime	0.11	0.11	0.11	-
Subtotal	21.15	21.15	21.14	(0.01)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

SHERIFF (cont.)	17 Year End	18 Budget	19 Budget	Change
TOTAL SHERIFF	371.07	372.40	378.99	6.59
Regular Positions	355.50	356.50	362.50	6.00
Extra Help	4.66	4.85	4.83	(0.02)
Overtime**	10.91	11.04	11.65	0.61

2019 BUDGET ACTIONS:

Create:	3.00 FTE	Correctional Officers associated with the new courthouse construction project
Create:	3.00 FTE	Correctional Officers associated with the new courthouse construction project. These positions will sunset once the court holding portion of the building is complete.
Create:	1.00 FTE	Captain Position in General Patrol
Abolish:	1.00 FTE	Lieutenant Position in Patrol
Increase:	0.61 FTE	Overtime primarily in General Patrol due to reimbursable overtime budgeted for traffic grants and municipal patrol contracts.
Decrease:	(0.02 FTE)	Temporary Extra Help in Special Investigations.

2018 CURRENT YEAR ACTIONS:

Create:	1.00 FTE	Senior Information Technology position in the Detective Bureau for the Computer Forensics Unit (Enrolled Ordinance 172-077).
Abolish:	(1.00 FTE)	Detective position in the Detective Bureau who worked in the Computer Forensics Unit (Enrolled Ordinance 172-077).

2018 BUDGET ACTIONS:

Create:	1.00 FTE	Lieutenant for the Village of Sussex Municipal Patrol Contract
Increase:	0.20 FTE	Temporary Extra Help for clerical assistance in Special Investigations
Increase:	0.12 FTE	Overtime across multiple programs primarily due to reimbursable Detective overtime budgeted in General Investigations.
Reclassify:	1.00 FTE	Administrative Assistant to Administrative Specialist in the Administrative Services Program.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW - EXTENSION	17 Year End	18 Budget	19 Budget	Change
Strengthening County Citizens, Families & Communities				
Administrative Specialist	1.70	1.70	1.70	-
Office Services Coordinator	-	-	-	-
Programs & Projects Analyst	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.70	2.70	2.70	-
Faculty*	4.75	4.50	3.50	(1.00)
<hr/>				
TOTAL UW - EXTENSION	2.70	2.70	2.70	-
Regular Positions	2.70	2.70	2.70	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Faculty Positions funded by State\County\Grants	4.50	4.50	3.50	(1.00)

2019 BUDGET ACTIONS:

None:

2018 CURRENT YEAR ACTIONS:

None:

2018 BUDGET ACTIONS:

None:

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES

The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS

Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET

The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMORTIZATION

The gradual elimination of a liability.

APPROPRIATION

The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT

An expenditure account grouped by purpose, including:

1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION

A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized property valuation).

ASSESSMENT

An assessment is the value placed upon your property by the local assessor, which is a basis for levying property taxes (See equalized property valuation).

ASSETS

Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS

Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCARE PLUS

A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and Caretakers. In addition, BadgerCare Plus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services, and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET

A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

BALANCED BUDGET

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

BOND OR PROMISSORY NOTES

A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING

A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain.

BONDED DEBT

The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK

The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE

The opening section of the budget prepared by the County Executive that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL

The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS

Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET

A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES

The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY

The cost of acquisition of operating equipment items such as vehicles and office equipment greater than \$5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT

An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars (\$100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN

A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

CHILDREN'S LONG TERM SUPPORT (CLTS)

(Home and Community Based Waiver Funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's, and Pervasive Developmental Disorders.

COMMISSIONS AND BOARDS

Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)

The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)

Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY RECOVERY SERVICES (CRS)

(1915(i) Home and Community Based Services) will provide three specific services: Community Living Supportive Services, Supported Employment, and Peer Supports under the umbrella of psychosocial rehabilitation to individuals with serious and persistent mental illness.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)

Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS

Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN

A County Board member elected by the County Board. This part-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS

The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE

A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

DEBT

An obligation resulting from borrowing money.

DEBT LIMIT

The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT

The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE

Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE

The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

GLOSSARY OF SIGNIFICANT TERMS

DEFICIT

The excess of expenditures/uses over revenues/resources.

DEPARTMENT

A major county office (agency) that administers programs and operations.

DEPRECIATION

A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR

A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

DISPATCHING COUNSELS

Computers/communication equipment used by the WCC for emergency dispatch.

EFFECTIVENESS INDICATOR

A type of performance measure including effectiveness, quality, cycle time, and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR

A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS

Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE

Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)

The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION

Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY

The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE

The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FINANCIAL STATEMENTS

Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

GLOSSARY OF SIGNIFICANT TERMS

FISCAL YEAR

A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

FIXED ASSETS/IMPROVEMENTS

Costs of all equipment items (over \$5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)

Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA

Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE

Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

Beginning in 2011, GASB 54 established five classifications of fund balance with a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.
- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.
- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.
- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.
- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

FUNDS

A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.
2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).
3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.
4. Proprietary: an account that uses the accrual basis of accounting.
 - a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
 - b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).
5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Bridges Federated Library Funds).

GLOSSARY OF SIGNIFICANT TERMS

FUND PURPOSE

A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS

Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such as ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)

Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES

Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

LAND INFORMATION SYSTEM (LIS)

An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES

Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS

A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)

A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

MISSION

A statement defining the major reasons for the existence, including the purpose of the County.

MODIFIED ACCRUAL BASIS OF ACCOUNTING

Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET

An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS

The residual of all other elements presented in a statement of financial position.

OBJECTIVES

Goal statement that focuses on achieving the county-wide key strategic pillars. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS

Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

GLOSSARY OF SIGNIFICANT TERMS

OPERATING BUDGET

A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES

Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS

All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES

Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES

Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT

The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME

The total county income divided by the total county population.

PER DIEM

Compensation that is paid on a per day basis.

PERFORMANCE MEASURE

A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Pillars and Objectives.

PERSONNEL COSTS

Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

PILLARS

County-wide pillars are five key components that provide a framework for an evaluation process within the strategic plan. These five concepts can be applied to all types of organizations and allows comparison.

1. **Customer Service:** High Customer Satisfaction
2. **Quality:** High standards of Service excellence
3. **Team:** Best professional serving the public in the best way
4. **Health and Safety:** Ensure the well-being of citizens
5. **Finance:** Protect taxpayers investment

POSITION SUMMARY

The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

PROGRAM

The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET

A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

GLOSSARY OF SIGNIFICANT TERMS

PROMISSORY NOTE

A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX

Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES

Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.
2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.
3. Charge for Services: funds received as payment for services performed by county agencies.
4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.
5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES

There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Human Resources committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment; and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID

Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE

A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE

A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING

The process of determining long-term goals and then identifying the best approach for achieving those goals.

SUNSET CLAUSE POSITIONS

Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)

Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and are placed in a special account to be used to pay the project costs.

GLOSSARY OF SIGNIFICANT TERMS

TAX LEVY

The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE

The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)

The amount of taxes levied for each \$1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT

The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)

Resident in a non-library community.

UNFUNDED POSITIONS

An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO

A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA) FUND

Waukesha County serves as the fiscal agent for the Waukesha-Ozaukee-Washington Workforce Development Board (WOW-Board). WIOA grant funding provides contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment.

WORKING CAPITAL

Liquidity measure of fiscal health, measured by current assets minus current liabilities. Positive working capital means that an entity should be able to pay off its short-term liabilities.

YOUTH AIDS

A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

ABE Adult Basic Education	EPL Emerald Park Landfill	POS Point of Service
ACA Affordable Care Act	ES Economic Support	POWTS Private On-site Waste Treatment Systems
ADA Americans with Disabilities Act	ESBA Eating Smart Being Active	PSAP Public Safety Answering Point
ADRC Aging and Disability Resource Center	ESRI Environmental Systems Research Institute	REI Recycling Efficiency Initiative
ADT Average Daily Traffic	EUTF End User Technology Fund	RFP Request for Proposal
AFCSP Alzheimer's Family Caregiver Support Program	FCS Family Court Services	RMA Routine Maintenance Agreement
AODA Alcohol and Other Drug Abuse	FDA U.S. Food and Drug Administration	ROI Return on Investment
APS Adult Protective Services	FEMA Federal Emergency Management Agency	SAMHSA Substance Abuse Mental Health Services Association
ATC Alcohol Treatment Court	FICA Federal Insurance Contributions Act	SBA Small Business Administration
B-3 Birth to three program	FMIS Financial Management Information System	SDWA Safe Drinking Water Act
BC Benefit/cost	FSET Food Share Employment and Training	SED Seriously Emotionally Disturbed
BCA Basic County Allocation	FSP Family Support Program	SEFSA Schedule of Expenditure of Federal and State Awards
BJA Bureau of Justice Assistance	FTE Full Time Equivalent	SEWRPC Southeastern Wisconsin Regional Planning Commission
CAD Computer Aided Dispatch	FY Fiscal Year	SMSA Standard Metropolitan Statistical Area
CAFR Comprehensive Annual Financial Report	GAAP Generally Accepted Accounting Principles	SPD State Public Defender
CAFÉ Computer Access for Everyone	GAB Government Accountability Board	SRO School Resource officer
CBD Central Business District	GAL Guardian ad Litem	SSI Supplemental Security Income
CCAP Circuit Court Automation Program	GASB Government Accounting Standards Board	STD Sexually Transmitted Disease
CCOP Children's Community Option Program	GED General Education Development	STEM Science, Technology, Engineering, and Mathematics
CCS Comprehensive Community Services	GFOA Government Finance Officers Association	STP Surface Transportation Program (Federal)
CDBG Community Development Block Grant	GPR General Purpose Revenue	SVRIS Statewide Vital Records Information System
CDC Centers for Disease Control	GTA General Transportation Aids	SVRS Statewide Voter Registration System
CEMP Comprehensive Emergency Management Plan	HDM Home Delivered Meals	TAD Treatment Alternatives and Diversion Grant
CHDO Community Housing Development Organizations	HHS Health and Human Services	TDD Telecommunication Device for the Deaf
CHDS Community Health and Disease Surveillance Program	HHW Household Hazardous Waste	TE Transportation Enhancement
CHIP County Highway Improvement Program	HIPAA Health Insurance Portability and Accountability Act	TID Tax Incremental Financing District
CHIPS Children in Need of Protection or Services	HITECH Health Information Technology for Economic and Clinical Health Act	TNR True Non-Resident
CHIPP Community Health Improvement Plan	HIV Human Immunodeficiency Virus	TPA third-party administrator
CJCC Criminal Justice Collaborating Council	HOME Home Investment Partnerships Grant	TPR Termination of Parental Rights
CLTS Children's Long Term Support Waiver Services	HSA Health Savings Account	TSSU Treatment and Support Services Unit
COC Clerk of Courts	HSEP High School Equivalency Diploma	UPS Uninterruptible Power Supply
CPI Consumer Price Index	HSIP Highway Safety Improvement Program	USDA United States Department of Agriculture
CPI-U Consumer Price Index -Urban	HVAC Heating, Ventilation, and Air Conditioning	UW-EXT University of Wisconsin Extension
CPS Child Protective Services	HUD Housing and Urban Development	UWW University of Wisconsin-Waukesha
CRS Community Recovery Services	ICD International Classification of Diseases	VA Veterans Administration
CSMs Certified Survey Maps	ICF/IID Intermediate Care Facilities for Individuals with Intellectual Disabilities	VAWA Violence Against Women Act
CSP Community Support Program	IDP Intoxicated Driver Program	VOIP Voice Over Internet Protocol
CTH County Trunk Highway	IM Income Maintenance	VOCA Victims of Crime Act
CWS Child Welfare Services	IPAWS Integrated Public Alert and Warning System	WCC Waukesha Communications Center
CY Calendar Year	IT Information Technology	WCEDC Waukesha County Economic Development Corporation
DARE Drug Abuse Resistance Education	JABG Juvenile Accountability Block Grant	WCNC Waukesha County Nutrition Coalition
DATCP State Department of Trade and Consumer Protection	KIDS Kids Information Data System	WCS Wisconsin Correctional Service
DCF Department of Children and Families	LEPC Local Emergency Planning Committee	WCTC Waukesha County Technical College
DHS Department of Health and Human Services	LIHEAP Low Income Home Energy Assistance Program	WIOA Workforce Innovation Opportunity Act
DNR State Department of Natural Resources	LIS Land Information System	WIC Women, Infant and Child
DOA Department of Administration	LSS Lutheran Social Services	WICAMS Wisconsin Credentialing and Asset Management System
DOC State Department of Corrections	MA Medical Assistance	WisDOT Wisconsin Department of Transportation
DOT Department of Transportation	MCH Maternal and Child Health	WISACWIS Wisconsin Statewide Automated Child Welfare Information System
DRC Day Report Center	MCO Manage Care Organization	WIMCR Wisconsin Medicaid Cost Report
DPI Department of Public Instruction	MHC Mental Health Center	WITS Wisconsin Incident Tracking System
EBDM Evidence Based Decision Making	ML Moraine Lakes Consortium	WMMIC Wisconsin Municipal Mutual Insurance Company
ECM Enterprise Content Management	MOU Memorandum of Understanding	WNEP Wisconsin Education Nutrition Program
EFCBG Energy Efficiency and Conservation Block Grant	MRF Materials Recycling Fund	WPS Wisconsin Physicians Services
EFNEP Expanded Food and Nutrition Education Program	MSL Medical Support Liability	WRS Wisconsin Retirement System
EMMA Electronic Municipal Market Access	NAMI National Alliance on Mental Illness	WWBIC Wisconsin Women's Business Initiative Center
EMR Emergency Medical Records	NFPA National Fire Protection Association	YE Year End
EMS Emergency Medical Services	NIMS National Incident Management System	
EPA Federal Environmental Protection Agency	NOS Not Otherwise Specified	
EPCRA Emergency Planning and Community Right-to-Know Act	NSIP Nutrition Services Incentive Program	
	OAR Operating After Revocation	
	OWI Operating While Intoxicated	
	PCI Pavement Condition Index	
	PH Public Health	
	PNCC Prenatal Care Coordination Program	

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WAUKESHA COUNTY

Department Heads

Administration	Norman A. Cummings
* Deputy Chief Judge	Jennifer R. Dorow
* Clerk of Courts	Gina M. Colletti
Corporation Counsel	Erik G. Weidig
* County Board Chairperson	Paul L. Decker
* County Clerk	Kathleen O. Novack
* County Executive	Paul Farrow
* District Attorney	Susan L. Opper
Emergency Preparedness	Gary Bell
Federated Library	Connie Meyer
Health & Human Services	Antwayne Robertson
Medical Examiner	Lynda M. Biedrzycki
Parks & Land Use	Dale R. Shaver
Public Works	Allison M. Bussler
* Register of Deeds	James R. Behrend
* Sheriff	Eric J. Severson
* Treasurer	Pamela F. Reeves
University of Wisconsin-Extension	Jerry Braatz
* Elected Position	