

Parks, Environment, Education, & Land Use

TABLE OF CONTENTS

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

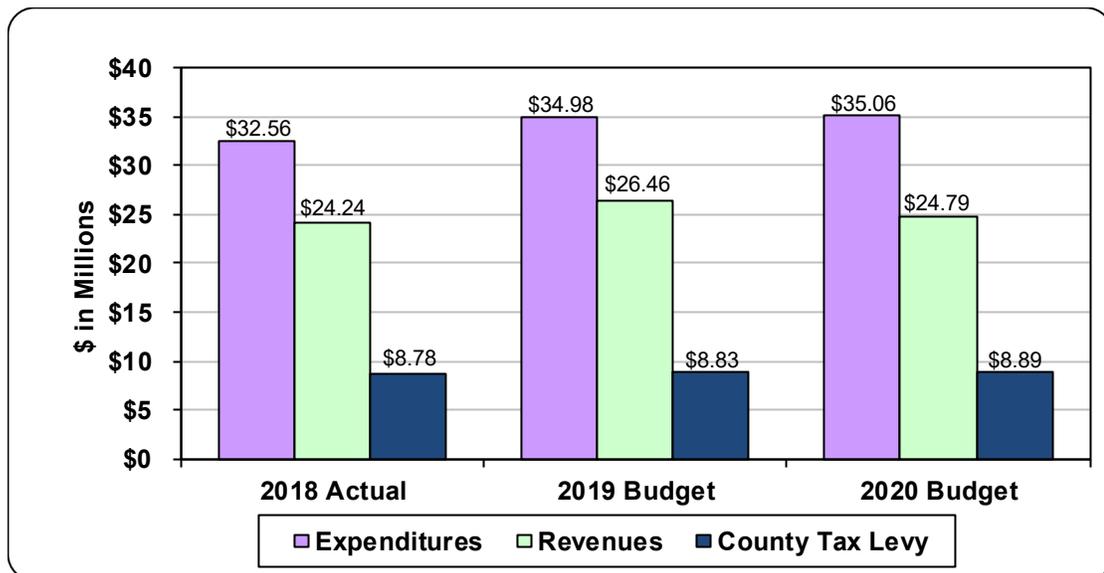
Parks, Environment, Education and Land Use Functional Area Summary	219
Register of Deeds	
Fund: General	225
University of Wisconsin Extension	
Fund: General	233
Bridges Library System ALL FUNDS	241
Fund: Bridges Library System - County	245
Fund: Bridges Library System - State Aids, Federal & Misc.	248
Fund: CAFÉ Shared Automation	252
Parks and Land Use ALL FUNDS	253
Fund: General	256
Parks Programs	260
Three Year Maintenance and Projects Plan	263
Grounds Maintenance	265
Retzer Nature Center	266
Exposition Center	267
Planning & Zoning	268
Environmental Health	270
Licensing	272
Septic/ Well/ Lab Programs	274
Humane Animal	275
Hazardous Material	277
Land & Water Conservation	278
Hazardous Waste and County Facilities Recycling	280
Land Information Systems	282
Administrative Services	284
Fund: Community Development	285
Fund: Workforce Innovation and Opportunity Act	290
Fund: Walter J. Tarmann - Park & Open Space Land Acquisition	293
Fund: Golf Courses	295
Fund: Ice Arenas	302
Fund: Materials Recycling	306

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 Library System**, provides assistance in the collection and distribution of funds levied by a special Waukesha County Library Tax that is assessed to non-library communities for their use of Waukesha County member libraries, is partially supported through state and federal grants, and coordinates activities for 16 Waukesha County member libraries and 8 Jefferson County libraries since 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. The Workforce Fund works in collaboration with area stakeholders in Waukesha, Ozaukee, and Washington counties to address workforce issues through long-term planning and timely responses to the changing economy.

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 2020 expenditure budget for this functional area totals approximately \$35,064,000, after excluding proprietary fund capitalized fixed asset item purchases, an increase of nearly \$82,400 or 0.2% from the 2019 adopted budget. Revenues in the 2020 budget total about \$24,789,000, after including \$1,109,300 of various fund balance appropriations, which is a decrease of \$1,674,400 or 6.3% from the 2019 base budget of \$26,463,100. The tax levy necessary to fund this functional area totals \$8,886,800, an increase of \$57,200 or 0.6% from the 2019 budget. This functional area uses about 8% the total county tax levy.

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

Functional Area Summary by Agency

	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change from 2019 Adopted Budget	
					\$	%
* TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE*						
Revenues (a)	\$24,239,377	\$26,463,060	\$27,137,760	\$24,788,617	(\$1,674,443)	-6.3%
County Tax Levy	\$8,780,596	\$8,829,546	\$8,829,546	\$8,886,771	\$57,225	0.6%
Expenditure	\$32,561,919	\$34,981,391	\$35,567,980	\$35,063,785	\$82,394	0.2%
Rev. Over (Under) Exp. (d)	\$1,116,921	\$14,570	\$683,643	\$16,300	\$1,730	11.9%
Oper Income/(Loss) (b)	(\$658,867)	\$296,645	(\$284,317)	(\$1,404,697)	(\$1,701,342)	-573.5%

BREAKDOWN BY AGENCY

REGISTER OF DEEDS

Revenues (a)	\$3,395,639	\$3,425,060	\$3,531,649	\$3,490,000	\$64,940	1.9%
County Tax Levy (c)	(\$2,065,301)	(\$2,064,751)	(\$2,064,751)	(\$2,124,751)	(\$60,000)	N/A
Expenditure	\$1,293,673	\$1,360,309	\$1,315,744	\$1,365,249	\$4,940	0.4%
Rev. Over (Under) Exp. (c)	\$36,665	\$0	\$151,154	\$0	\$0	N/A

UW EXTENSION

Revenues (a)	\$113,335	\$108,898	\$140,819	\$107,276	(\$1,622)	-1.5%
County Tax Levy	\$346,763	\$346,763	\$346,763	\$348,763	\$2,000	0.6%
Expenditure	\$429,216	\$455,661	\$452,957	\$456,039	\$378	0.1%
Rev. Over (Under) Exp.	\$30,882	\$0	\$34,625	\$0	\$0	N/A

LIBRARY

Revenues (a)	\$2,250,152	\$2,346,321	\$2,282,962	\$2,503,655	\$157,334	6.7%
County Tax Levy	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Expenditure	\$5,513,569	\$5,855,275	\$5,758,530	\$6,026,104	\$170,829	2.9%
Rev. Over (Under) Exp. (d)	\$236,707	\$14,570	\$47,956	\$16,300	\$1,730	11.9%

PARKS AND LAND USE

Revenues (a)	\$18,480,251	\$20,582,781	\$21,182,330	\$18,687,686	(\$1,895,095)	-9.2%
County Tax Levy	\$6,999,010	\$7,024,010	\$7,024,010	\$7,124,010	\$100,000	1.4%
Expenditure	\$25,325,461	\$27,310,146	\$28,040,749	\$27,216,393	(\$93,753)	-0.3%
Rev. Over (Under) Exp.	\$812,667	\$0	\$449,908	\$0	\$0	N/A
Oper Income/(Loss) (b)	(\$658,867)	\$296,645	(\$284,317)	(\$1,404,697)	(\$1,701,342)	-573.5%

(a) Appropriated fund balance is included in revenues as follows (see department budget pages for more detail):

Department	Fund	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Register of Deeds	General	\$55,520	\$25,000	\$31,999	\$0
UW-Extension	General	\$2,500	\$2,500	\$2,500	\$2,500
Bridges Library	State Aid	\$143,000	\$151,700	\$101,700	\$206,769
Bridges Library	CAFÉ	\$0	\$17,000	\$17,000	\$60,013
Parks and Land Use	General	\$423,276	\$129,196	\$316,155	\$155,000
Parks and Land Use	Tarmann	\$400,000	\$400,000	\$44,750	\$400,000
Parks and Land Use	Golf Courses	\$0	\$0	\$0	\$200,000
Parks and Land Use	Ice Arenas	\$2,640	\$0	\$0	\$0
Parks and Land Use	Recycling/MRF	\$1,415,414	\$1,053,100	\$998,790	\$85,000
Total Fund Balance Appropriation:		\$2,442,350	\$1,778,496	\$1,512,894	\$1,109,282

- (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 an increase of nearly \$90,000 in charges for services, mainly due to an increase of \$161,000 in real estate transfers reflecting recent trends in residential and commercial real estate activity. This is partially offset by a reduction of about \$84,000 in document recording fee revenues due to declining mortgage refinancing activity, and the complete phase out of \$25,000 in General Fund balance used to offset redaction fee revenue discontinued in the 2015 budget.
- **Parks and Land Use General Fund** non-levy revenues in the Parks department increase \$154,500 or 3%. This largely reflects strong growth in various parks fees (including annual stickers, reservations, and camping fees) of \$91,000 to \$1.33 million. The budget also includes increases of \$25,000 in septic permits, \$12,000 in restaurant and retail food licenses, and \$22,000 in erosion control storm water permit fees to better reflect prior and current year experience.
- The **Parks and Land Use General Fund 3-Year Maintenance and Projects Plan** is fully funded in the 2020 budget. The plan increased \$77,000 to \$425,500 largely due to an increase in building and grounds improvements covered with donation revenues. The 2020 budget includes several large projects, including: \$91,500 for a new canoe launch and fishing area at Fox River Park (largely covered with donation revenues), \$41,500 for boardwalk improvements at Retzer Nature Center (partially funded with donation revenues), \$30,000 for the construction of a bypass lane at the Minooka Park entrance for patrons with annual stickers, nearly \$27,500 for the potential demolition or refurbishment of a building at Nashotah Park, \$25,000 for a new roof on the Fox Brook Park lodge, \$20,000 for renovations to the Pewaukee Lake boat launch, \$20,000 for various maintenance projects at the planetarium at Retzer, \$52,900 for various HVAC, electrical, and water heater improvements at several county park facilities, \$32,900 for pavement/parking lot 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 decrease from 2019 budgeted levels for the Community Development Block Grant (CDBG) program by about \$21,900 to \$1,405,000 based on anticipated changes in federal funding. In addition, program expenditures and revenues from HUD for the HOME program are budgeted to decrease by \$115,300. Personnel costs increase by \$88,900 includes \$71,700 of costs for a new 0.84 FTE new programs and projects analyst that is allocated 80% to home and 20 % to CDBG, as the department is bringing the fiscal oversight of HOME and CDBG housing loans in-house to reduce costs associated with program administration. New charges for services related to the new position servicing the loans is budgeted at \$10,750 in CDBG. In home loan fees charges for service is budgeted at \$43,000.
- **Parks and Land Use – Workforce 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 2020 budget includes federal Workforce Innovation Opportunity Act (WIOA) grant funding of \$1,584,700, a decrease of about \$114,000 from the 2019 budget, mostly due to a trend of annual reductions in funding driven by area labor statistics showing a relatively strong local labor market. Funding will be used to mainly provide contracted assistance to adults, youth, and dislocated workers to access employment and other support services to gain employment. The 2020 budget transfers 0.07 FTE of the Workforce Development Board Director to the Parks General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives.
- **Parks and Land Use Tarmann Land Acquisition Fund** expense and revenue budgets continue to be maintained at the 2019 budgeted level of \$400,000. Additional Tarmann Fund balance is anticipated to be used in Parks capital projects in 2020 for pavement management.
- **Parks and Land Use – Golf Course Fund** budget directs the department of Parks and Land Use to initiate a process, whereby it shall lease or sell the Wanaki Golf Course property to a viable, private operator in 2020. If efforts to enter into an agreement with a viable operator are unsuccessful, the department shall operate Wanaki Golf Course for the 2020 golf season; proceed with additional, outlined actions to sell the Wanaki property; and cease county-run golf course actions at Wanaki effective November 1, 2020. In the event the County operates Wanaki Golf Course in 2020, the budget includes anticipated resources and revenues for an additional year of operation, with the added appropriation of \$200,000 of one-time Tarmann Fund balance to mitigate anticipated negative cash flow operations at Wanaki during the 2020 golf season. When combined with the golf courses at

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

Moor Downs and Naga-Waukeee, the golf course fund is budgeted to generate a favorable operating income of about \$38,600.

- **Parks and Land Use – Ice Arena Fund** revenues increase \$35,200 or 3.3%, mainly reflecting an increase in class fees (i.e. “Learn to Skate”), concessions, and public skating fee revenue (primarily at Naga-Waukeee), partially offset by slight decrease in hockey league and contracted ice sales. Cash flow is projected to be about \$8,900 in 2020. Fixed asset improvement projects for 2020 include compressor upgrades and improvements of \$40,000 at Eble Ice Arena.
- **The Parks and Land Use – Material Recovery Facility (MRF) Fund** revenues (including fund balance) are budgeted to decrease nearly \$2.0 million or 41% to \$2.88 million, largely due to a \$1.1 million decrease in material sales revenues resulting from a decline in the budgeted revenue per ton earned on eligible recyclables of \$34 to \$66/ton. The decrease reflects current year trends in recycling revenues, a global decline in market demand for recyclable materials, as well as the impact from a revised agreement with the private MRF operator approved by the County Board in mid-2019. Additionally, another component of the revised MRF agreement increased the processing fee paid to the MRF operator \$603,000 to \$1.57 million, due to an increase in the per ton charge from \$31/ton to \$50/ton. Due to the decline in market conditions, dividend payments (funded with MRF Fund balance) 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, dividend payments (funded with MRF Fund balance) to participating communities are decreased over \$906,000. The 3-year fund balance projections are unsustainable without changes.
- **The Bridges Library System County Library Tax Levy** (applies to Waukesha County non-library residents only) increases by about \$15,200 or 0.4% to \$3,538,700 in 2020. The increase in library tax levy, is primarily due to an increase of nearly \$11,000 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 Library System State Aids Fund** planned use of fund balance increases by \$55,100 to \$206,800 to fund five projects in 2020. These funded projects include \$77,800 for a radio frequency identification (RFID) project to be implemented across participating libraries to increase operational efficiencies and better inventory control, \$50,000 to fund a pilot project for the Hoopla subscription services (e.g. on-demand audiobooks, ebooks, comics, movies, TV shows, etc), \$40,000 to continue digitizing historical documents and newspapers, \$22,500 in continued funding for the *Overdrive* Advantage “Booster” program for the purchase of library e-content, nearly \$8,800 for the purchase of 2D scanners for libraries to automate patron registration and faster checkout of materials on their own personal devices, and nearly \$7,700 for upgrades to the 1,000 Books Before Kindergarten application for better functionality and reporting.
- **Bridges Library System State Aids Fund** personnel costs increase \$120,700, mostly due to the creation of a new 1.00 FTE librarian, who will be responsible for providing consulting and technology support services for libraries. The creation of this new position is offset by a reduced contract for local information technology assistance approved in the 2019 budget. Moving from a contract for services to a full-time staff position is estimated to save the Bridges Library System \$21,000 in the 2020 budget. State aid funding remains at 2019 budgeted levels of approximately \$1,298,000.
- **University of Wisconsin – Extension** tax levy increases \$2,000. Revenue changes include additional State recoveries for postage reimbursement and support staff costs offset with changes in grants. Personnel costs are budgeted to decrease \$4,500 mostly due to reclassifying a Program & Projects Analyst to a Departmental Secretary. Interdepartmental charges increase \$4,000 due to End User Technology charges and indirect costs.

**BUDGETED POSITIONS 2018-2020
SUMMARY BY AGENCY AND FUND**

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2018 Year End	2019 Adopted Budget	2019 Modified Budget	2020 Budget	19-20 Change
REGISTER OF DEEDS	General	16.60	16.60	16.60	16.15	(0.45)
UW-EXTENSION*	General	2.70	2.70	2.70	2.85	0.15
BRIDGES LIBRARY SYSTEM	State Aids Fund	5.75	5.88	5.88	6.95	1.07
	CAFÉ Shared Automation Fund	0.75	0.75	0.75	0.75	0.00
	Subtotal Bridges Library System	6.50	6.63	6.63	7.70	1.07
PARKS & LAND USE	General	82.14	82.66	82.66	82.96	0.30
	Community Development	2.85	2.85	2.85	3.69	0.84
	Workforce Fund	1.00	1.00	1.00	0.93	(0.07)
	Golf Courses	7.05	7.05	7.05	6.82	(0.23)
	Ice Arenas	4.91	4.91	4.91	4.91	0.00
	Materials Recycling Fund	4.53	4.53	4.53	4.53	0.00
	Subtotal Parks & Land Use	102.48	103.00	103.00	103.84	0.84
TOTAL REGULAR POSITIONS		128.28	128.93	128.93	130.54	1.61
TOTAL EXTRA HELP		71.59	68.11	68.11	68.34	0.23
TOTAL OVERTIME		2.30	2.10	2.10	2.22	0.12
TOTAL BUDGETED POSITIONS		202.17	199.14	199.14	201.10	1.96

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

2020 BUDGET ACTIONS:

Register of Deeds

Abolish: 0.75 FTE Support Staff Supervisor
 Transfer In: 0.30 FTE Sr Financial Analyst from Dept. of Emergency Preparedness
 Reclassify: 1.00 FTE Administrative Specialist to Senior Administrative Specialist
 Reduce: 0.04 FTE Overtime

UW-Extension

Increase: 0.15 FTE Administrative Specialist
 Reclassify: 1.00 FTE Programs & Projects Analyst to Departmental Secretary

Bridges Library System

Create: 1.00 FTE Librarian
 Increase: 0.07 FTE Administrative Specialist

Parks - General

Transfer In: 0.15 FTE Parks System Manager from Parks-Golf
 Transfer In: 0.08 FTE Golf Course Clubhouse Supervisor from Parks-Golf
 Transfer In: 0.07 FTE Workforce Development Board Director from Parks-Workforce Fund
 Reclassify: 1.00 FTE Park Programs Specialist to Public Communications Coordinator
 Reclassify: 0.10 FTE Solid Waste Supervisor to Recycling & Solid Waste Supervisor
 Reduce: 0.45 FTE Extra Help
 Increase: 0.12 FTE Overtime

Parks - Community Development

Create: 0.74 FTE Programs & Projects Analyst
 Increase: 0.10 FTE Senior Administrative Specialist
 Increase: 0.02 FTE Overtime

Parks - Workforce Fund

Transfer out:

Parks - Golf

Transfer Out: 0.15 FTE Parks System Manager to Parks-General
 Transfer Out: 0.08 FTE Golf Course Clubhouse Supervisor to Parks-General
 Increase: 0.02 FTE Overtime
 Reduce: 0.72 FTE Extra Help

Parks - Ice

Reduce: 0.04 FTE Extra Help

Parks - Material Recycling Fund

Reclassify: 0.90 FTE Solid Waste Supervisor to Recycling and Solid Waste Supervisor

2019 CURRENT YEAR ACTIONS

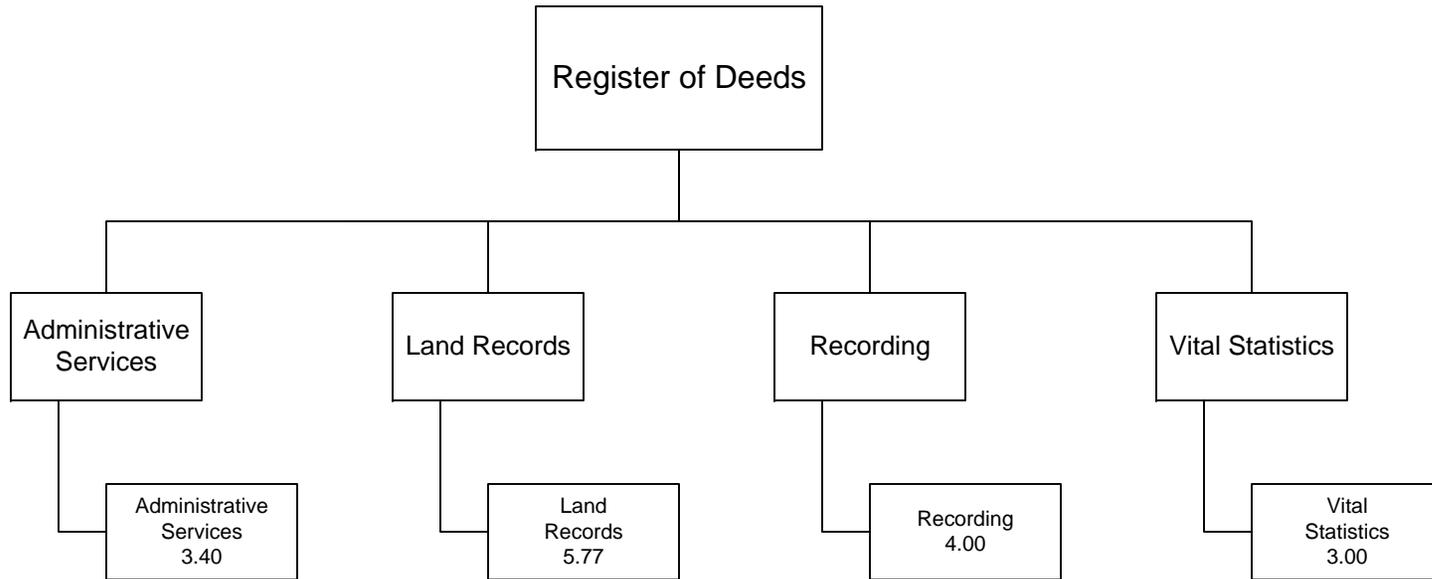
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Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



16.17 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	2018	2019	2019	2020	Change From 2019	
	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	\$3,340,112	\$3,400,060	\$3,499,650	\$3,490,000	\$89,940	2.6%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$7	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance (b)	\$55,520	\$25,000	\$31,999	\$0	(\$25,000)	-100.0%
County Tax Levy (Credit) (a)	(\$2,065,301)	(\$2,064,751)	(\$2,064,751)	(\$2,124,751)	(\$60,000)	N/A
Total Revenue Sources	\$1,330,338	\$1,360,309	\$1,466,898	\$1,365,249	\$4,940	0.4%
Expenditures						
Personnel Costs	\$1,026,339	\$1,124,840	\$1,081,384	\$1,136,699	\$11,859	1.1%
Operating Expenses	\$75,614	\$84,134	\$83,030	\$74,161	(\$9,973)	-11.9%
Interdept. Charges	\$191,720	\$151,335	\$151,330	\$154,389	\$3,054	2.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,293,673	\$1,360,309	\$1,315,744	\$1,365,249	\$4,940	0.4%
Rev. Over (Under) Exp.	\$36,665	\$0	\$151,154	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	16.60	16.60	16.60	16.15	(0.45)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.06	0.06	0.06	0.02	(0.04)
Total FTEs	16.66	16.66	16.66	16.17	(0.49)

(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:

	2018 Actual	2019 Budget	2019 Est.	2020 Budget
Offset one-time redaction revenue used in 2014.	\$50,000	\$25,000	\$25,000	\$0
Purchase Orders and Carryovers from the prior year	\$5,520	\$0	\$6,999	\$0
Total	\$55,520	\$25,000	\$31,999	\$0

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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
# of incidents when a document is marked permanent after the benchmark of 6 business days	2	6	2	2

Customer Service Pillar: High customer satisfaction

Objective 2: Service Delivery

Provide desired services to clients efficiently. (Administrative Services)

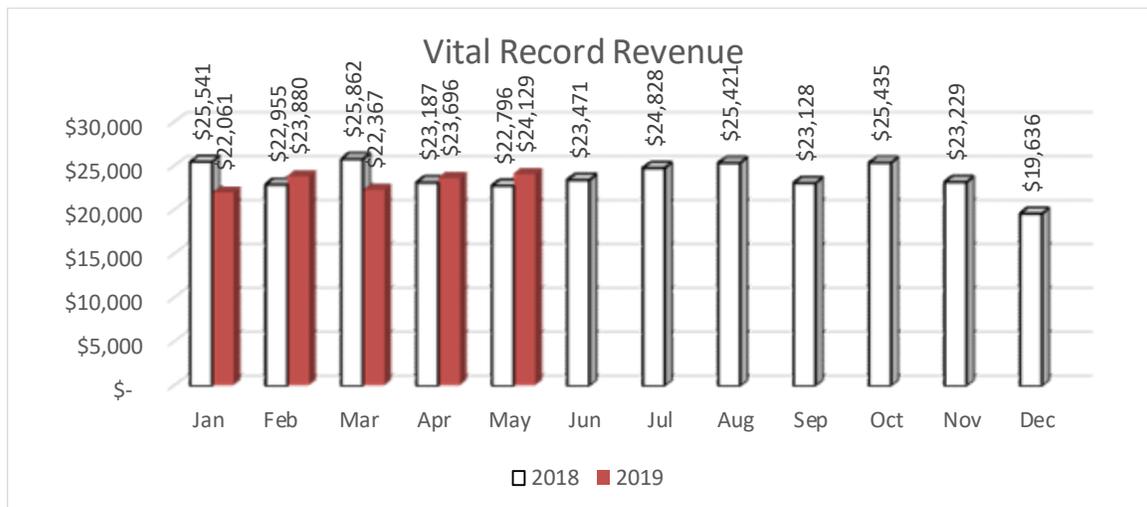
Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests.

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Total transactions via Internet	3,113	3,400	3,414	3,500
Walk-in document requests	2,782	3,000	2,762	3,000
Phone-in document requests	4,142	3,500	4,299	3,800
Mail-In document requests	416	300	465	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.



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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.20	3.10	3.10	3.40	0.30
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,023,544	\$1,839,000	\$2,006,000	\$2,000,000	\$161,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$7	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$5,520	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$1,436,765)	(\$1,468,690)	(\$1,468,690)	(\$1,601,398)	(\$132,708)
Total Revenues	\$592,306	\$370,310	\$537,310	\$398,602	\$28,292
Personnel Costs	\$277,750	\$324,205	\$316,902	\$364,908	\$40,703
Operating Expenses	\$27,149	\$28,794	\$20,886	\$15,937	(\$12,857)
Interdept. Charges	\$18,057	\$17,311	\$18,526	\$17,757	\$446
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$322,956	\$370,310	\$356,314	\$398,602	\$28,292
Rev. Over (Under) Exp.	\$269,350	\$0	\$180,996	\$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 \$161,000 to \$2,000,000. This is composed of an increase in real estate transfer fees of \$161,000, reflecting a continuing trend in increasing residential and commercial real estate activity.

Personnel costs increase by \$40,703, reflecting costs to continue for 3.40 FTEs, transfer of 0.30 FTE of the senior financial analyst position from Emergency Preparedness to the ROD, and a reclassification 0.50 FTE administrative specialist to senior administrative specialist. Operating expenses are budgeted to decrease by \$12,900 primarily related to the removal of one-time expenses for land records vault improvements. Interdepartmental charges are budgeted to increase by about \$400 mainly due to an increase in computer maintenance, offset by decreases in records storage and copier replacement.

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	7.05	6.05	6.05	5.77	(0.28)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,031,079	\$1,221,060	\$1,130,000	\$1,130,000	(\$91,060)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance (b)	\$50,000	\$25,000	\$31,999	\$0	(\$25,000)
County Tax Levy (Credit)(a)	(\$834,777)	(\$759,194)	(\$759,194)	(\$674,990)	\$84,204
Total Revenues	\$246,302	\$486,866	\$402,805	\$455,010	(\$31,856)
Personnel Costs	\$412,218	\$356,921	\$366,016	\$322,978	(\$33,943)
Operating Expenses	\$40,350	\$47,240	\$54,394	\$47,874	\$634
Interdept. Charges	\$122,887	\$82,705	\$81,710	\$84,158	\$1,453
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$575,455	\$486,866	\$502,120	\$455,010	(\$31,856)

Rev. Over (Under) Exp.	(\$329,153)	\$0	(\$99,315)	\$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.

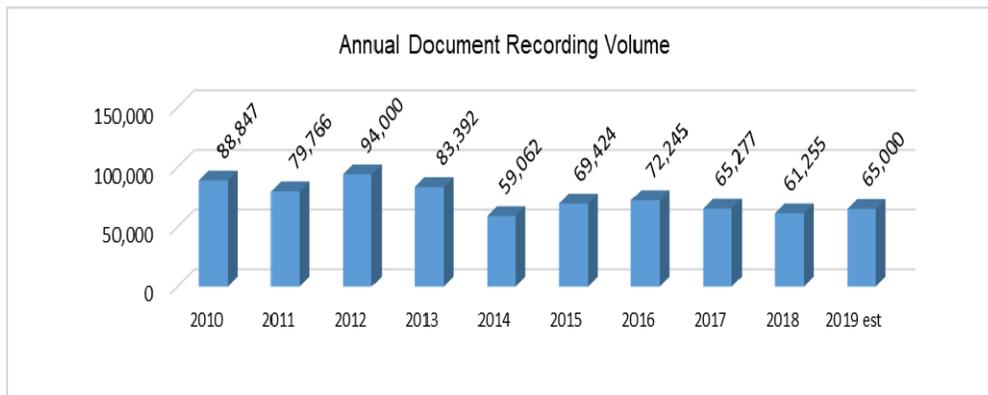
(b) Fund balance was added in the 2015 budget to offset the loss of redaction fee revenue

Program Highlights

Charges for services decrease by nearly \$91,100 mainly reflecting an adjustment of \$84,000 to document recording based on prior year history and current year estimates. General Fund balance is reduced by \$25,000 to \$0 due to the phasing out of fund balance meant to offset the one-time use of redaction fee revenues in 2015.

Personnel costs are budgeted to decrease by approximately \$33,900, largely reflecting the abolishment of 0.75 FTE support staff supervisor (following retirement at the end of the first quarter of 2020), transfer of 0.50 FTE administrative assistant from the Recording program, reduction of 0.03 FTE overtime, and offset by costs to continue for the remaining 5.27 FTE staff. Operating expenses are budgeted to increase by \$600, due primarily to an increase of \$500 in software license costs for land records software. Interdepartmental charges are budgeted to increase by nearly \$1,500, primarily due to increases in postage and computer maintenance costs.

State and County Recording Fees	2019	2020
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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.41	4.51	4.51	4.00	(0.51)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$80,000	\$83,650	\$80,000	\$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)	\$256,344	\$230,076	\$230,076	\$223,839	(\$6,237)
Total Revenues	\$256,344	\$310,076	\$313,726	\$303,839	(\$6,237)
Personnel Costs	\$234,469	\$271,616	\$253,597	\$265,597	(\$6,019)
Operating Expenses	\$0	\$1,350	\$350	\$350	(\$1,000)
Interdept. Charges	\$36,497	\$37,110	\$36,860	\$37,892	\$782
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$270,966	\$310,076	\$290,807	\$303,839	(\$6,237)
Rev. Over (Under) Exp.	(\$14,622)	\$0	\$22,919	\$0	\$0

Program Highlights

Charges for services revenues are budgeted to remain at 2019 levels of \$80,000 for direct recognition of non-certified image sales for high volume customers previously recognized in the Department of Administration Records Management division (DOA-RM). The transfer of charges between departments reflected DOA-RM's transition to the general fund in 2019.

Personnel costs are budgeted to decrease by \$6,000 reflecting costs to continue for 4.00 FTEs, the reclassification of 0.50 FTE administrative specialist position to senior administrative specialist, the transfer out of 0.50 FTE administrative assistant to the Land Records program, and a reduction of 0.01 FTE overtime costs. Operating expenses decrease by \$1,000, primarily due to a reduction of \$850 in outside microfilming charges, based on current year estimates. Interdepartmental charges increase by nearly \$800 primarily due to an increase in computer maintenance charges.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	194	190	205	195	5

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.00	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	\$285,489	\$260,000	\$280,000	\$280,000	\$20,000
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)	(\$50,103)	(\$66,943)	(\$66,943)	(\$72,202)	(\$5,259)
Total Revenues	\$235,386	\$193,057	\$213,057	\$207,798	\$14,741
Personnel Costs	\$101,902	\$172,098	\$144,869	\$183,216	\$11,118
Operating Expenses	\$8,115	\$6,750	\$7,400	\$10,000	\$3,250
Interdept. Charges	\$14,279	\$14,209	\$14,234	\$14,582	\$373
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$124,296	\$193,057	\$166,503	\$207,798	\$14,741
Rev. Over (Under) Exp.	\$111,090	\$0	\$46,554	\$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 \$20,000, based on increased revenue associated with statewide vital record issuance, which began in January 2017 (allowing for the purchase of vital records outside of the originating city/county) and the impending mandatory requirement for Real ID (i.e. identification cards with federally established security standards) coming in 2020, which requires a birth certificate to be presented for renewal of drivers licenses.

Personnel costs increase by \$11,100 reflecting costs to continue for 3.00 FTEs. Operating expenses increase by \$3,250, due primarily to an increase in outside printing costs for security paper associated with increased demand for vital records copies. Interdepartmental charges increase by nearly \$400 due to an increase in computer maintenance costs.

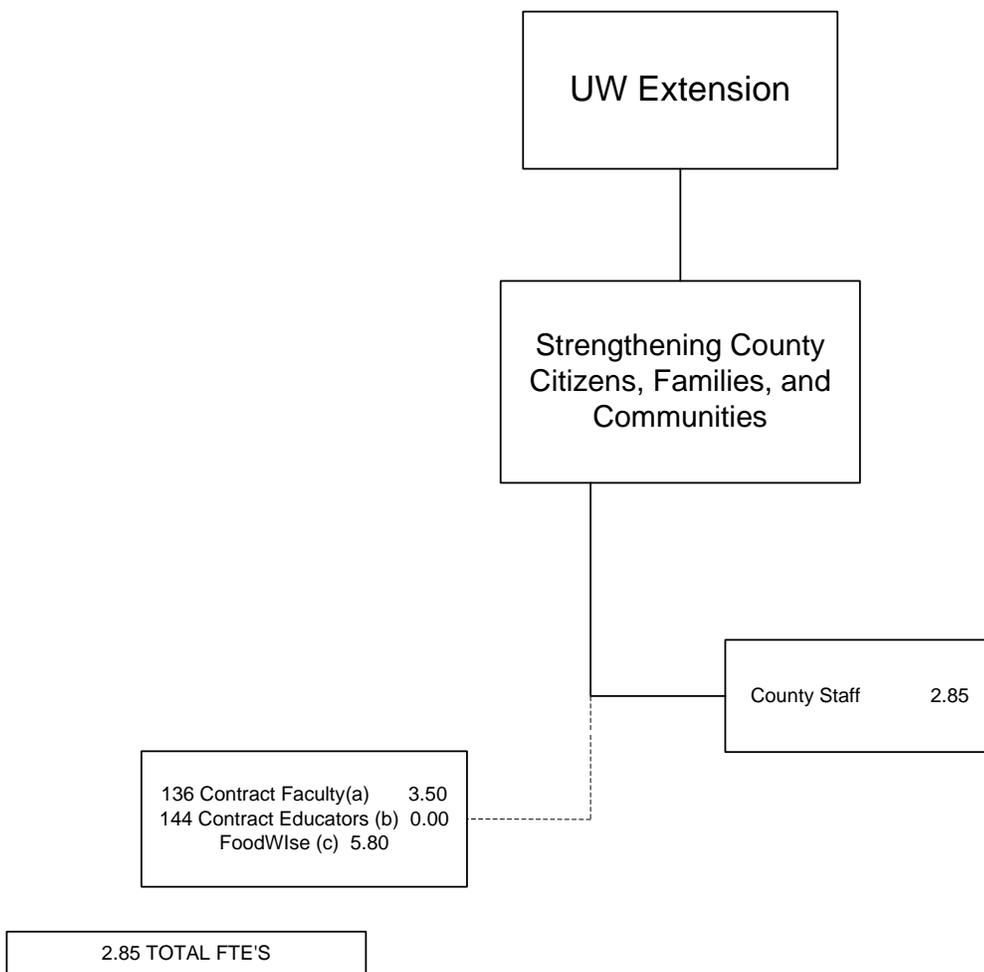
Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of Certified Copies Issued					
Birth	12,688	13,000	13,000	13,000	0
Death	55,019	55,000	55,000	55,000	0
Marriage	10,000	8,000	10,000	10,000	2,000
Divorce	109	80	80	80	0

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 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.

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	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government (a)	\$0	\$4,000	\$0	\$0	(\$4,000)	-100.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$71,196	\$68,655	\$69,235	\$57,860	(\$10,795)	-15.7%
Interdepartmental	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
Other Revenue	\$37,139	\$31,243	\$66,584	\$44,416	\$13,173	42.2%
Appr. Fund Balance (b)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	0.0%
County Tax Levy (Credit)	\$346,763	\$346,763	\$346,763	\$348,763	\$2,000	0.6%
Total Revenue Sources	\$460,098	\$455,661	\$487,582	\$456,039	\$378	0.1%
Expenditures						
Personnel Costs	\$164,154	\$177,628	\$164,379	\$173,120	(\$4,508)	-2.5%
Operating Expenses	\$185,359	\$222,889	\$233,809	\$223,736	\$847	0.4%
Interdept. Charges	\$79,703	\$55,144	\$54,769	\$59,183	\$4,039	7.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures (b)	\$429,216	\$455,661	\$452,957	\$456,039	\$378	0.1%
Rev. Over (Under) Exp.	\$30,882	\$0	\$34,625	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.70	2.70	2.70	2.85	0.15
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	2.85	0.15

(a) The Froedtert Community Memorial Grant of \$4,000 in the 2019 Adopted Budget was reclassified from general government to other revenue for the 2020 budget.

(b) Fund balance appropriation	2018 Actual	2019 Budget	2019 Est.	2020 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.	2018	2019	2019	2020	Position Change
	Actual	Adopted	Estimate	Budget	
State 136 Contract (c)	4.50	3.50	3.50	3.50	0.00
Grant Funded State 144 Contract (d)	0.20	0.00	0.00	0.00	0.00
FoodWise (formally WNEP) (e)	7.10	7.10	6.80	5.80	(1.30)
Other State Funded areas (f)	0.80	2.00	2.00	2.50	0.50
Total (Non-County)	12.60	12.60	12.30	11.80	(0.80)

- (c) 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.
- (d) 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.
- (e) 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.
- (f) Starting In 2019, the UW-Extension Area Extension Director (Department Head) was funded 100% with state funding, and is no longer on the 136 contract. The Community Educator is paid 100% through grants, tax levy from Jefferson County 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 UW-Madison 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 2018 was 35,710 and estimated for 2019 is 32,800 and budgeted for 2020 is 34,000.

Program Highlights

General government revenues decreased \$4,000 due to reclassifying the Froedtert Community Memorial Grant to other revenues in the 2020 budget. (See other revenues).

Charges for services revenue decreased about \$10,800 from the 2019 budget. This is mainly due to the Emerging Leaders Department of Public Instruction (DPI) grant not being available in 2020. The Greater Milwaukee Foundation grant will continue through part of 2020 allowing for a decrease in amount of money needed to be charged for services.

Interdepartmental revenues remain the same as 2019 due to an HHS partnership that is serving at risk youth participating in the Juvenile Community Garden program.

Other revenues increased \$13,200 partially due to reclassifying \$5,500 from the Froedtert Community Memorial Grant (previously budgeted in general government in 2019). The department will continue to provide the StrongBodies program in three locations with a combination of support from the Community Memorial Hospital and program revenue (charges for services). In addition, the department is continuing to budget over \$6,500 in recoveries for postage reimbursement from the UW-Madison Division of Extension office and reimbursable staff costs of around \$8,000 (0.15 FTE). There is also a \$20,300 carryover (decrease of \$3,300 from the 2019 budget) due to the 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.

Personnel costs decreased \$4,500 mostly due to reclassifying a programs & projects analyst to a departmental secretary. This is partially offset by the cost to continue of existing staff and increasing 0.15 FTE administrative specialist position.

Operating expenses are budgeted to increase \$800 with 2019 at approximately \$223,700 mainly due to costs related to department programming remaining the same. 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-Madison Division of Extension will continue to assume responsibility for 100% of the Area Extension Director position (Department Head).

Interdepartmental charges increased about \$4,000 as a result of End User Technology Fund charges and indirect costs.

Major Departmental Strategic Plan Objectives

Finance Pillar: Protect taxpayer investments

Objective 1: Garden and Landscape Diagnostics and Education

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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of Individual Contacts through Horticulture Helpline	314	400	375	400
Number of Individuals Receiving in Person Diagnostic Services by Visiting UW-Extension Office*	63	45	55	50
Number of Horticulture Helpline Hours volunteered by Master Gardeners in Waukesha County	184	210	190	200

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

Objective 2: Green Industry Education

Conduct green industry professional training sessions.

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

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of Participants who Report an Increase in Knowledge as a Result of the Training	83%	85%	94%	95%
Number of Employees in the Green Industry Trained	494	685	450	600
Number of Employees that indicate that educational workforce training sessions increase their awareness of practices that protect the environment	83%	80%	80%	85%

Objective 3: Enhancing Organizational Effectiveness

Facilitate processes to enhance the effectiveness of organizations

Increase effectiveness of organizations by facilitating processes, conducting needs assessments, collecting and analyzing data for performance measurement, identifying funding opportunities, and engaging staff in Real Colors® personality exercises.

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of Organizations Engaged	3	3	5	6
Revenue Generated	\$48,000	\$50,000	\$50,000	\$55,000
Percent of Participants who Report an Increase in Knowledge	85%	85%	85%	87%

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

Objective 4: Nutrition Education

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

FoodWise (formally 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of Community Partner Agencies	68	75	65	60
Number of Program Contacts	16,610	17,600	16,000	15,500
Number of Eating Smart Being Active Participants (ESBA)	102	140	100	100
Number of Youth Expanded Food and Nutrition Education Program (EFNEP) Participants	1,403	926	900	800

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
- FY20 – 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Percentage of Participants Who Report Intent to Increase Fruit and Vegetable Consumption	86%	88%	88%	89%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	89%	81%	89%	90%
Percent of Participants Who Report Improvement in food budgeting practices	75%	77%	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
- FY20 – program will be 40% EFNEP funded and 60% SNAP funded

Objective 5: 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of StrongBodies Locations	7	7	6	9
Number of StrongBodies Participants	165	180	173	240
Number of Volunteers Trained	2	6	4	6
Percent Reporting Increased Strength	90%	90%	90%	90%

Quality Pillar: High standards of service excellence

Objective 6: 4-H Youth Leadership Training

Preparing the leaders of tomorrow by providing practical leadership training and hands-on learning experiences ranging from robotics to 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of 4-H Leader Trainings	16	7	20	25
Number of Certified Adult Leaders	230	325	173	240
Establish new community partnerships to diversify and secure funding to enhance the positive youth development program	27	50	60	60

Objective 7: 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of Participants	49	50	50	50
Percent of Participants who Report an Increase in Knowledge	100%	90%	90%	90%
Percent of Participants Who Enhance Understanding of Plan Commissioner Role	94%	90%	90%	90%

Objective 8: 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Certified Volunteers	251	235	260	265
Volunteers Trained	121	175	175	175
Volunteer Hours	15,047	16,350	15,150	15,200

General Fund

UW-Extension

Grant Funding

Grant Title	Funding Source	Funding Administration	2018 Actual Award	2019 Budgeted Award	2019 Estimated Award	2020 Budget
Sussex Community Development	Sussex	Village of Sussex	\$0	\$0	\$0	\$0
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private - Greater MKE Foundation	County	\$30,000	\$23,564	\$23,564	\$20,272
Strong Women	Community Memorial Hospital	County	\$0	\$4,000	\$5,445	\$5,500
Sub Total County UW Ext. Administered Grants			\$30,000	\$27,564	\$29,009	\$25,772
Subtotal State/Nonprofits/ Other Administered Grants (a)	USDA	SNAP	\$608,305	\$575,341	\$575,341	\$392,907
ProHealth TowerHill Education Outreach Project (b)	ProHealth Care	ProHealth Care	\$20,000	\$35,000	\$35,000	\$35,000
Rural Business Development Grant (c)	USDA	USDA	\$70,981	\$70,981	\$0	\$0
Discover New Berlin Project (d)	New Berlin	New Berlin	\$18,000	\$18,000	\$18,000	\$0
Tower Hill Neighborhood Assoc. (CDBG) (e)	CDBG	CDBG	\$0	\$0	\$0	\$15,267
Total UW Extension Grants			\$747,286	\$726,886	\$657,350	\$453,679

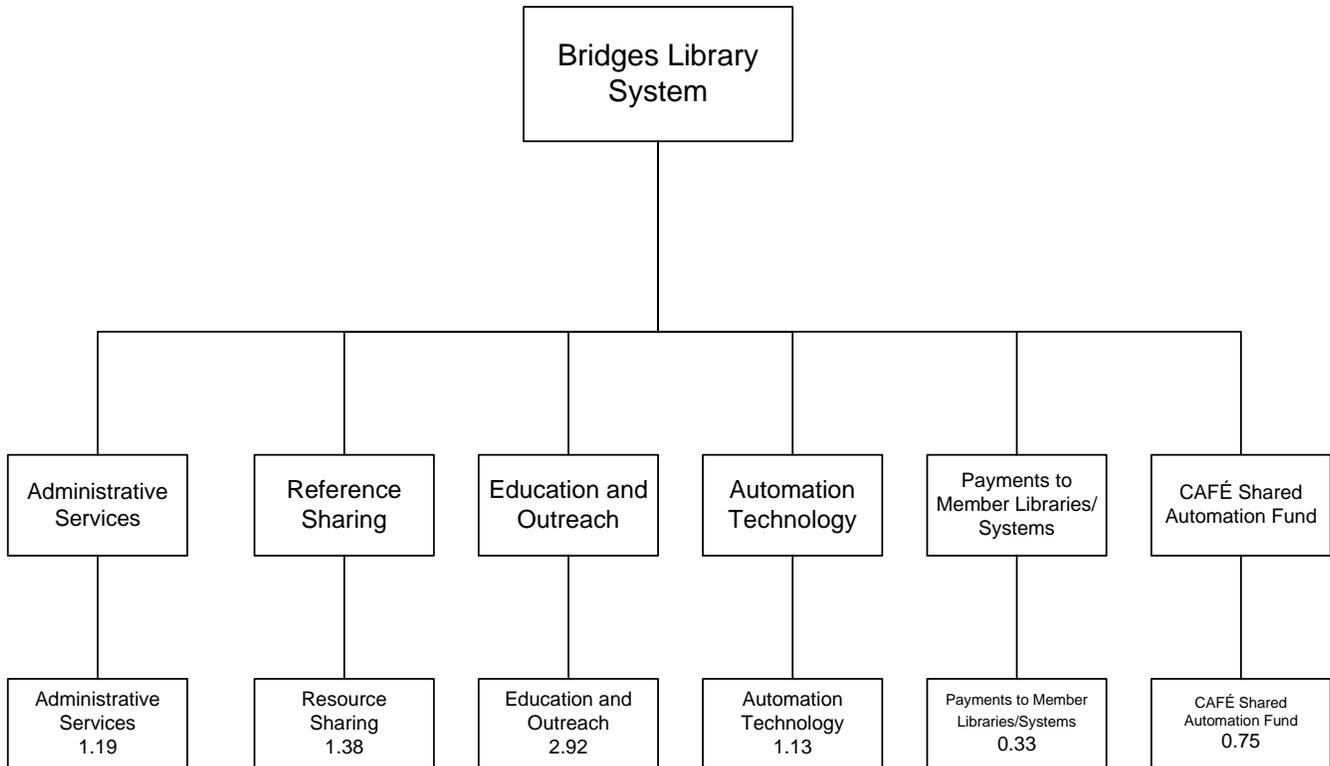
These State administered grants/funds do not run through the county’s budget because they have been awarded to other agencies to administer, but **provide benefits to Waukesha County residents.**

- (a) For the 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). For the 2020 budget, this consists of \$392,907 of FoodWise funding (including SNAP-Ed funding of \$249,026 and EFNEP funding of \$143,881).
- (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.
- (e) CDBG is a grant for the strategic plan for the Towerhill Neighborhood Association in a neighborhood revitalization strategy area.

Bridges Library System

BRIDGES LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.70 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 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 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 and Jefferson County citizens. This budget incorporates important strategic priorities into the library system’s service program and does so without sacrificing core services.

Financial Summary	2018 Actual	2019 Adopted Budget	2019 Estimate	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
County Library Fund						
Revenue	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (TNR)	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Expenditures	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
State Aids, Federal & Misc.						
Revenue (a)	\$1,821,586	\$1,902,419	\$1,836,756	\$2,002,808	\$100,389	5.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,633,792	\$1,902,419	\$1,812,881	\$2,002,808	\$100,389	5.3%
Rev. Over (Under) Exp.	\$187,794	\$0	\$23,875	\$0	-	N/A
CAFÉ Shared Automation Fund						
Revenue	\$428,566	\$443,902	\$446,206	\$500,847	\$56,945	12.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$379,653	\$429,332	\$422,125	\$484,547	\$55,215	12.9%
Rev. Over (Under) Exp.	\$48,913	\$14,570	\$24,081	\$16,300	\$1,730	11.9%
Total All Funds						
Revenue (a)	\$2,250,152	\$2,346,321	\$2,282,962	\$2,503,655	\$157,334	6.7%
County Tax Levy (TNR)	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Expenditures	\$5,513,569	\$5,855,275	\$5,758,530	\$6,026,104	\$170,829	2.9%
Rev. Over (Under) Exp.	\$236,707	\$14,570	\$47,956	\$16,300	\$1,730	11.9%
Position Summary (FTE)						
Regular Positions	6.50	6.63	6.63	7.70	1.07	
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	6.63	6.63	7.70	1.07	

(a) State Aids Fund balance uses include:

	2018 Actual	2019 Budget	2019 est.	2020 Budget
Wisconsin Digital Library - Advantage Program	\$30,000	\$30,000	\$30,000	\$22,500
Pilot Hoopla Project to Gather Data	\$0	\$0	\$0	\$50,000
Library Technology Projects	\$54,000	\$0	\$0	\$86,589
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$9,000	\$1,700	\$1,700	\$0
Digitization of Historical Newspapers	\$50,000	\$50,000	\$50,000	\$40,000
Data Analytics Project	\$0	\$50,000	\$0	\$0
Network Equipment	\$0	\$20,000	\$20,000	\$0
Library System App Upgrade	\$0	\$0	\$0	\$7,680
Total	\$143,000	\$151,700	\$101,700	\$206,769

Major Departmental Strategic Plan Objectives

Finance Pillar

Objective 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: Increase the libraries' share of Gale Courses to 100% of the subscription cost in 2020.

Objective 2: Incentivize Operational Efficiencies at the Local Library Level

Collaborate with other library systems on an RFID (radio frequency identification) project to convert as many libraries as possible to RFID technology by offering financial assistance with purchasing tags for libraries' book collections. RFID tagging helps libraries manage their inventory, increases workflow efficiencies, and improves patron satisfaction.

Performance Measure: Help convert at least 5 libraries to RFID technology in 2020.

Objective 3: Reduce Libraries Cost on System-Wide Databases

Offering access to databases that are the same for all the citizens in Waukesha County is a worthy goal but results in mandatory fees for resources some libraries don't find valuable. Not only is it unsustainable for some libraries, it limits libraries' ability to be innovative in offering new resources.

Performance Measure: Reduce mandatory database fees by 36% in 2020 by eliminating a system-wide database as recommended by the library directors.

Quality Pillar

Objective 4: Provide Sound and Robust Technology Infrastructure and Support for Basic Operations to Help Libraries Utilize Technology to Operate Effectively

Move from a contract for technology support successfully piloted in 2019 to creating 1 FTE librarian position. This person would assist libraries with their local technology needs.

Performance Measure: At least 50% of the libraries request assistance from the technology librarian in 2020.

Objective 5: Offer support and leadership that will ensure libraries operate in a stable technological environment positioning the library system to offer an innovative approach to future technology developments.

Performance Measure: Pilot Hoopla in 2020, an electronic resource that offers on-demand access, by offering a basic subscription that allows access at all libraries so that data can be gathered by each library to measure its local demand.

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	2018	2019	2019	2020	Change From 2019	
	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	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit) (a)	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Total Revenue Sources	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,500,124	\$3,523,524	\$3,523,524	\$3,538,749	\$15,225	0.4%
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 Library System 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 2020 budget, the TNR residents borrowed 18.379% of the materials at libraries, and the ordinance calls for them to be taxed for 18.379% 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 \$4,272 or 31.3% to \$17,922 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 2019 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 18.379% for the 2020 budget) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

ESTIMATED 2019 LIBRARY TAX LEVY FOR 2020 BUDGET PURPOSES					
Category		2018 for 2019 Budget Purposes	2019 for 2020 Budget Purposes	\$ Change	% Change
Expenditures (2 years prior)		\$18,533,246	\$19,017,650	\$484,404	2.6%
Revenues (2 years prior)	-	\$18,996,600	\$19,558,579	\$561,979	3.0%
Overage or (lapse) - 2 years prior		-\$463,354	-\$540,929	-\$77,575	16.7%
Projected budget - year prior	+	\$19,381,609	\$19,697,359	\$315,750	1.6%
Calculated allowable expenditures		\$18,918,255	\$19,156,430	\$238,175	1.3%
Countywide TNR percent 2 years prior	x	18.553%	18.379%	N/A	-0.9%
County levy (TNR % times allowable expenditures)		\$3,509,874	\$3,520,827	\$10,953	0.3%
Intercounty Funding	+	\$13,650	\$17,922	\$4,272	31.3%
Total		\$3,523,524	\$3,538,749	\$15,225	0.4%

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 by 0.5% in TNR areas and increased by 0.4% in Waukesha County overall resulting in an overall decrease in the TNR proportionate use from 18.553% to 18.379%. Libraries' digital usage has exploded with a one year increase of 23% in both TNR areas and in Waukesha County. Digital circulations are approaching 500,000 items and represent a significant shift in library services. Libraries are challenged to offer both traditional and digital formats with very tight local budget constraints. It should be noted that the higher percent of TNR usage for digital items is now documented and stable. Digital circulations are not currently factored into the county's reimbursement formula. This will undoubtedly become a part of future formula discussion during county library planning. A modest increase in library expenditures and decreased circulation of physical items resulted in the .4% increase in in-county funding.

Activity	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2019 - 2020 % Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	828,806	845,212	815,994	811,587	-0.5%
Total In-County Circulation	4,348,176	4,475,561	4,398,215	4,415,755	0.4%
Percent Non Library Community Borrowing of Total County Borrowing	19.061%	18.885%	18.553%	18.379%	-0.9%
Digital Circulation to residents subject to library tax (2 yrs prior to budget year)	64,403	71,876	78,318	96,777	23.6%
Total In-County Digital Circulation	281,644	321,937	349,775	430,247	23.0%
Percent Non Library Community Borrowing of Total County Borrowing of Digital Materials	22.867%	22.326%	22.391%	22.493%	0.5%
Adjacent County Funding		2018	2019	2020	2019-2020 \$ Change
Payments made <u>by</u> Waukesha County to adjacent county libraries		\$12,764	\$13,650	\$17,922	\$4,272
Payments made <u>to</u> Waukesha County libraries by adjacent counties (a)		\$434,153	\$422,684	\$515,660	\$92,976
Net Waukesha County Position		\$421,389	\$409,034	\$497,738	\$88,704

(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.

2019-2020 Library Tax Levy Distribution

Library	2019 Distribution	2020 Distribution	19 vs. 20 \$ Change	19 vs. 20 % Change
Big Bend	\$20,862	\$21,913	\$1,051	5.04%
Brookfield	\$277,831	\$273,017	-\$4,814	-1.73%
Butler	\$5,736	\$6,069	\$333	5.81%
Delafield	\$327,594	\$333,124	\$5,530	1.69%
Eagle	\$28,094	\$26,689	-\$1,405	-5.00%
Elm Grove	\$31,710	\$33,443	\$1,733	5.47%
Hartland	\$231,695	\$236,980	\$5,285	2.28%
Menomonee Falls	\$33,240	\$31,578	-\$1,662	-5.00%
Mukwonago	\$404,298	\$409,900	\$5,602	1.39%
Muskego	\$51,254	\$53,968	\$2,714	5.30%
New Berlin	\$24,962	\$24,023	-\$939	-3.76%
North Lake	\$79,216	\$81,890	\$2,674	3.38%
Oconomowoc	\$280,526	\$279,011	-\$1,515	-0.54%
Pewaukee	\$113,845	\$108,895	-\$4,950	-4.35%
Sussex	\$457,450	\$463,088	\$5,638	1.23%
Waukesha	\$1,141,561	\$1,137,239	-\$4,322	-0.38%
Subtotal Pmt to Waukesha Co. Libraries	\$3,509,874	\$3,520,827	\$10,953	0.31%
Intercounty Payments	\$13,650	\$17,922	\$4,272	31.30%
Total Library Tax Levy Distribution	\$3,523,524	\$3,538,749	\$15,225	0.4%

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. No increase in state aid is projected for 2020.

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$1,274,606	\$1,297,788	\$1,302,788	\$1,338,488	\$40,700	3.1%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$393,780	\$435,431	\$417,828	\$443,305	\$7,874	1.8%
Interdepartmental	\$0	\$6,500	\$0	\$3,000	(\$3,500)	-53.8%
Other Revenue	\$10,200	\$11,000	\$14,440	\$11,246	\$246	2.2%
Appr. Fund Balance (a)	\$143,000	\$151,700	\$101,700	\$206,769	\$55,069	36.3%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,821,586	\$1,902,419	\$1,836,756	\$2,002,808	\$100,389	5.3%
Expenditures						
Personnel Costs	\$542,554	\$563,409	\$564,470	\$684,138	\$120,729	21.4%
Operating Expenses	\$965,880	\$1,204,826	\$1,118,357	\$1,184,486	(\$20,340)	-1.7%
Interdept. Charges	\$125,358	\$134,184	\$130,054	\$134,184	\$0	0.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,633,792	\$1,902,419	\$1,812,881	\$2,002,808	\$100,389	5.3%
Rev. Over (Under) Exp.	\$187,794	\$0	\$23,875	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	5.75	5.88	5.88	6.95	1.07
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	5.88	5.88	6.95	1.07

(a) Library State Aid Fund balance Uses:

	2018 Actual	2019 Budget	2019 est.	2020 Budget
Wisconsin Digital Library - Advantage Program	\$30,000	\$30,000	\$30,000	\$22,500
Pilot Hoopla Project to Gather Data	\$0	\$0	\$0	\$50,000
Library Technology Projects	\$54,000	\$0	\$0	\$86,589
Accessibility Scans for libraries to gauge their Americans with Disabilities Act compliance	\$9,000	\$1,700	\$1,700	\$0
Digitization of Historical Newspapers	\$50,000	\$50,000	\$50,000	\$40,000
Data Analytics Project	\$0	\$50,000	\$0	\$0
Network Equipment	\$0	\$20,000	\$20,000	\$0
Library System App Upgrade	\$0	\$0	\$0	\$7,680
Total	\$143,000	\$151,700	\$101,700	\$206,769

Program Highlights

General government revenues increase by \$40,700 or 3.1% from 2019 budgeted levels due to federally funded LSTA grants to be received from the Department of Public Instruction for a collaborative technology project of \$25,700 and \$15,000 for learning projects connected to youth services. 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 \$7,900 or 1.8%, largely based on the libraries paying for increased shares of collaborative purchases of Gale Courses (online classes) of \$15,700 to about \$55,000 and increased electronic content charges related to the advantage program of \$22,500 to \$67,500. There is also a 6.1% increase in funding from Lakeshores Library System as a result of increased cost per circulation. The funding level increases by nearly \$11,300 to \$195,505. 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. These increases are partially offset by decreases in database charges to member libraries of nearly \$30,000 due to the elimination of the Reference USA databased based on usage and value of the existing databases moving forward, as well as a decline in continuing education cross-charges of \$11,250 based on current year estimates of joint-programs with area library systems.

Interdepartmental revenue is decreased by \$3,500 primarily as a result of removing the administrative oversight charge assessed to CAFÉ. The \$3,000 budgeted is excess revenue from prior year e-commerce fees brought into the budget to offset the bank fees associated with processing credit card transactions.

State Library Aids Fund Balance appropriations increase by \$55,100 to \$206,769. Project expenditures are related to strategic priorities identified in the 2018 strategic planning process. A collaborative library system RFID (radio frequency identification) project is planned with Kenosha County Library System, Arrowhead Library System, Lakeshores Library System funded by an LSTA grant. Reserve funds of \$77,800 are budgeted to expand the project to incentivize libraries to implement RFID technology which increases operational efficiencies and allows for better inventory control. The budget includes a \$50,000 pilot project to fund a basic subscription to on-demand Hoopla digital resources (e.g. movies, TV shows, audiobooks, ebooks, comics, etc.) to gather usage data. This budget continues to fund a pair of 2019 initiatives, including \$40,000 to continue digitizing historical local newspapers, and \$22,500 to continue investing in extra digital content in the Wisconsin Digital Library's Advantage Program for the purpose of reducing wait times. Note, the library system is in the process of gradually shifting the responsibility for purchasing content to the libraries over the next several budgets. State Library Aids Fund Balance also includes \$8,775 to purchase 2D scanners for libraries that can be used to automate more of the patron registration process and would enable patrons to checkout by using the scanned image of their library card on their own devices, and \$7,680 to upgrade the 1,000 Books Before Kindergarten app to version 3.0 to offer additional functionality and reporting.

Personnel costs increase by \$120,700 or 21.4% mostly as a result of creating 1.00 FTE librarian, responsible for providing consulting and technology support services for libraries. The budget also increases the administrative specialist position from 0.63 FTE to 0.70 FTE to reflect actual hours needed to cover position responsibilities, and the cost to continue of the remaining 5.25 FTE positions. The need for tech support in libraries was articulated clearly during the strategic planning process and resulted in the library system funding a contract for technology support services in 2019 at a modified cost of \$114,000. Moving from a contract for services to a staff position saves approximately \$21,000 in the 2020 budget.

Operating expenses decrease by \$20,300 mainly reflecting the shift from contracted technology support to personnel costs with the addition of 1.00 FTE librarian, noted previously, as well as reductions in database charges of nearly \$34,000 mostly related to the decision to discontinue the subscription to the Reference USA database. These decreases are partially offset by costs associated with the RFID project of \$98,500.

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 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 LIBRARY SYSTEM - STATE AIDS, FEDERAL & MISC: Program Units

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
					\$	
Payments to Member Library Systems						
Staffing (FTE)	0.33	0.33	0.33	0.34	0.00	
Revenues	\$260,810	\$267,998	\$267,998	\$280,064	\$12,066	4.5%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$258,330	\$267,998	\$268,722	\$280,064	\$12,066	4.5%
Rev. Over (Under) Exp.	\$2,480	\$0	(\$724)	\$0	-	N/A
Administrative Services						
Staffing (FTE)	1.01	1.12	1.12	1.19	0.06	
Revenues	\$281,531	\$307,591	\$302,089	\$322,077	\$14,486	4.7%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$288,702	\$307,591	\$308,303	\$322,077	\$14,486	4.7%
Rev. Over (Under) Exp.	(\$7,171)	\$0	(\$6,214)	\$0	-	N/A
Resource Sharing						
Staffing (FTE)	1.37	1.38	1.38	1.38	0.00	
Revenues	\$556,701	\$545,005	\$546,953	\$530,507	(\$14,498)	-2.7%
Appr. Fund Balance	\$80,000	\$130,000	\$80,000	\$112,500	(\$17,500)	-13.5%
Expenditures	\$570,096	\$675,005	\$622,116	\$643,007	(\$31,998)	-4.7%
Rev. Over (Under) Exp.	\$66,605	\$0	\$4,837	\$0	-	N/A
Automation Technology						
Staffing (FTE)	0.13	0.13	0.13	1.13	1.00	
Revenues	\$71,248	\$155,836	\$149,136	\$169,557	\$13,721	8.8%
Appr. Fund Balance	\$30,000	\$20,000	\$20,000	\$86,589	\$66,589	332.9%
Expenditures	\$99,083	\$175,836	\$166,686	\$256,146	\$80,310	45.7%
Rev. Over (Under) Exp.	\$2,165	\$0	\$2,450	\$0	-	N/A
Education and Outreach						
Staffing (FTE)	2.91	2.91	2.91	2.92	0.01	
Revenues	\$508,296	\$474,289	\$468,880	\$493,834	\$19,545	4.1%
Appr. Fund Balance	\$33,000	\$1,700	\$1,700	\$7,680	\$5,980	351.8%
Expenditures	\$417,581	\$475,989	\$447,054	\$501,514	\$25,525	5.4%
Rev. Over (Under) Exp.	\$123,715	\$0	\$23,526	\$0	-	N/A
Total Bridges Library System-State Aids, Federal & Misc. Fund						
Revenues	\$1,678,586	\$1,750,719	\$1,735,056	\$1,796,039	\$45,320	2.6%
Appr. Fund Balance	\$143,000	\$151,700	\$101,700	\$206,769	\$55,069	36.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$1,633,792	\$1,902,419	\$1,812,881	\$2,002,808	\$100,389	5.3%
Rev. Over (Under) Exp.	\$187,794	\$0	\$23,875	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	5.75	5.88	5.88	6.95	1.07	
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	5.88	5.88	6.95	1.07	

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	2018	2019	2019	2020	Change From 2019	
	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	\$421,944	\$418,497	\$419,206	\$430,834	\$12,337	2.9%
Interdepartmental	\$0	\$4,805	\$0	\$0	(\$4,805)	-100.0%
Other Revenue	\$6,622	\$3,600	\$10,000	\$10,000	\$6,400	177.8%
Apr. Fund Balance	\$0	\$17,000	\$17,000	\$60,013	\$43,013	253.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$428,566	\$443,902	\$446,206	\$500,847	\$56,945	12.8%
Expenditures						
Personnel Costs	\$86,996	\$89,772	\$89,276	\$94,286	\$4,514	5.0%
Operating Expenses	\$292,657	\$333,060	\$332,849	\$390,261	\$57,201	17.2%
Interdept. Charges	\$0	\$6,500	\$0	\$0	(\$6,500)	-100.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$379,653	\$429,332	\$422,125	\$484,547	\$55,215	12.9%
Rev. Over (Under) Exp. (a)	\$48,913	\$14,570	\$24,081	\$16,300	\$1,730	11.9%

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

(a) When total revenues (excl. fund balance) are in excess of expenditures they'll be retained and assigned in this component unit fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.

Program Highlights

Charges for service revenues from member libraries increased \$12,300 or 2.9%, as a result of cost to continue increases and a new software subscription designed to connect CAFÉ to the state's WISCAT catalog, improving efficiencies in interlibrary loan operations. Interdepartmental revenues are decreased by \$4,805 to reflect the elimination of the fee for licenses paid by the Bridges Library System. Other revenue is increased by \$6,400 based on budgeting to reflect actual revenue estimated to be received in 2019 as well as an increase in investment income based on 2019 estimates. CAFÉ Fund balance of \$60,013 is budgeted for the purchase of an application programming interface (API) license needed for CAFÉ's software to interact with third party vendors at a cost of \$25,300, interlibrary loan software implementation costs of \$30,000, and the first year costs associated with a mobile library app subscription of approximately \$4,700.

Personnel costs increase \$4,500 or 5% 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.

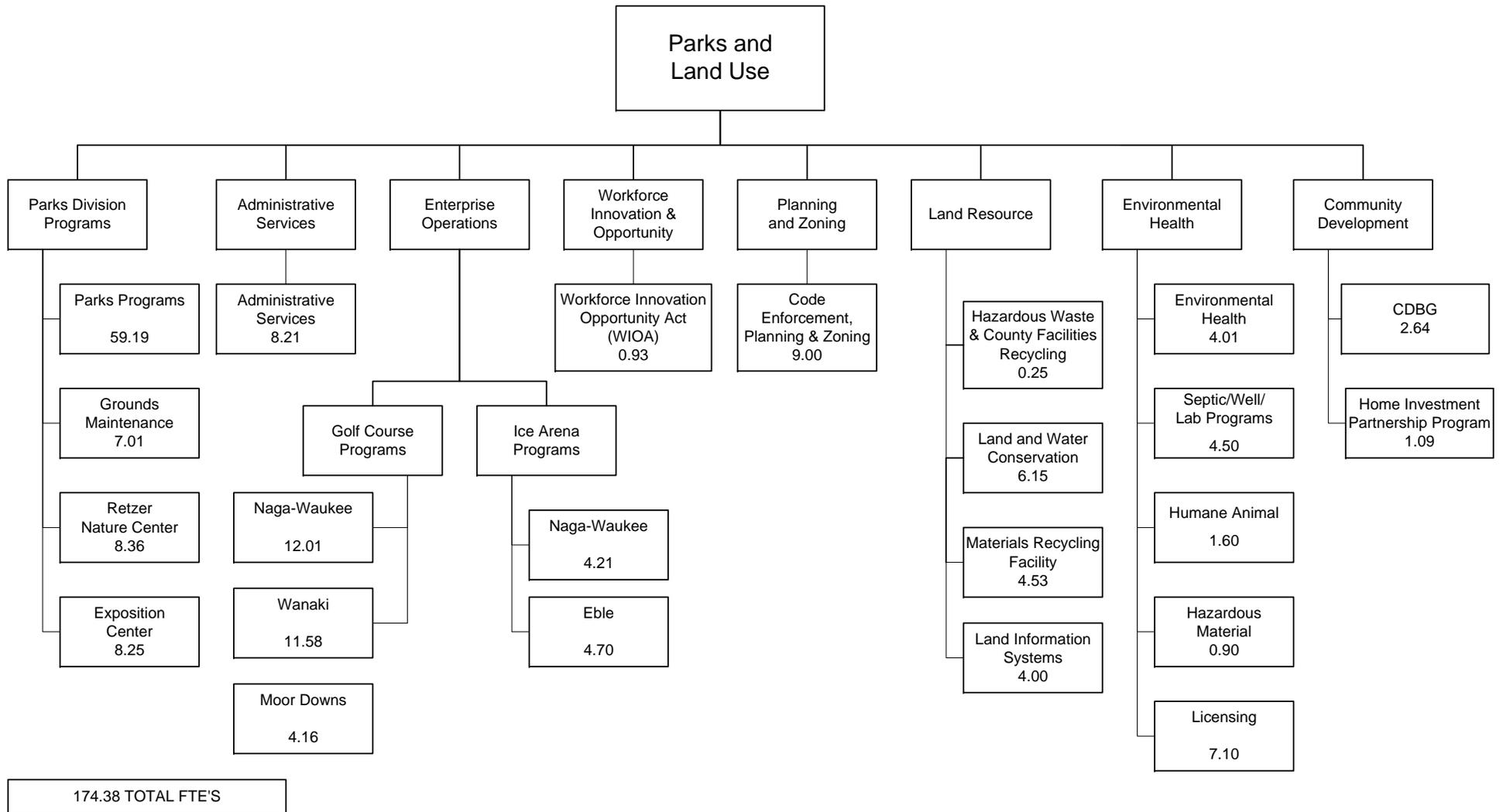
Operating expenses are budgeted to increase by approximately \$57,200 primarily due to the expenditures for the projects funded by the CAFÉ fund balance.

Interdepartmental charges are decreased by \$6,500 due to deleting the administrative oversight charge assessed to CAFÉ (offsetting the decrease in interdepartmental revenues related to CAFÉ licenses discussed previously).

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	2018 Actual	2019 Adopted Budget	2019 Estimate (a)	2020 Budget	Change From 2019 Adopted Budget	
					\$	%
General Fund						
Revenues (b)	\$6,038,722	\$5,858,049	\$6,260,605	\$6,038,928	\$180,879	3.1%
County Tax Levy	\$6,999,010	\$7,024,010	\$7,024,010	\$7,124,010	\$100,000	1.4%
Expenditures	\$12,483,903	\$12,882,059	\$12,928,219	\$13,162,938	\$280,879	2.2%
Rev. Over (Under) Exp.	\$553,829	\$0	\$356,396	\$0	\$0	N/A
Community Development						
Revenues (b)	\$3,408,518	\$3,403,405	\$5,063,297	\$3,308,840	(\$94,565)	-2.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (a)	\$3,733,974	\$3,403,405	\$4,969,785	\$3,308,840	(\$94,565)	-2.8%
Rev. Over (Under) Exp.	(\$325,456)	\$0	\$93,512	\$0	\$0	N/A
Workforce Innovation Opportunity Act						
Revenues	\$419,863	\$1,698,627	\$1,652,260	\$1,584,698	(\$113,929)	(\$0)
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$419,863	\$1,698,627	\$1,652,260	\$1,584,698	(\$113,929)	(\$0)
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A
Tarmann Fund						
Revenues (b)	\$586,794	\$400,000	\$44,750	\$400,000	\$0	0.0%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures	\$2,500	\$400,000	\$44,750	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$584,294	\$0	\$0	\$0	-	N/A
Golf Courses						
Revenues	\$2,625,007	\$3,271,100	\$3,126,890	\$3,354,100	\$83,000	2.5%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$3,069,706	\$3,305,997	\$3,106,772	\$3,315,529	\$9,532	0.3%
Operating Inc./Loss	(\$444,699)	(\$34,897)	\$20,118	\$38,571	\$73,468	N/A
Ice Arenas						
Revenues (b)	\$1,065,685	\$1,082,500	\$1,105,725	\$1,117,730	\$35,230	3.3%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$1,194,741	\$1,219,723	\$1,185,880	\$1,253,539	\$33,816	2.8%
Operating Inc./Loss	(\$129,056)	(\$137,223)	(\$80,155)	(\$135,809)	\$1,414	N/A
Materials Recycling Fund						
Revenues (b)	\$4,335,662	\$4,869,100	\$3,928,803	\$2,883,390	(\$1,985,710)	-40.8%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Expenditures (c)	\$4,420,774	\$4,400,335	\$4,153,083	\$4,190,849	(\$209,486)	-4.8%
Operating Inc./Loss	(\$85,112)	\$468,765	(\$224,280)	(\$1,307,459)	(\$1,776,224)	-378.9%
Total All Funds						
Revenues (b)	\$18,480,251	\$20,582,781	\$21,182,330	\$18,687,686	(\$1,895,095)	-9.2%
County Tax Levy	\$6,999,010	\$7,024,010	\$7,024,010	\$7,124,010	\$100,000	1.4%
Expenditures (a)(c)	\$25,325,461	\$27,310,146	\$28,040,749	\$27,216,393	(\$93,753)	-0.3%
Rev. Over (Under) Exp.	\$812,667	\$0	\$449,908	\$0	-	N/A
Operating Inc./Loss	(\$658,867)	\$296,645	(\$284,317)	(\$1,404,697)	(\$1,701,342)	-573.5%
Position Summary All Funds (FTE)						
Regular Positions	102.48	103.00	103.38	103.84	0.84	
Extra Help	71.59	68.11	68.11	68.34	0.23	
Overtime	2.24	2.05	2.05	2.20	0.15	
Total	176.31	173.16	173.54	174.38	1.22	

- (a) 2019 estimates for expenditures exceed the adopted budget due to 2018 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 2020 revenue budget includes fund balance appropriations totals of \$640,000: including \$155,000 for general fund operations; \$85,000 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	2018	2019	2019	2020	Change From 2019	
	Actual(c)	Adopted Budget(c)	Estimate(b)	Budget	Adopted Budget \$	%
Revenues						
General Government	\$372,128	\$479,000	\$617,250	\$525,700	\$46,700	9.7%
Fine/Licenses	\$1,248,172	\$1,217,400	\$1,259,400	\$1,259,000	\$41,600	3.4%
Charges for Services	\$3,117,681	\$2,960,075	\$3,046,095	\$3,097,675	\$137,600	4.6%
Interdepartmental	\$187,958	\$223,500	\$221,600	\$157,080	(\$66,420)	-29.7%
Other Revenue	\$689,507	\$848,878	\$800,105	\$844,473	(\$4,405)	-0.5%
Appr. Fund Balance (a)	\$423,276	\$129,196	\$316,155	\$155,000	\$25,804	20.0%
County Tax Levy (Credit)	\$6,999,010	\$7,024,010	\$7,024,010	\$7,124,010	\$100,000	1.4%
Total Revenue Sources	\$13,037,732	\$12,882,059	\$13,284,615	\$13,162,938	\$280,879	2.2%
Expenditures						
Personnel Costs	\$8,589,975	\$8,623,273	\$8,457,605	\$8,728,188	\$104,915	1.2%
Operating Expenses (b)	\$2,122,950	\$2,446,277	\$2,602,043	\$2,518,086	\$71,809	2.9%
Interdept. Charges	\$1,555,019	\$1,577,509	\$1,575,571	\$1,606,814	\$29,305	1.9%
Fixed Assets (b)	\$215,959	\$235,000	\$293,000	\$309,850	\$74,850	31.9%
Total Expenditures	\$12,483,903	\$12,882,059	\$12,928,219	\$13,162,938	\$280,879	2.2%
Rev. Over (Under) Exp.	\$553,829	\$0	\$356,396	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	82.14	82.66	82.66	82.96	0.30
Extra Help	47.49	44.58	44.58	44.13	(0.45)
Overtime	1.50	1.32	1.32	1.44	0.12
Total FTEs	131.13	128.56	128.56	128.53	(0.03)

(a) General fund balance is appropriated for:

	2018 Actual	2019 Budget	2019 Est.	2020 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
Land Information System	\$45,687	\$9,196	\$22,446	\$20,000	\$10,804
Planetarium Maintenance	\$8,000	\$5,000	\$5,000	\$20,000	\$15,000
Purchase Order/Carryovers	\$154,589	\$0	\$173,709	\$0	\$0
Contingency Fund Balance (ii)	\$100,000	\$0	\$0	\$0	\$0
Total Fund Balance Appropriation	\$423,276	\$129,196	\$316,155	\$155,000	\$25,804

(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) 2019 estimates for expenditures exceed the adopted budget due to 2018 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(c) 2018 actuals are restated to reflect the inclusion of the Land Information Systems program in the General Fund starting with the 2019 adopted budget.

General Fund

Parks & Land Use

Summary

Total Parks and Land Use General: Positions					
Total Positions by Program	2018	2019	2019	2020	Change From 2019 Adopted Budget
	Actual	Adopted Budget	Estimate	Budget	
Parks Programs	61.58	58.69	58.69	59.19	0.49
Regular Positions	27.09	27.71	27.71	27.94	0.23
Extra Help/Overtime	34.49	30.98	30.98	31.25	0.27
General County Grounds Maintenance	7.18	7.18	7.18	7.01	-0.17
Regular Positions	2.50	2.50	2.50	2.50	0.00
Extra Help/Overtime	4.68	4.68	4.68	4.51	-0.17
Retzer Nature Center	8.44	9.17	9.17	8.36	-0.81
Regular Positions	4.50	4.50	4.50	4.50	0.00
Extra Help/Overtime	3.94	4.67	4.67	3.86	-0.81
Exposition Center	8.39	8.39	8.39	8.25	-0.14
Regular Positions	4.20	4.20	4.20	4.20	0.00
Extra Help/Overtime	4.19	4.19	4.19	4.05	-0.14
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	7.10	7.10	7.10	7.10	0.00
Regular Positions	7.10	7.10	7.10	7.10	0.00
Extra Help/Overtime	-	-	-	-	0.00
Septic/Well/Lab Programs	5.00	4.50	4.50	4.50	0.00
Regular Positions	5.00	4.50	4.50	4.50	0.00
Extra Help/Overtime	-	-	-	-	0.00
Humane Animal	1.58	1.58	1.58	1.60	0.02
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help/Overtime	0.58	0.58	0.58	0.60	0.02
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	5.56	5.77	5.77	6.15	0.38
Regular Positions	4.60	5.00	5.00	5.00	0.00
Extra Help/Overtime	0.96	0.77	0.77	1.15	0.38
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	8.02	8.02	8.21	0.19
Regular Positions	8.00	8.00	8.00	8.07	0.07
Extra Help/Overtime	0.15	0.02	0.02	0.14	0.12
Total Parks and Land Use General: Positions	131.13	128.56	128.56	128.53	-0.03
Regular Positions	82.14	82.66	82.66	82.96	0.30
Extra Help	47.49	44.58	44.58	44.13	-0.45
Overtime	1.50	1.32	1.32	1.44	0.12

PARKS-GENERAL FUND: PROGRAM UNITS

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget	%
Total Parks General Fund						
Revenues	\$5,615,446	\$5,728,853	\$5,944,450	\$5,883,928	\$155,075	2.7%
Appr. Fund Balance	\$423,276	\$129,196	\$316,155	\$155,000	\$25,804	20.0%
County Tax Levy	\$6,999,010	\$7,024,010	\$7,024,010	\$7,124,010	\$100,000	1.4%
Expenditures	\$12,483,903	\$12,882,059	\$12,928,219	\$13,162,938	\$280,879	2.2%
Rev. Over (Under) Exp.	\$553,829	\$0	\$356,396	\$0	-	N/A
Position Summary (FTE)						
Regular Positions	82.14	82.66	82.66	82.96	0.30	
Extra Help	47.49	44.58	44.58	44.13	(0.45)	
Overtime	1.50	1.32	1.32	1.44	0.12	
Total	131.13	128.56	128.56	128.53	(0.03)	
Parks Programs						
Staffing (FTE)	61.58	58.69	58.69	59.19	0.49	0.8%
Revenues	\$1,793,672	\$1,610,150	\$1,729,220	\$1,729,200	\$119,050	7.4%
Appr. Fund Balance	\$227,679	\$85,000	\$178,145	\$100,000	\$15,000	17.6%
County Tax Levy	\$3,263,634	\$3,383,672	\$3,383,672	\$3,493,850	\$110,178	3.3%
Expenditures	\$4,997,372	\$5,078,822	\$5,057,074	\$5,323,050	\$244,228	4.8%
Rev. Over (Under) Exp.	\$287,613	\$0	\$233,963	\$0	-	N/A
General County Grounds Maintenance						
Staffing (FTE)	7.18	7.18	7.18	7.01	-0.17	-2.4%
Revenues	\$0	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$0	\$0	\$309	\$0	\$0	N/A
County Tax Levy	\$590,017	\$621,305	\$621,305	\$635,287	\$13,982	2.3%
Expenditures	\$673,586	\$621,305	\$617,869	\$635,287	\$13,982	2.3%
Rev. Over (Under) Exp.	(\$83,569)	\$0	\$3,745	\$0	-	N/A
Retzer Nature Center						
Staffing (FTE)	8.44	9.17	9.17	8.36	-0.81	-8.8%
Revenues	\$148,389	\$188,500	\$139,500	\$131,500	(\$57,000)	-30.2%
Appr. Fund Balance	\$3,518	\$0	\$13,523	\$0	\$0	N/A
County Tax Levy	\$573,111	\$543,503	\$543,503	\$541,352	(\$2,151)	-0.4%
Expenditures	\$625,695	\$732,003	\$714,616	\$672,852	(\$59,151)	-8.1%
Rev. Over (Under) Exp.	\$99,323	\$0	(\$18,090)	\$0	-	N/A
Exposition Center						
Staffing (FTE)	8.39	8.39	8.39	8.25	-0.14	-1.7%
Revenues	\$543,596	\$569,500	\$546,250	\$569,500	\$0	0.0%
Appr. Fund Balance	\$10,000	\$10,000	\$10,000	\$10,000	\$0	0.0%
County Tax Levy	\$131,750	\$145,051	\$145,051	\$177,685	\$32,634	22.5%
Expenditures	\$735,842	\$724,551	\$724,047	\$757,185	\$32,634	4.5%
Rev. Over (Under) Exp.	(\$50,496)	\$0	(\$22,746)	\$0	-	N/A
Planning & Zoning						
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00	0.0%
Revenues	\$148,994	\$138,875	\$141,475	\$140,475	\$1,600	1.2%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$738,610	\$755,139	\$755,139	\$769,070	\$13,931	1.8%
Expenditures	\$866,927	\$894,014	\$874,646	\$909,545	\$15,531	1.7%
Rev. Over (Under) Exp.	\$20,677	\$0	\$21,968	\$0	-	N/A
Environmental Health						
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00	0.0%
Revenues	\$131,851	\$125,000	\$114,800	\$128,700	\$3,700	3.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$365,877	\$364,830	\$364,830	\$345,809	(\$19,021)	-5.2%
Expenditures	\$517,609	\$489,830	\$498,689	\$474,509	(\$15,321)	-3.1%
Rev. Over (Under) Exp.	(\$19,881)	\$0	(\$19,059)	\$0	-	N/A

PARKS-GENERAL FUND: PROGRAM UNITS (Cont.)

Financial Summary	2019				Change From 2019	
	2018 Actual	Adopted Budget	2019 Estimate	2020 Budget	Adopted Budget \$	%
Licensing						
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00	0.0%
Revenues	\$815,293	\$798,600	\$828,200	\$813,000	\$14,400	1.8%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	(\$139,158)	(\$156,959)	(\$156,959)	(\$184,645)	(\$27,686)	N/A
Expenditures	\$613,189	\$641,641	\$623,026	\$628,355	(\$13,286)	-2.1%
Rev. Over (Under) Exp.	\$62,946	\$0	\$48,215	\$0	-	N/A
Septic/Well/Lab Programs						
Staffing (FTE)	5.00	4.50	4.50	4.50	0.00	0.0%
Revenues	\$383,730	\$366,000	\$369,000	\$391,000	\$25,000	6.8%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$104,126	\$70,376	\$70,376	\$45,547	(\$24,829)	-35.3%
Expenditures	\$430,823	\$436,376	\$427,264	\$436,547	\$171	0.0%
Rev. Over (Under) Exp.	\$57,033	\$0	\$12,112	\$0	-	N/A
Humane Animal						
Staffing (FTE)	1.58	1.58	1.58	1.60	0.02	1.3%
Revenues	\$40,860	\$50,000	\$50,000	\$50,000	\$0	0.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$98,077	\$98,524	\$98,524	\$100,775	\$2,251	2.3%
Expenditures	\$135,351	\$148,524	\$143,393	\$150,775	\$2,251	1.5%
Rev. Over (Under) Exp.	\$3,586	\$0	\$5,131	\$0	-	N/A
Hazardous Material						
Staffing (FTE)	0.90	0.90	0.90	0.90	0.00	0.0%
Revenues	\$2,626	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$29,774	\$25,000	\$25,000	\$25,000	\$0	0.0%
County Tax Levy	\$144,834	\$147,265	\$147,265	\$153,036	\$5,771	3.9%
Expenditures	\$141,440	\$172,265	\$163,450	\$178,036	\$5,771	3.4%
Rev. Over (Under) Exp.	\$35,794	\$0	\$8,815	\$0	-	N/A
Land & Water Conservation						
Staffing (FTE)	5.56	5.77	5.77	6.15	0.38	6.7%
Revenues	\$477,397	\$523,123	\$644,500	\$576,273	\$53,150	10.2%
Appr. Fund Balance	\$100,000	\$0	\$50,000	\$0	\$0	N/A
County Tax Levy	\$293,106	\$298,610	\$298,610	\$272,841	(\$25,769)	-8.6%
Expenditures	\$759,875	\$821,733	\$931,474	\$849,114	\$27,381	3.3%
Rev. Over (Under) Exp.	\$110,628	\$0	\$61,636	\$0	-	N/A
Hazardous Waste and County Facilities Recycling						
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00	0.0%
Revenues	\$388,991	\$457,000	\$449,200	\$444,000	(\$13,000)	-2.8%
Appr. Fund Balance	\$6,618	\$0	\$7,624	\$0	\$0	N/A
County Tax Levy/(Credit)	\$47,776	(\$31,558)	(\$31,558)	(\$26,931)	\$4,627	N/A
Expenditures	\$353,492	\$425,442	\$428,487	\$417,069	(\$8,373)	-2.0%
Rev. Over (Under) Exp.	\$89,893	\$0	(\$3,221)	\$0	-	N/A
Land Information Systems						
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00	0.0%
Revenues	\$614,100	\$781,500	\$811,500	\$816,500	\$35,000	4.5%
Appr. Fund Balance	\$45,687	\$9,196	\$22,446	\$20,000	\$10,804	117.5%
County Tax Levy/(Credit)	\$0	\$0	\$0	\$10,119	\$10,119	N/A
Expenditures	\$738,637	\$790,696	\$830,994	\$846,619	\$55,923	7.1%
Rev. Over (Under) Exp.	(\$78,850)	\$0	\$2,952	\$0	-	N/A
Administrative Services						
Staffing (FTE)	8.15	8.02	8.02	8.21	0.19	2.4%
Revenues	\$125,947	\$120,605	\$120,805	\$93,780	(\$26,825)	-22.2%
Appr. Fund Balance	\$0	\$0	\$9,108	\$0	\$0	N/A
County Tax Levy	\$787,250	\$784,252	\$784,252	\$790,215	\$5,963	0.8%
Expenditures	\$894,065	\$904,857	\$893,190	\$883,995	(\$20,862)	-2.3%
Rev. Over (Under) Exp.	\$19,132	\$0	\$20,975	\$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 satisfaction

Objective #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 investments

Objective #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 2020.

Quality Pillar: High standards of service excellence

Objective #1: Park Rental Facilities Satisfaction

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

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

Parks Programs (continued)

	2018 Actual	2019 Budget	2019 Estimate(a)	2020 Budget	Budget Change
Staffing (FTE)	61.58	58.69	58.69	59.19	0.49
General Government	\$44,361	\$55,000	\$55,000	\$36,000	(\$19,000)
Fine/Licenses	\$6,049	\$10,000	\$10,000	\$10,000	\$0
Charges for Services	\$1,519,481	\$1,347,450	\$1,454,720	\$1,438,500	\$91,050
Interdepartmental	\$73,146	\$83,000	\$83,000	\$46,000	(\$37,000)
Other Revenue	\$150,635	\$114,700	\$126,500	\$198,700	\$84,000
Appr. Fund Balance (a)	\$227,679	\$85,000	\$178,145	\$100,000	\$15,000
County Tax Levy (Credit)	\$3,263,634	\$3,383,672	\$3,383,672	\$3,493,850	\$110,178
Total Revenues	\$5,284,985	\$5,078,822	\$5,291,037	\$5,323,050	\$244,228
Personnel Costs	\$3,219,442	\$3,246,096	\$3,115,527	\$3,331,444	\$85,348
Operating Expenses (a)	\$724,244	\$743,145	\$794,603	\$807,224	\$64,079
Interdept. Charges	\$838,240	\$854,581	\$853,944	\$874,532	\$19,951
Fixed Assets (a)	\$215,446	\$235,000	\$293,000	\$309,850	\$74,850
Total Expenditures	\$4,997,372	\$5,078,822	\$5,057,074	\$5,323,050	\$244,228
Rev. Over (Under) Exp.	\$287,613	\$0	\$233,963	\$0	\$0

(a) 2019 estimates for expenditures exceed the adopted budget due to 2018 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

Program Highlights

The 2020 general government revenues include \$36,000 for the snowmobile trail maintenance grant. Revenue is reduced \$19,000 due to a one-time grant to fund a well project in 2019 at Mukwonago Park.

Fines and licenses revenues, related to parking violations on County grounds, are unchanged from the 2019 budget at \$10,000.

Charges for services revenues increased by \$91,050 to \$1,438,500, mostly related to the following: an increase of \$44,400 to \$450,000 in annual sticker sales; an increase of \$5,000 to \$132,500 in reservation fees; an increase of \$7,000 to \$156,000 in boat launch fees. The daily entrance fee is unchanged but increases \$15,000 to \$398,700 to reflect 3-year average entrance fees collected. In addition, campground fees increase \$14,950 to \$125,000, and concession revenues increase \$4,700 to \$65,200. Charges for services also includes \$111,100 for land rentals, unchanged from 2019.

Interdepartmental revenues include reimbursement of Park staff time for management assistance to the golf course operations and are budgeted at \$46,000, a decrease of \$37,000 from the 2019 budget. This reduction is mainly due to the closing of Wanaki Golf Course.

Other revenues increase \$84,000 to \$198,700 and includes \$90,000 of landfill fee revenues, a \$10,000 increase from 2019, to fund the 3-year maintenance plan; \$85,500 in donations, an increase of \$64,000, to fund projects in the 3-year maintenance plan and miscellaneous revenues of \$21,500, an increase of \$10,000 from the 2019 budget. Other revenues also include \$1,700 in miscellaneous recovery revenues.

General Fund balance allocated to 3-year maintenance plan projects is budgeted at \$80,000. The remaining fund balance of \$20,000 is budgeted for 2020 Planetarium maintenance projects.

Personnel costs are increased by approximately \$85,300 or 2.6%. Increases include the cost to continue existing staff, a 0.27 FTE increase in extra help, a 2% increase in extra help rates, transfer of 0.08 FTE of a Golf Course supervisor position, transfer of 0.15 FTE of Parks System Manager position and the possible refunding of a previously authorized Parks Maintenance Worker position. These increases are partially offset with saving from staff turnover and a \$10,000 reduction in unemployment compensation costs.

Operating expenses increase just over \$64,000 to \$807,224. Increases include: \$24,000 for reservation system software maintenance, \$15,900 for supplies, \$15,900 for recreational services, \$11,600 in utilities, and \$9,350 in outside printing charges. These increases are partially offset by a \$1,500 decrease related to a shift in 3-year maintenance plan projects (between operating expenses and fixed asset classifications) and a \$13,600 reduction in equipment funding.

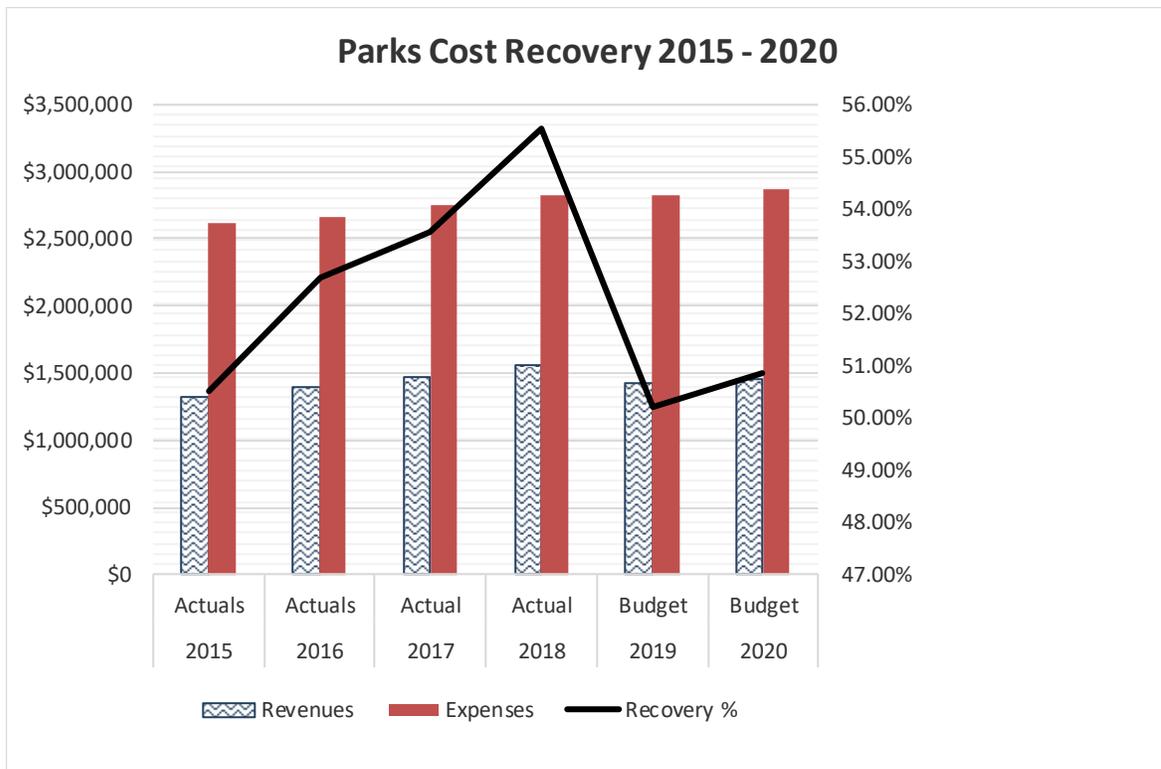
Interdepartmental charges increase almost \$20,000 mainly due to a \$21,000 increase in vehicle maintenance and replacement charges and a \$12,000 increase in insurance costs which are partially offset by \$16,000 reduction in communication charges.

Fixed assets increase just under \$75,000 due to shifts in the 3-year maintenance plan funding.

Parks Programs (Continued)

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Daily Entrance Stickers	89,522	83,000	83,500	84,000
Annual Stickers	20,636	16,000	19,100	17,750
Family Camping	4,891	3,500	3,200	3,500
Group Camping	1,677	1,800	1,970	2,000
Reserved Picnics/Pavilion/Lodge Rental	1,485	1,100	1,165	1,150
Annual Boat Launch Stickers	690	500	750	700
Daily Boat Launch	14,477	14,000	14,000	14,000

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 53.1% of expenditures. The 2020 budget includes a cost recovery rate of 50.9%.



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	2020 Plan	2021 Plan	2022 Plan
All Facilities	Mechanical Maintenance	\$0	\$10,000	\$8,000
All Facilities	Striping and Culvert maintenance	\$0	\$8,000	\$6,000
All Facilities	Site Maintenance	\$0	\$7,250	\$6,475
Expo Center	Facility repair and replacement	\$26,600	\$13,100	\$9,100
Expo Center	Plumbing/HVAC repairs and replacements	\$0	\$6,000	\$3,800
Expo Center	Lighting improvements	\$0	\$0	\$1,800
Expo Center	Door Replacements	\$16,500	\$12,000	\$25,850
Grounds Maintenance	Lighting improvements	\$0	\$5,000	\$0
Grounds Maintenance	Plumbing/HVAC repairs and replacements	\$10,000	\$0	\$0
Grounds Maintenance	Door Replacements	\$0	\$3,000	\$0
Grounds Maintenance	Striping and Culvert maintenance	\$10,750	\$0	\$0
Grounds Maintenance	Grounds improvements	\$7,500	\$0	\$0
Retzer	Planetarium Maintenance (a)	\$20,000	\$0	\$0
Retzer	Boardwalk upgrades	\$41,450	\$5,000	\$5,000
Retzer	Facility repair and replacement	\$0	\$2,100	\$0
Retzer	Plumbing/HVAC repairs and replacements	\$0	\$0	\$86,000
Fox Brook	Dog Swim Area Maintenance	\$0	\$20,000	\$0
Fox Brook	Roof replacement	\$25,000	\$17,500	\$0
Fox Brook	Striping and Culvert maintenance	\$0	\$3,000	\$0
Fox Brook	Facility repair and replacement	\$7,500	\$5,000	\$20,200
Fox Brook	Plumbing/HVAC repairs and replacements	\$6,000	\$3,500	\$20,500
Fox Brook	Diving Dock Replacement	\$0	\$0	\$25,000
Fox River	Plumbing/HVAC repairs and replacements	\$0	\$0	\$3,400
Fox River	Canoe launch overlook (b)	\$91,500	\$0	\$0
Fox River	Facility repair and replacement	\$0	\$19,750	\$0
Menomonee	Campground Renovation	\$0	\$30,500	\$0
Menomonee	Facility repair and replacement	\$0	\$0	\$8,500
Menomonee	Plumbing/HVAC repairs and replacements	\$0	\$15,000	\$8,000
Menomonee	Dog Swim Area Maintenance	\$0	\$25,000	\$0
Minooka	By pass Lane	\$30,000	\$0	\$0
Minooka	Facility repair and replacement	\$0	\$0	\$500
Mukwonago	Striping and Culvert maintenance	\$3,500	\$0	\$0
Mukwonago	Facility repair and replacement	\$14,850	\$500	\$12,150

(a) Planetarium maintenance of \$20,000 is fund balance designated for this purpose.

(b) Donation revenues offset project costs.

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

Location	Project	2020 Plan	2021 Plan	2021 Plan
Muskego	Facility repair and replacement	\$8,000	\$0	\$6,000
Muskego	Striping and Culvert maintenance	\$0	\$5,000	\$0
Muskego	Lighting improvements	\$6,750	\$8,000	\$0
Muskego	Trail Boardwalk and signage improvements	\$0	\$45,000	\$0
Muskego	Plumbing/HVAC repairs and replacements	\$19,100	\$0	\$1,500
Naga-Waukee	Facility repair and replacement	\$22,500	\$38,100	\$8,000
Naga-Waukee	Boat Launch renovation	\$20,000	\$0	\$40,000
Naga-Waukee	Striping and Culvert maintenance	\$4,300	\$0	\$0
Naga-Waukee	Shoreline Repair	\$0	\$15,000	\$0
Naga-Waukee	Plumbing/HVAC repairs and replacements	\$1,100	\$2,200	\$24,550
Nashotah	Remove Millpointer house	\$27,500	\$0	\$0
Nashotah	Plumbing/HVAC repairs and replacements	\$3,200	\$6,000	\$7,300
Nashotah	Facility repair and replacement	\$1,900	\$8,000	\$875
PLAN TOTAL		\$425,500	\$338,500	\$338,500

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '19	Estimated Operating Impact	A=Annual T=One-Time
201607	Lake Country Trail Underpass	2020	\$1,337,000	10%	\$0	A
201703	UWW Site Infrastructure improvements	2020	\$1,231,400	75%	\$0	A
202002	Menomonee Park Dog Exercise Area	2020	\$500,000	0%	\$0	T
202003	Retzer Adventure Trail Renovation	2020	\$209,000	0%	\$0	A
201807	Pewaukee-Brookfield trail	2021	\$2,540,000	25%	TBD	A
202005	Minooka Park Mountain Bike Infrastructure improvements	2021	\$757,300	0%	\$0	A
202006	Expo Arena Furnance/Mechanical System	2021	\$1,397,500	0%	TBD	A
201406	Pavement Management Plan (2018-2022)	2022	\$4,750,000	N/A	\$0	NA
202008	Pavement Mangement Plan (2023-2027)	2027	\$4,200,000	N/A	\$0	A

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	7.18	7.18	7.18	7.01	(0.17)
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	\$309	\$0	\$0
County Tax Levy (Credit)	\$590,017	\$621,305	\$621,305	\$635,287	\$13,982
Total Revenues	\$590,017	\$621,305	\$621,614	\$635,287	\$13,982
Personnel Costs	\$357,131	\$311,144	\$311,384	\$316,449	\$5,305
Operating Expenses	\$129,646	\$119,400	\$110,724	\$124,941	\$5,541
Interdept. Charges	\$186,809	\$190,761	\$195,761	\$193,897	\$3,136
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$673,586	\$621,305	\$617,869	\$635,287	\$13,982
Rev. Over (Under) Exp.	(\$83,569)	\$0	\$3,745	\$0	\$0

Program Highlights

Personnel costs increase \$5,300 to \$316,400 and include the cost to continue current staff levels, a 0.17 FTE decrease in extra help and a 2.0% increase in extra help hourly rates to help maintain competitive wages

Operating costs increase approximately \$5,500 mainly due to increases of \$8,000 in supplies, \$4,000 in equipment and \$1,150 in staff development which are partially offset with a \$9,500 reduction in waste disposal costs.

Interdepartmental charges increase \$3,100 mainly due to a \$4,000 increase in vehicle maintenance and replacement charges.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	45	45	45	45	-
Sq Ft- Sidewalk/Entrances	140,000	140,000	140,000	140,000	-

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	8.44	9.17	9.17	8.36	(0.81)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$130,041	\$83,000	\$83,000	\$91,000	\$8,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$18,348	\$105,500	\$56,500	\$40,500	(\$65,000)
Appr. Fund Balance	\$3,518	\$0	\$13,523	\$0	\$0
County Tax Levy (Credit)	\$573,111	\$543,503	\$543,503	\$541,352	(\$2,151)
Total Revenues	\$725,018	\$732,003	\$696,526	\$672,852	(\$59,151)
Personnel Costs	\$429,092	\$476,358	\$450,354	\$442,252	(\$34,106)
Operating Expenses	\$105,371	\$151,100	\$161,833	\$123,082	(\$28,018)
Interdept. Charges	\$90,719	\$104,545	\$102,429	\$107,518	\$2,973
Fixed Assets	\$513	\$0	\$0	\$0	\$0
Total Expenditures	\$625,695	\$732,003	\$714,616	\$672,852	(\$59,151)
Rev. Over (Under) Exp.	\$99,323	\$0	(\$18,090)	\$0	\$0

Program Highlights

Charges for services revenues are budgeted at \$91,000, an increase of \$8,000 from the 2019 budget and include: workshop and special event fees of \$59,200, an increase of \$8,000; 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 are budgeted at \$40,500, a \$65,000 reduction from the 2019 budget. Donation revenue is budgeted at \$20,000 a reduction of \$35,000 due to a one-time grant from the James E. Dutton Foundation to support Citizen Science Program costs. Bird seed sales revenues have been reduced \$30,000 to \$0, as the Retzer no longer conducts Bird seed sales. Other revenues also includes \$18,000 in gift shop sales and \$2,500 in miscellaneous revenues.

Personnel costs are budgeted to decrease by just over \$34,100 to \$442,252, mainly due to staff turnover and a 0.81 FTE reduction in extra help, mainly related to the one time James E Dutton grant in 2019. A 2.0% increase in extra help hourly rates is included to help maintain competitive wages.

Operating expenses decrease just over \$28,000 to \$123,082 mainly due to a \$30,000 decrease in merchandise for resale and one-time equipment purchases in 2019 related to the Citizen Science Program.

Interdepartmental charges increase almost \$3,000 mainly due to a \$2,600 increase in vehicle replacement costs.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Activity Data					
Program Attendance	8,635	8,500	9,000	8,500	0
Apple harvest festival attendance	6,000	4,800	4,500	4,800	0

Exposition Center

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	8.39	8.39	8.39	8.25	(0.14)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$543,596	\$569,500	\$546,250	\$569,500	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$10,000	\$10,000	\$10,000	\$10,000	\$0
County Tax Levy (Credit)	\$131,750	\$145,051	\$145,051	\$177,685	\$32,634
Total Revenues	\$685,346	\$724,551	\$701,301	\$757,185	\$32,634
Personnel Costs	\$468,808	\$462,307	\$464,424	\$480,079	\$17,772
Operating Expenses	\$201,993	\$198,000	\$197,656	\$208,737	\$10,737
Interdept. Charges	\$65,041	\$64,244	\$61,967	\$68,369	\$4,125
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$735,842	\$724,551	\$724,047	\$757,185	\$32,634
Rev. Over (Under) Exp.	(\$50,496)	\$0	(\$22,746)	\$0	\$0

Program Highlights

Charges for services revenue remains at the 2019 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 2020 to fund expenditures for a table and chair replacement program.

Personnel costs increase \$17,800, mainly due to the cost to continue existing staff levels, an extra help reduction of 0.14 FTE, as well as a 2.0% increase in extra help hourly rates to help maintain competitive wages.

Operating expenses increase just over \$10,700 mainly due to increases of \$3,100 in utility costs, \$1,500 in maintenance, \$3,400 in supplies and \$650 in staff development costs.

Interdepartmental charges increase \$4,100 to \$68,400, a \$5,100 increase in insurance charges is partially offset by a \$2,100 reduction in communications charges.

The department will continue its long-term facility analysis for infrastructure repair and replacement to proactively plan for facility needs. In 2020, the Department anticipates updating a master plan for the lands around the Expo Center and Northview properties.

Exposition Center (Continued)

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Banquet/Wedding	6	6	3	7	1
Consumer Sales	36	37	32	31	(6)
Entertainment/Sport	11	5	7	8	3
Fundraiser	4	4	6	6	2
Grounds Events	7	5	4	4	(1)
Hobby Shows	3	3	3	4	1
Meetings	41	40	30	38	(2)
Religious	3	3	3	3	0
Seminar	4	4	4	5	1
Trade Show	4	6	6	6	0
4 H	28	36	30	30	(6)
County Sponsored	28	50	36	36	(14)

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:

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Benchmark Goal				
% of rezones consistent with development plan	100%	100%	100%	100%
Zoning actions consistent with Primary Environmental Corridor standards	100%	100%	100%	100%
Zoning actions consistent with Floodland protection standards	100%	100%	100%	100%
Zoning actions consistent with Park and Open Space Plan goals	100%	100%	100%	100%

Planning & Zoning (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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	9.00	9.00	9.00	9.00	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$82,710	\$83,400	\$85,400	\$85,000	\$1,600
Charges for Services	\$62,761	\$54,125	\$54,125	\$54,125	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,523	\$1,350	\$1,950	\$1,350	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$738,610	\$755,139	\$755,139	\$769,070	\$13,931
Total Revenues	\$887,604	\$894,014	\$896,614	\$909,545	\$15,531
Personnel Costs	\$798,785	\$827,339	\$809,117	\$844,560	\$17,221
Operating Expenses	\$20,884	\$18,300	\$17,575	\$16,950	(\$1,350)
Interdept. Charges	\$47,258	\$48,375	\$47,954	\$48,035	(\$340)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$866,927	\$894,014	\$874,646	\$909,545	\$15,531
Rev. Over (Under) Exp.	\$20,677	\$0	\$21,968	\$0	\$0

Program Highlights

Fines and license revenues, which includes zoning permit fee revenues, increase \$1,600 to \$85,000 based on current activity levels. Charges for services revenues are budgeted at \$54,100 and include \$39,100 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 \$17,200 to \$844,600 and fund the cost to continue existing staffing levels.

Operating expenses decrease \$1,350 to \$16,950 mainly due to a \$1,500 reduction in staff development costs.

Interdepartmental charges decrease \$340, mainly due to a \$950 reduction in insurance costs, which is partially offset by a \$700 increase in computer maintenance and replacement charges.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
#. of Conditional Use reviews	19	15	20	15	-
# of Zoning Violations pursued	93	80	90	90	10
Site Plan reviews	38	30	35	30	-

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
# of Zoning Permits	380	400	400	400	-
# of Board of Adjustment cases	22	18	20	18	-
# of Certified Survey Maps (CSMs) reviewed	35	25	35	30	5
# of Subdiv. Plat Reviews	29	30	25	25	(5)

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.

	2018 Actual	2019 Target	2019 Estimate	2020 Target
System samples	417	450	430	450
% sampled	99%	100%	100%	100%
% with coliform bacteria	2.6%	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.

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Maintenance cards sent	7,649	10,000	9,390	10,000
Number returned	7,082	9,600	8,920	9,500
% Returned (a)	92%	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)

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.01	4.01	4.01	4.01	0.00
General Government	\$26,761	\$34,000	\$20,550	\$37,700	\$3,700
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$104,895	\$91,000	\$94,000	\$91,000	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$195	\$0	\$250	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$365,877	\$364,830	\$364,830	\$345,809	(\$19,021)
Total Revenues	\$497,728	\$489,830	\$479,630	\$474,509	(\$15,321)
Personnel Costs	\$439,695	\$401,674	\$420,483	\$374,263	(\$27,411)
Operating Expenses	\$36,028	\$43,900	\$34,500	\$56,804	\$12,904
Interdept. Charges	\$41,886	\$44,256	\$43,706	\$43,442	(\$814)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$517,609	\$489,830	\$498,689	\$474,509	(\$15,321)
Rev. Over (Under) Exp.	(\$19,881)	\$0	(\$19,059)	\$0	\$0

Program Highlights

General government revenues increase \$3,700 related to an increase in the State’s Radon grant to \$17,700 to cover staff time and other costs related to providing radon education services to area residents. The budget also includes \$20,000 for the Wisconsin Fund, a septic system replacement program run by the State of Wisconsin intended to help lower income county residents replace failing septic systems.

Charges for services remain budgeted at \$91,000 and include \$75,000 in revenues from water samples examined in accordance with the Safe Drinking Water Act, \$15,000 in radon kit sales revenue, and \$1,000 in fees related to the lead program.

Personnel costs decrease \$27,400 to \$374,300 and funds the cost to continue existing staff levels.

Operating expenses increase by approximately \$12,900 mainly due to an increases of \$7,300 to add a tracking system module for dog bites and \$1,500 in office equipment expenses based on prior year experience, and \$1,400 in telecommunications charges.

Interdepartmental charges decrease \$800 mainly due to a \$1,000 reduction in copier replacement charges, partially offset by smaller increases in other accounts.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
WI Fund Grant (Septic Replacements)	0	2	2	2	0
# of on-site septic systems under Mandatory Maintenance (a)	33,000	32,800	33,000	34,000	1,200

(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.

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of licensed food establishments	1,591	1,700	1,700	1,700
Number of inspections & consultations	2,321	2,500	2,300	2,300
# of pre-inspections/inspections/consultations per Inspector (a)	332	357	328	328

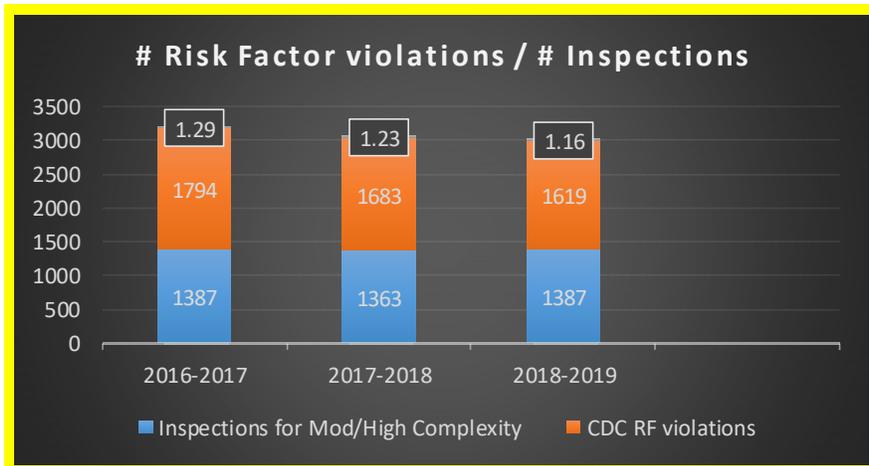
a) The United States Food and Drug Administration (FDA) National Retail Regulatory Program Standard indicates a staffing level of one FTE for every 280-320 licensed food inspections performed annually. Factoring in a “plus 10%” for program surges (low interest rates and increased new and change of operator activity), 280-352 licensed food inspections / consultations by FTE is the department goal.

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)

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	7.10	7.10	7.10	7.10	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$811,798	\$794,000	\$824,000	\$809,000	\$15,000
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$3,495	\$4,100	\$4,200	\$3,500	(\$600)
Other Revenue	\$0	\$500	\$0	\$500	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit) (a)	(\$139,158)	(\$156,959)	(\$156,959)	(\$184,645)	(\$27,686)
Total Revenues	\$676,135	\$641,641	\$671,241	\$628,355	(\$13,286)
Personnel Costs	\$548,857	\$570,479	\$552,414	\$554,810	(\$15,669)
Operating Expenses	\$25,764	\$30,500	\$30,150	\$32,726	\$2,226
Interdept. Charges	\$38,568	\$40,662	\$40,462	\$40,819	\$157
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$613,189	\$641,641	\$623,026	\$628,355	(\$13,286)
Rev. Over (Under) Exp.	\$62,946	\$0	\$48,215	\$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 \$15,000 to \$809,000, primarily due to an increase in restaurant license/inspection revenues of \$10,000 to \$550,000. Additionally, retail food license revenues increase \$2,000 to \$170,000, lodging fee revenues increase \$1,000 to \$17,000, and hotel and pool licensing increase \$2,000 to \$72,000. Licensing fees have been increased by approximately 2% in the 2020 budget.

Interdepartmental revenues are reduced slightly by \$600 and consist of licensing fees charged to parks concession facilities.

Personnel costs decrease approximately \$15,600 due to the cost to continue existing staff levels which is more than offset by staff retirement savings. Operating expenses increase \$2,200 mainly due to a \$3,300 increase in communications charges.

Activity Data

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
# of Inspections/Consultations Performed					
# of Restaurants	1,581	1,750	1,750	1,750	0
# of Retail Foods	639	650	650	650	0
# of School Food Services	101	100	100	100	0
# of Lodging	54	50	50	50	0
# of Public Pool, Camp & Rec/ED camp	236	275	276	276	1
# of Establishment Licenses issued				Use	Budget Change
Restaurants					
Temporary	76	90	90	90	-
Prepackaged	59	60	60	60	-
Full Service	1,000	1,000	1,000	1,000	-
Retail Food					
No Processing	115	140	125	125	(15)
Processing	341	325	350	350	25
Lodging					
Hotel/Motel	41	40	40	40	-
Bed and Breakfast	2	4	4	4	-
Tourist Rooming House	18	20	20	20	-
Recreation					
Public Pools	239	240	240	240	-
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. In 2018, there was an increase in owner collected samples and unsafe samples mainly due to media attention regarding unsafe water at Lannon Elementary School.

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

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of unsafe samples	139	50	60	60
Number of owner-collected samples	619	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.

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of systems inspected	366	350	400	400
% systems inspected on same-day	100%	100%	100%	100%

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	5.00	4.50	4.50	4.50	0.00
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$306,755	\$280,000	\$290,000	\$305,000	\$25,000
Charges for Services	\$77,485	\$83,000	\$78,000	\$85,000	\$2,000
Interdepartmental	\$0	\$2,000	\$0	\$0	(\$2,000)
Other Revenue	(\$510)	\$1,000	\$1,000	\$1,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$104,126	\$70,376	\$70,376	\$45,547	(\$24,829)
Total Revenues	\$487,856	\$436,376	\$439,376	\$436,547	\$171
Personnel Costs	\$346,829	\$347,379	\$342,569	\$349,197	\$1,818
Operating Expenses	\$42,500	\$45,175	\$41,175	\$42,596	(\$2,579)
Interdept. Charges	\$41,494	\$43,822	\$43,520	\$44,754	\$932
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$430,823	\$436,376	\$427,264	\$436,547	\$171
Rev. Over (Under) Exp.	\$57,033	\$0	\$12,112	\$0	\$0

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues and increase \$25,000 to \$305,000, due to an increase in program activity and an approximately 2% increase in rates. Charges for services revenues increase \$2,000 to \$85,000 related to an increase in preliminary site assessment fees to \$30,000. The budget also includes \$55,000 in water sample fees.

Personnel costs increase over \$1,800 due to the cost to continue existing positions. Operating expenses decrease approximately \$2,600, mainly due to a \$1,000 reduction in laboratory services charges and a \$1,350 reduction miscellaneous expenses based on current year estimates.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	213	205	210	210	5
Mound	170	190	165	165	(25)
Holding Tank	25	25	25	25	0
At Grade	17	10	15	15	5
Pressure Distribution	3	2	2	2	0

Humane Animal

Program Description

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

Major Departmental Strategic Plan Objectives

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

Objective #1: Animal Bite Victim Protocol

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

After receiving notice of an animal bite, contact the animal owner to initiate quarantine of the animal and observe the animal during the quarantine period for signs of rabies within 48 hours.

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

	2018 Actual	2019 Target	2019 Estimate	2020 Target
Number of reported animal bites	659	600	600	600
% bite victims seek medical advice within 48 hours	100%	100%	100%	100%

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	50	40	40	40	0
Humane complaints	184	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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Target
Activity Data				
# Reports animal abuse/neglect	184	200	200	200
% followed up within 48 hours	90%	90%	90%	90%

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	1.58	1.58	1.58	1.60	0.02
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$40,860	\$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)	\$98,077	\$98,524	\$98,524	\$100,775	\$2,251
Total Revenues	\$138,937	\$148,524	\$148,524	\$150,775	\$2,251
Personnel Costs	\$111,422	\$118,604	\$114,583	\$122,821	\$4,217
Operating Expenses	\$6,842	\$11,750	\$10,800	\$10,150	(\$1,600)
Interdept. Charges	\$17,087	\$18,170	\$18,010	\$17,804	(\$366)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$135,351	\$148,524	\$143,393	\$150,775	\$2,251
Rev. Over (Under) Exp.	\$3,586	\$0	\$5,131	\$0	\$0

Program Highlights

Fines/licensing revenues consist of dog license surcharge revenues of \$50,000, unchanged from the 2019 budget.

Personnel costs increase just over \$4,200 to \$122,800 due to the costs to continue existing staff levels and a 0.02 FTE increase in extra help.

Operating expenses decrease \$1,600 mainly due to reductions of \$1,250 in staff development costs.

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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
% of County petroleum storage tanks and chemical storage facilities that are code compliant	100%	100%	100%	100%

	2018 Actual	2019 Budget	2019 Estimate	2020 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	\$2,626	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$29,774	\$25,000	\$25,000	\$25,000	\$0
County Tax Levy (Credit)	\$144,834	\$147,265	\$147,265	\$153,036	\$5,771
Total Revenues	\$177,234	\$172,265	\$172,265	\$178,036	\$5,771
Personnel Costs	\$102,866	\$105,957	\$107,242	\$111,598	\$5,641
Operating Expenses	\$28,676	\$55,950	\$45,900	\$56,118	\$168
Interdept. Charges	\$9,898	\$10,358	\$10,308	\$10,320	(\$38)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$141,440	\$172,265	\$163,450	\$178,036	\$5,771

Rev. Over (Under) Exp.	\$35,794	\$0	\$8,815	\$0	\$0
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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 \$5,700 related to the cost to continue existing staff levels.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	44	50	45	45	(5)
Number of Petroleum Storage Tanks					
Monitor for Compliance—Above Ground	52	52	52	52	0
Monitor for Compliance—Under Ground	6	6	6	6	0

Land & Water Conservation

Program Description

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

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

Major Departmental Strategic Plan Objectives

Customer Service Pillar: High customer satisfaction

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

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

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

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 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)

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	5.56	5.77	5.77	6.15	0.38
General Government (b)	\$235,253	\$269,000	\$371,500	\$287,000	\$18,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$202,647	\$149,000	\$176,000	\$193,550	\$44,550
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$39,497	\$105,123	\$97,000	\$95,723	(\$9,400)
Appr. Fund Balance (b)	\$100,000	\$0	\$50,000	\$0	\$0
County Tax Levy (Credit)	\$293,106	\$298,610	\$298,610	\$272,841	(\$25,769)
Total Revenues	\$870,503	\$821,733	\$993,110	\$849,114	\$27,381
Personnel Costs	\$577,712	\$553,873	\$561,794	\$584,671	\$30,798
Operating Expenses (a)(b)	\$129,234	\$214,050	\$315,600	\$209,865	(\$4,185)
Interdept. Charges	\$52,929	\$53,810	\$54,080	\$54,578	\$768
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$759,875	\$821,733	\$931,474	\$849,114	\$27,381

Rev. Over (Under) Exp.	\$110,628	\$0	\$61,636	\$0	\$0
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(a) 2019 estimates for operating expenses exceed the adopted budget due to 2018 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) Contingency funds of \$100,000 were transferred in 2018, as part of Enrolled Ordinance 172-096 for the repair of the School Section Lake Dam, which also included additional project grant revenues.

Program Highlights

General government revenues are budgeted to increase \$18,000 to \$287,000. This is related to an increase of \$3,000 to \$47,000 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 \$9,000 to \$175,000. In addition, Non-point state pass-thru grant funding increases \$6,000 to \$50,000 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 \$44,550 to \$193,550. Storm water permit revenue is budgeted to increase \$22,000 to \$75,000 based on current activity levels. Storm water education program fees are budgeted at \$70,000 an increase of \$7,000, 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 \$33,550, an increase of \$15,550 in lake organization contributions to the Aquatic Invasive Species Program (AIS) primarily to support intern positions.

Other revenue is budgeted at \$95,700, a reduction of \$9,400 from 2019 related to a decrease in payments per an agreement with a gravel mining vendor for use of a County owned mine to \$20,000. The budget also 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; \$20,000 for the sale of native plants and rain barrels to construct rain gardens and help mitigate storm water runoff pollution; and \$5,723 in miscellaneous revenues.

Personnel costs increase just under \$30,800 and is related to the cost to continue existing staff levels and a 0.38 FTE increase in extra help for the AIS program.

Operating expenses decrease \$4,200 to \$209,900 mainly due to a \$10,000 reduction in merchandise for resale which is partially offset by a \$6,000 increase in contracted services for cost share agreements.

Land & Water Conservation (continued)

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Number of Educational Presentations/Events	67	100	65	65	(35)
Number of Storm water Permits issued	79	80	80	80	0
Number of Construction Site Inspections	751	700	600	600	(100)
Number of Farm Compliance Inspections *	4	7	7	7	0

* 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:	2018 Actual	2019 Target	2019 Estimate	2020 Target
County HHW disposal costs per participating household	\$30.04	\$30.00	\$30.00	\$30.00

Hazardous Waste and County Facilities Recycling (continued)

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	0.25	0.25	0.25	0.25	0.00
General Government	\$64,753	\$70,000	\$69,200	\$69,000	(\$1,000)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,888	\$63,000	\$60,000	\$65,000	\$2,000
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$320,350	\$324,000	\$320,000	\$310,000	(\$14,000)
Appr. Fund Balance	\$6,618	\$0	\$7,624	\$0	\$0
County Tax Levy (Credit) (a)	\$47,776	(\$31,558)	(\$31,558)	(\$26,931)	\$4,627
Total Revenues	\$443,385	\$425,442	\$425,266	\$417,069	(\$8,373)
Personnel Costs	\$18,507	\$19,227	\$18,592	\$20,076	\$849
Operating Expenses	\$333,635	\$404,750	\$408,300	\$394,915	(\$9,835)
Interdept. Charges	\$1,350	\$1,465	\$1,595	\$2,078	\$613
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$353,492	\$425,442	\$428,487	\$417,069	(\$8,373)

Rev. Over (Under) Exp.	\$89,893	\$0	(\$3,221)	\$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 \$69,000, a decrease of \$1,000 related to a reduction in hazardous waste disposal grant funding to \$14,000. Participating communities pay \$55,000 or approximately one-third of the County's HHW program collection costs.

Charges for services revenue includes an increase of \$2,000 to \$65,000 reflecting an increase in payments from Walworth and Washington Counties for use of the Waukesha collection site. Through a Memorandum of Understanding, Walworth and Washington County residents, by referral, are able to utilize Waukesha County collection sites and events.

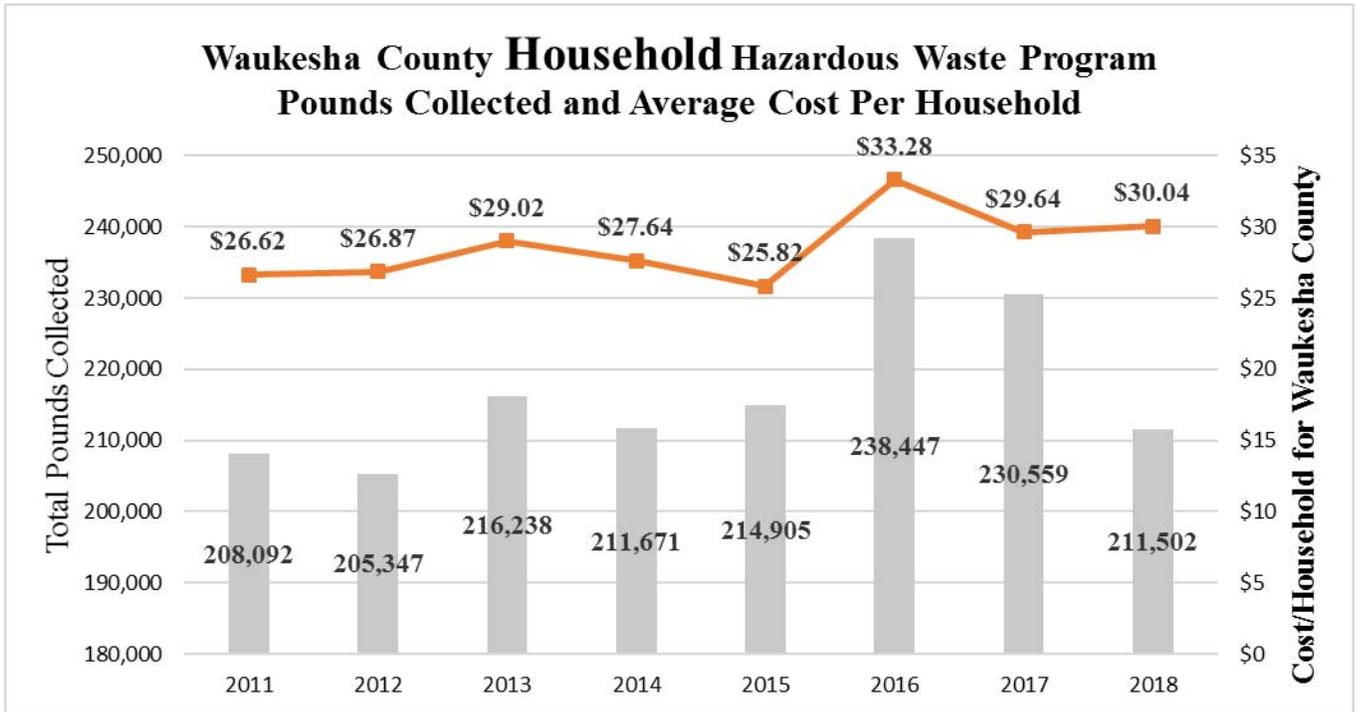
Other revenue includes \$154,000 from landfill siting agreements, a reduction of \$10,000. In addition, the Emerald Park Landfill operator (Advanced Disposal Services) pays the County \$156,000 on an annual basis to have county staff administer all of the HHW program activities and \$4,000 reduction from merchandise sales that have been eliminated in 2020.

Personnel costs increase less than \$1,000 for cost to continue existing staffing levels, including the reclassification of 0.10 FTE solid waste supervisor to recycling and solid waste supervisor.

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 of \$14,000 are used next, and then the county pays up to its maximum budgeted amount of \$205,000 which is partially funded by payments from participating communities. 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.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Households served at Hazardous Waste Collection	4,802	5,500	5,500	5,500	-
Pounds of Hazardous waste collected	211,502	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	93	200	200	200	-
Tons of office paper/containers recycled at County facilities/parks	239	260	260	260	-

Hazardous Waste and County Facilities Recycling (continued)



The chart shows that the number of pounds of household hazardous waste collected in 2018 decreased 19,057lbs to 211,502 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.

In 2019, Land Information Systems (LIS) was 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.

Land Information Systems (continued)

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 2020.

Initiatives:

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

Performance Measure	Year 2018 Benchmark	Year 2019 Goal	Year 2020 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	31	32	34
Number of municipalities that provided addresses to the County as an online service	2	4	2

	2018 Actual(a)	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
General Government	\$1,000	\$51,000	\$101,000	\$96,000	\$45,000
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$473,680	\$520,000	\$500,000	\$510,000	(\$10,000)
Interdepartmental	\$15,500	\$15,500	\$15,500	\$15,500	\$0
Other Revenue	\$123,920	\$195,000	\$195,000	\$195,000	\$0
Appr. Fund Balance	\$45,687	\$9,196	\$22,446	\$20,000	\$10,804
County Tax Levy (Credit)	\$0	\$0	\$0	\$10,119	\$10,119
Total Revenues	\$659,787	\$790,696	\$833,946	\$846,619	\$55,923
Personnel Costs	\$406,364	\$413,435	\$426,433	\$440,635	\$27,200
Operating Expenses	\$261,498	\$329,107	\$356,557	\$361,500	\$32,393
Interdept. Charges	\$70,775	\$48,154	\$48,004	\$44,484	(\$3,670)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$738,637	\$790,696	\$830,994	\$846,619	\$55,923

Rev. Over (Under) Exp.	(\$78,850)	\$0	\$2,952	\$0	\$0
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(a) 2018 actuals are restated to reflect their inclusion in the General Fund in 2019.

Program Highlights

General governmental revenues increase \$45,000 to \$96,000 which will be used to fund the 2020 orthophotography project as well as a project to index survey plats from the Register of Deeds office to be GIS searchable. Charges for services revenue decrease \$10,000 to \$510,000, and 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, unchanged from the 2019 budget. A fund balance appropriation of \$20,000 has been included in the 2020 budget to assist with the incorporation of the program into the general fund.

Personnel costs increase \$27,200 to fund cost to continue existing staffing levels. Operating expenses increase nearly \$32,400 to \$361,500, mainly related to increases for additional software maintenance of \$11,500 for drone software as well as Hub collaborative software enabling work with local municipalities, and a \$45,000 increase in contracted services costs for the orthophotography project and project to index survey plats mentioned above. These increases are partially offset with a \$20,000 reduction in contracted engineering and architecture costs. Interdepartmental charges decrease almost \$3,700 to \$44,500 mainly due to a reduction of \$4,000 in management service 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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	8.15	8.02	8.02	8.21	0.19
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	(\$793)	\$0	\$0	\$0	\$0
Interdepartmental	\$95,817	\$118,900	\$118,900	\$92,080	(\$26,820)
Other Revenue	\$30,923	\$1,705	\$1,905	\$1,700	(\$5)
Appr. Fund Balance	\$0	\$0	\$9,108	\$0	\$0
County Tax Levy (Credit)	\$787,250	\$784,252	\$784,252	\$790,215	\$5,963
Total Revenues	\$913,197	\$904,857	\$914,165	\$883,995	(\$20,862)
Personnel Costs	\$764,465	\$769,401	\$762,689	\$755,333	(\$14,068)
Operating Expenses	\$76,635	\$81,150	\$76,670	\$72,478	(\$8,672)
Interdept. Charges	\$52,965	\$54,306	\$53,831	\$56,184	\$1,878
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$894,065	\$904,857	\$893,190	\$883,995	(\$20,862)
Rev. Over (Under) Exp.	\$19,132	\$0	\$20,975	\$0	\$0

Program Highlights

Interdepartmental revenues include reimbursement for staff time for management assistance to the Material Recovery Facility (MRF) and golf course operations and are budgeted at nearly \$92,100, a decrease of \$26,800 from the 2019 budget. This reduction is mainly due to the closing of Wanaki Golf Course.

Personnel costs decrease just over \$14,000 to \$755,333 mainly due to the cost to continue, the transfer of 0.07 FTE in staff time from the Workforce Fund, and a slight 0.12 FTE increase in overtime costs, which are more than offset with staff retirement savings.

Operating expenses are reduced about \$8,700 mainly due to a reduction of \$10,000 in consulting services.

Interdepartmental charges increase almost \$1,900 mainly due to an increase of \$1,100 in insurance costs and \$800 in computer ownership costs.

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	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate (a)	Budget	Adopted Budget	
					\$	%
Revenues						
General Government (a) (b)	\$1,991,553	\$2,837,246	\$4,002,138	\$2,700,039	(\$137,207)	-4.8%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$53,801	\$53,801	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,416,965	\$566,159	\$1,061,159	\$555,000	(\$11,159)	-2.0%
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0	N/A
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$3,408,518	\$3,403,405	\$5,063,297	\$3,308,840	(\$94,565)	-2.8%
Expenditures						
Personnel Costs	\$235,113	\$252,269	\$249,792	\$341,166	\$88,897	35.2%
Operating Expenses (a)	\$3,429,306	\$3,071,741	\$4,639,388	\$2,893,966	(\$177,775)	-5.8%
Interdept. Charges	\$69,555	\$79,395	\$80,605	\$73,708	(\$5,687)	-7.2%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$3,733,974	\$3,403,405	\$4,969,785	\$3,308,840	(\$94,565)	-2.8%
Rev. Over (Under) Exp.	(\$325,456)	\$0	\$93,512	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	2.85	2.85	2.85	3.69	0.84
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.04	0.02	0.02	0.04	0.02
Total FTEs	2.89	2.87	2.87	3.73	0.86

- (a) The 2019 estimate includes the 2018 carryover of encumbered grant contracts that totaled \$1,664,201 and 2018 ordinance carryover of approved and available expenditure appropriations that totaled \$1,527,276. The 2019 budgets were modified to account for additional PI received above budget in prior years totaling \$1,228,942 above the Adopted budget and appropriated by enrolled ordinance #173-102.
- (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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	2.49	2.37	2.37	2.64	0.27
General Government (a)	\$1,336,568	\$1,426,915	\$1,424,268	\$1,405,009	(\$21,906)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$10,760	\$10,760
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$823,071	\$355,000	\$750,000	\$355,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,159,639	\$1,781,915	\$2,174,268	\$1,770,769	(\$11,146)
Personnel Costs	\$203,357	\$203,128	\$200,321	\$231,701	\$28,573
Operating Expenses (a)	\$2,364,823	\$1,526,171	\$1,826,709	\$1,486,152	(\$40,019)
Interdept. Charges	\$52,952	\$52,616	\$52,926	\$52,916	\$300
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,621,132	\$1,781,915	\$2,079,956	\$1,770,769	(\$11,146)

Rev. Over (Under) Exp.	(\$461,493)	\$0	\$94,312	\$0	\$0
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(a) 2019 estimate includes the 2018 carryover of encumbrances totaling \$1,299,641 and a 2018 ordinance carryover of \$234,285 through a separate ordinance. The 2019 budget was modified to account for additional PI received above budget in prior years totaling \$540,389 above the adopted budget and appropriated by enrolled ordinance #173-102.

Program Highlights

Federal CDBG revenue from the Department of Housing and Urban Development (HUD) is budgeted at \$1,405,000, a decrease of nearly \$22,000 from the 2019 budget.

Charges for services of \$10,800 are from fees for servicing CDBG housing loans. A new part time position has been created to bring this service in-house in 2020.

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

Personnel costs increase \$28,600 mainly due to the cost to continue the existing staffing level, a 0.07 FTE increase in fiscal assistance hours and 0.20 FTE of a new Program and Policy Analyst position. In 2020, the department will bring in-house the fiscal oversight of HOME and CDBG housing loans to reduce costs associated with program administration.

Overall, operating expenses decrease just over \$40,000, mainly due to a \$37,900 reduction in grants to communities.

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)	2019 Actual(b)	2020 Estimate
Housing	18%	17%	9%
Economic Development	30%	26%	5%
Public Service (outside neighborhood stabilization areas)	15%	15%	15%
Public Service (within neighborhood stabilization areas)	10%	11%	11%
Facilities	7%	10%	25%
Administration	20%	20%	19%
Unallocated	0%	1%	16%

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

(b) 2018 Actuals represent a percentage of the budgeted funding allocation. Unspent funding has been carried over to 2019. 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).

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	0.40	0.50	0.50	1.09	0.60
General Government (a)	\$654,985	\$1,410,331	\$2,577,870	\$1,295,030	(\$115,301)
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$43,041	\$43,041
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue (a)	\$593,894	\$211,159	\$311,159	\$200,000	(\$11,159)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,248,879	\$1,621,490	\$2,889,029	\$1,538,071	(\$83,419)
Personnel Costs	\$31,756	\$49,141	\$49,471	\$109,465	\$60,324
Operating Expenses (a)	\$1,064,483	\$1,545,570	\$2,812,679	\$1,407,814	(\$137,756)
Interdept. Charges	\$16,603	\$26,779	\$27,679	\$20,792	(\$5,987)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,112,842	\$1,621,490	\$2,889,829	\$1,538,071	(\$83,419)
Rev. Over (Under) Exp.	\$136,037	\$0	(\$800)	\$0	\$0

(a) 2019 estimate includes the 2018 carryover of encumbrances totaling \$364,560 and a 2018 ordinance carryover of \$1,292,991 through a separate ordinance. The 2019 budget was modified to account for additional PI received above budget in prior years totaling \$688,553 above the adopted budget and appropriated by enrolled ordinance #173-102.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are budgeted at \$1,295,000, a decrease of \$115,300 from the 2019 Budget.

Charges for services of \$43,000 are from fees for servicing HOME housing loans. A new part time position has been created to bring this service in-house in 2020.

Other revenues include program income of \$200,000. The program income revenue results from down payment assistance, housing development, and housing rehabilitation programs.

Personnel costs increase \$60,300 due to the cost to continue existing staffing level and 0.60 FTE of a new program and policy analyst position. In 2020, the department is bringing the fiscal oversight of HOME and CDBG housing loans in-house to reduce costs associated with program administration.

Operating expenses decrease \$137,800 to \$1,407,800 mainly due to a \$135,900 decrease in grants to communities.

HOME Investment Partnership Program (Cont.)

Major Departmental Strategic Plan Objectives

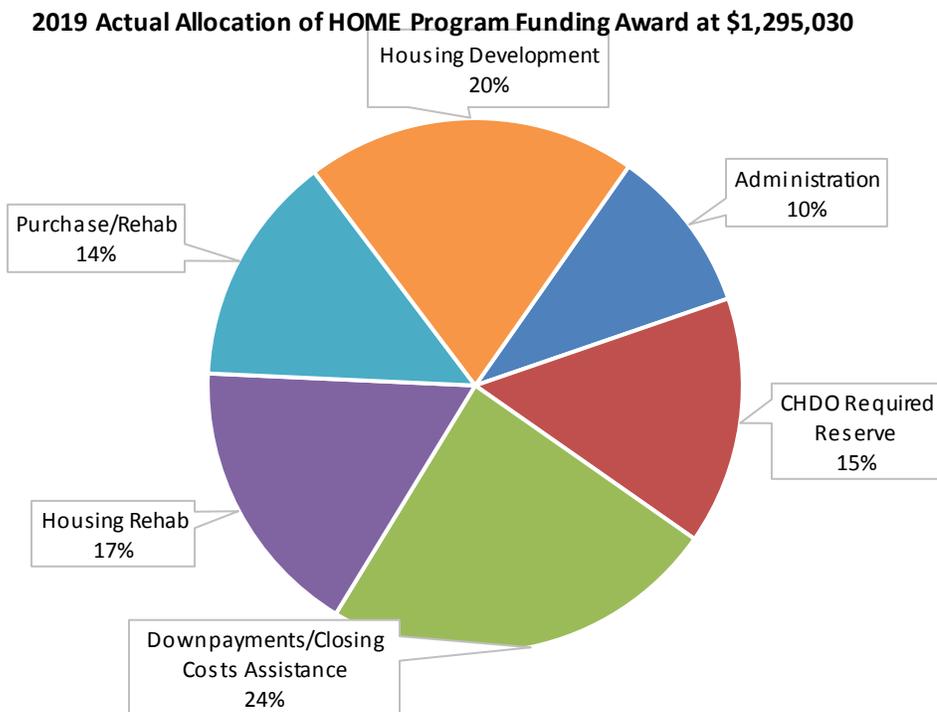
Health and Safety Pillar: Ensure the well-being of residents

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 2020.

Performance Measure:

	Year 2018 Bench Mark	Year 2019 Goal	Year 2020 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 2020	20%	35%	50%



* 2019 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	2018	2019	2019	2020	Change From 2019	
	Actual (a)	Adopted Budget	Estimate	Budget	Adopted Budget	
					\$	%
Revenues						
General Government	\$419,863	\$1,698,627	\$1,652,260	\$1,584,698	(\$113,929)	-6.7%
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	\$419,863	\$1,698,627	\$1,652,260	\$1,584,698	(\$113,929)	-6.7%
Expenditures						
Personnel Costs	\$32,201	\$131,044	\$131,042	\$129,691	(\$1,353)	-1.0%
Operating Expenses	\$387,662	\$1,567,583	\$1,521,218	\$1,454,941	(\$112,642)	-7.2%
Interdept. Charges	\$0	\$0	\$0	\$66	\$66	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$419,863	\$1,698,627	\$1,652,260	\$1,584,698	(\$113,929)	-6.7%
Rev. Over (Under) Exp.	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	1.00	1.00	1.00	0.93	(0.07)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	1.00	1.00	1.00	0.93	(0.07)

(a) 2018 actual represents revenues and expenditures for the fourth quarter. Waukesha County began serving as the fiscal agent for the WOW-Board in 2018 via county board enrolled ordinance on October 1st, 2018.

Program Highlights

Workforce Innovation Opportunity Act revenue from the State of Wisconsin - Department of Workforce Development (DWD) is budgeted at \$1,505,698, a decrease of \$193,000 related to a trend of annual reductions in funding driven by area labor statistics showing a relatively strong local labor market. This funding decrease is partially offset by an additional annual funding source of \$79,000 received from the State of Wisconsin – Department of Corrections to provide the Windows to Work program to offenders who are under supervision at Washington County Huber, Ozaukee County Huber, and Waukesha County Jail and Huber facilities.

Personnel costs decreased by nearly \$1,400 or 1% to reflect the transfer of 0.07 FTE Workforce Development Board Director (approx. 124 hours) to the Department of Parks and Land Use-General Fund to provide staff support specific to Waukesha County economic development and workforce initiatives. Operating expenses decrease about \$113,000 reflecting the grant reductions above to nearly \$1,455,000, which include \$1,440,700 in related contracted services for approved vendors to provide assistance to adults, youth, dislocated workers, and ex-offenders to access training and support services to gain employment.

Grant Title	Funding Source	Funding Administration	FY 18-19 Actual Award	FY 19-20 Actual Award	FY 19-20 Estimated Award	FY 20-21 Estimated Award
WIOA Administration	US Dept. of Labor	WI Dept. of Workforce Development	\$115,753	\$106,104	\$106,104	\$95,494
WIOA Adult	US Dept. of Labor	WI Dept. of Workforce Development	\$338,172	\$284,219	\$284,219	\$255,797
WIOA Dislocated Worker	US Dept. of Labor	WI Dept. of Workforce Development	\$318,309	\$346,203	\$346,203	\$311,583
WIOA Youth	US Dept. of Labor	WI Dept. of Workforce Development	\$385,318	\$324,518	\$324,518	\$292,066
WIOA Rapid Response	US Dept. of Labor	WI Dept. of Workforce Development	\$135,569	\$0	\$108,680	\$97,812
Windows to Work	WI Dept. of Corrections	WI Dept. of Corrections	n/a	\$0	\$79,000	\$79,000

WIOA Administration: This grant provides funding for the administration of the WIOA programs and the Workforce Development Board.

WIOA Adult Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Adult Program if they are 18 years of age or older, eligible to work in the United States, and are registered with Selective Service (if applicable).

WIOA Dislocated Worker Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Dislocated Worker Program if they are 18 years of age or older, eligible to work in the United States, are registered with Selective Service (if applicable), and meet the requirements for at least one dislocated worker category including individual or small group layoff, permanent closure or mass layoff, separating or separated members of the U.S. Armed Forces, self-employed, displaced homemaker, or military spouse.

WIOA Youth Program: This grant serves employers and eligible individuals. Individuals are eligible for the WIOA Youth Program as an in-school youth if they are attending secondary or post-secondary school, are not younger than age 14 or older than 21, are low-income, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., basic skills deficient, offender or ex-offender, foster care). Individuals are eligible for the WIOA Youth Program as an out-of-school youth if they are not attending secondary or post-secondary school, are not younger than age 16 or older than 24, are eligible to work in the United States, are registered for Selective Service (if applicable), and satisfy the requirements of at least one eligibility barrier (e.g., school dropout, homeless, has a disability).

WIOA Rapid Response Program: This grant provides funding for the planning and coordination of Rapid Response services to employers and affected individuals who have or are in the process of being dislocated. This may include assistance with connecting individuals to local resources, providing topic-specific workshops, onsite WIOA registration, and targeted hiring assistance.

Windows to Work Program: This grant serves offenders who are under Department of Corrections supervision at the tri-county Huber facilities and county jails. The program provides assistance with obtaining and retaining employment.

Performance Indicators

WIOA programs are measured by national primary indicators of performance on a quarterly basis. Currently, each program has four indicators. Two additional indicators (measurable skill gain and effectiveness in serving employers) will be assigned once baseline data has been captured. Performance results from the most recent quarter include:

WIOA Title I Primary Indicators of Performance (Q3 PY18-19)								
Program	Q2 Unsubsidized Employment		Q4 Unsubsidized Employment		Median Earnings (Qtrly)		Credential Attainment Rate	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Adult	80%	87.8%	75%	84.3%	\$5,600	\$7,835	60%	73.5%
Dislocated Worker	85%	88.8%	83%	90.1%	\$7,500	\$9,586	60%	82.0%
Youth	75%	84.3%	70%	82.8%	n/a	\$5,076	60%	64.6%

Definitions of Primary Indicators of Performance:

Q2 Unsubsidized Employment: The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Q4 Unsubsidized Employment: The percentage of program participants who were in unsubsidized employment during the fourth quarter after exit from the program. Employment includes unsubsidized employment, registered apprenticeship and military service. For the Youth Program, this also includes participants who were in educational programs including occupational skills training, postsecondary education, and secondary education.

Median Earnings: The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct unemployment insurance wage record match, Federal or military employment records, or supplemental wage information.

Credential Attainment Rate: The percentage of participants who obtain a recognized postsecondary credential during participation or within one year after exit from the program. Participants who receive a secondary school diploma or equivalent are successful if the participant was also employed or entered postsecondary education within one year of program exit.

In addition to the above indicators, other highlights from the current program year include:

- 413 total program participants
- 200 were placed in employment with the others either attending an educational program or receiving other program services
- 43 received formal on-the-job training with local employers
- 13 businesses provided incumbent worker training to 62 employees
- 100 individual training accounts were provided for occupations in 15 different areas including health science, business management, transportation logistics, manufacturing, and information technology
- Average hourly wages upon placement for adults, dislocated workers, and youth were \$21.96, \$24.71, and \$12.10, respectively

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	2018	2019	2019	2020	Change From 2019	
	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	\$186,794	\$0	\$0	\$0	\$0	N/A
Appr. Fund Balance	\$400,000	\$400,000	\$44,750	\$400,000	\$0	0.0%
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$586,794	\$400,000	\$44,750	\$400,000	\$0	0.0%
Expenditures						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,500	\$62,500	\$0	\$62,500	\$0	0.0%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$337,500	\$44,750	\$337,500	\$0	0.0%
Total Expenditures	\$2,500	\$400,000	\$44,750	\$400,000	\$0	0.0%
Rev. Over (Under) Exp.	\$584,294	\$0	\$0	\$0	\$0	N/A

Summary of Tarmann Fund Funding Sources 2017 – 2020

Revenue Source	2017 Budget	2018 Budget	2019 Budget	2020 Budget	Budget Change
DNR Stewardship Grant Reimbursements	\$0	\$0	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$0	\$0
Landfill Siting	\$0	\$0	\$0	\$0	\$0
Tarmann Fund Balance	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Land Sales - Permits/Sales, Etc.	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Total Expenditures	\$400,000	\$400,000	\$400,000	\$400,000	\$0
Revenues Over/(Under) Expenditures	\$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 2020.

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

Performance Measure:	2018 Actual	2019 Target	2019 Estimate	2020 Target
Acres in Parks Plan	4,664	4,561	4,561	4,561
Acres of Parks Plan Acquired	4,112	4,020	4,020	4,081
% of Park Plan Acquired	88.2%	88.1%	88.1%	88.1%
Acres in Greenway Plan	8,301	7,689	7,689	7,689
Acres of Greenway Plan Acquired	3,613	3,539	3,539	3,539
% of Greenway Plan Acquired	43.5%	46.0%	46.0%	46.0%

Fund Purpose

This Fund is comprised of golf courses 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	2018	2019	2019	2020	Change From 2019	
	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	\$2,617,179	\$3,243,100	\$3,098,940	\$3,142,100	(\$101,000)	-3.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (a)	\$7,828	\$28,000	\$27,950	\$12,000	(\$16,000)	-57.1%
Appr. Fund Balance	\$0	\$0	\$0	\$200,000	\$200,000	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$2,625,007	\$3,271,100	\$3,126,890	\$3,354,100	\$83,000	2.5%
Expenditures						
Personnel Costs	\$1,201,908	\$1,311,776	\$1,214,157	\$1,353,752	\$41,976	3.2%
Operating Expenses	\$988,842	\$1,077,236	\$1,002,300	\$1,039,531	(\$37,705)	-3.5%
Interdept. Charges	\$878,956	\$916,985	\$890,315	\$922,246	\$5,261	0.6%
Fixed Assets (Memo) (c)	\$1,741	\$25,000	\$25,000	\$43,000	\$18,000	72.0%
Total Expenditures	\$3,069,706	\$3,305,997	\$3,106,772	\$3,315,529	\$9,532	0.3%
Operating Income/(Loss)	(\$444,699)	(\$34,897)	\$20,118	\$38,571	\$73,468	N/A
Cash Flow From Operations (b)	(\$271,353)	\$145,686	\$179,487	(\$10,616)	(\$156,302)	-107.3%

Position Summary (FTE)

Regular Positions	7.05	7.05	7.05	6.82	(0.23)
Extra Help	19.06	19.49	19.49	20.21	0.72
Overtime	0.70	0.70	0.70	0.72	0.02
Total FTEs	26.81	27.24	27.24	27.75	0.51

- (a) In 2018, 2019, and 2020 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: Reservation/Point-of-Sale System Implementation

Continue to enhance the user experience with the Club Prophet Systems reservation/Point of Sale (POS) system. Additional features of the system will be implemented to expedite reservation/sale processes and to offer increased information and functionality to golfers.

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	11.96	11.98	11.98	12.01	0.03
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,447,232	\$1,740,000	\$1,665,640	\$1,664,500	(\$75,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$6,691	\$9,000	\$9,050	\$9,000	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,453,923	\$1,749,000	\$1,674,690	\$1,673,500	(\$75,500)
Personnel Costs	\$593,712	\$591,911	\$558,567	\$600,163	\$8,252
Operating Expenses (excl. Depr. Exp)	\$411,095	\$427,034	\$409,284	\$427,619	\$585
Depreciation Expense	\$69,776	\$66,322	\$65,222	\$61,933	(\$4,389)
Interdept. Charges	\$435,406	\$442,476	\$440,004	\$442,646	\$170
Fixed Assets (Memo) (a)	\$1,741	\$0	\$0	\$28,000	\$28,000
Total Expenditures	\$1,509,989	\$1,527,743	\$1,473,077	\$1,532,361	\$4,618
Operating Income/(Loss)	(\$56,066)	\$221,257	\$201,613	\$141,139	(\$80,118)
Cash Flow From Operations (b)	\$13,710	\$287,579	\$266,835	\$203,072	(\$84,507)

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

Naga-Waukee Golf Course (Continued)

Program Highlights

Overall revenues are being reduced \$75,500 to \$1,673,500. Major impacts include; Greens fees have been reduced \$95,000 to more accurately reflect rounds of golf. Concession sale are increasing \$15,000 due to enhanced food and beverage offerings. Merchandise sales are increasing \$10,000 due to enhanced pro shop offerings.

Personnel costs are increasing by nearly \$8,300 to \$600,163 due to the cost to continue existing staff levels and a 0.03 FTE increase in overtime costs.

Operating expenses remain stable and are increased by about \$600. An increase of \$7,000 in software maintenance mainly due to shift of existing costs from Wanaki golf course and \$2,000 increase in maintenance funding are mostly offset with \$5,700 reductions in operating supplies and a \$3,000 reduction in equipment.

Scheduled depreciation decreases almost \$4,400 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges increase slightly by \$170.

Fixed asset of \$28,000 includes \$23,000 for irrigation system software update and \$5,000 for the replacement of carpet in the club house

Activity

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
9 Hole Rounds	55,366	68,200	58,500	58,250
Golf Car Rentals	26,083	27,390	28,000	28,250
ID Cards	44	1,000	50	50
9 Hole Play	17,442	19,800	17,500	17,500
18 Hole Play	20,482	24,200	23,500	23,250

Naga-Waukee Golf Course Revenue				
	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Green Fees	\$781,902	\$1,020,000	\$925,000	\$925,000
Golf Cars	\$321,715	\$355,000	\$360,000	\$360,000
ID Cards	\$714	\$22,000	\$1,740	\$1,000
Food	\$178,530	\$185,000	\$195,000	\$200,000
Merchandise	\$105,487	\$100,000	\$110,000	\$110,000
Misc. Revenue	\$65,575	\$67,000	\$69,950	\$77,500
Total Revenue	\$1,453,923	\$1,749,000	\$1,661,690	\$1,673,500

Wanaki Golf Course

Program Description

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

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	11.66	11.66	11.66	11.58	(0.08)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$926,874	\$1,188,600	\$1,151,300	\$1,188,600	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,137	\$3,000	\$2,900	\$0	(\$3,000)
Appr. Fund Balance	\$0	\$0	\$0	\$200,000	\$200,000
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$928,011	\$1,191,600	\$1,154,200	\$1,388,600	\$197,000
Personnel Costs	\$480,475	\$568,523	\$531,154	\$585,790	\$17,267
Operating Expenses (excl. Depr. Exp)	\$329,331	\$379,391	\$341,458	\$379,391	\$0
Depreciation Expense	\$87,036	\$97,963	\$77,808	\$73,331	(\$24,632)
Interdept. Charges	\$361,586	\$382,304	\$359,441	\$380,731	(\$1,573)
Fixed Assets (Memo) (a)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,258,428	\$1,428,181	\$1,309,861	\$1,419,243	(\$8,938)
Operating Income/(Loss)	(\$330,417)	(\$236,581)	(\$155,661)	(\$30,643)	\$205,938
Cash Flow From Operations (b)	(\$243,381)	(\$138,618)	(\$77,853)	(\$157,312)	(\$18,694)

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

Program Highlights

The 2020 County Board Adopted Budget directs the department of Parks and Land Use to initiate a process to lease the Wanaki Golf Course property to a viable, private operator by February 15, 2020. If efforts to enter into an agreement with said operator are unsuccessful, the department of Parks and Land Use shall operate Wanaki Golf Course for the 2020 golf season; proceed with additional, outlined actions to sell the Wanaki property; and cease county-run golf course actions at Wanaki effective November 1, 2020.

Fiscally, since 2011, Wanaki has experienced annual net cash flow losses between approximately \$41,000 to \$243,000. Golf course fund balance has generally continued to decline since 1997 due to net operating cash flow loss (Wanaki and Moor Downs) and use for necessary infrastructure investments. In 2018, the Department completed a projected infrastructure needs analysis, estimating over \$645,000 repair and replacement projects (primarily pavement and irrigation).

The 2020 County Board Adopted budget directs the department of Parks and Land Use to initiate a process to cease county-run golf operations at Wanaki Golf Course, based on the County Board adopted outline described below and on the following page.

1. The department of Parks and Land Use shall operate Wanaki golf course through no later than November 1, 2020 if efforts to lease the facility to a viable, private operator by February 15, 2020 are not successful. A successful lease shall place no net expense burden on the County, including the cost of lease management, clubhouse operations, course maintenance, and capital improvements.

Wanaki Golf Course (continued)

2. If no lease offers meet the minimum requirements, the Department shall proceed with a process to sell the property for continued golf operations (via deed restriction) at no less than 80% of highest and best use value by March 31, 2020.
3. If no viable sale bid for golf use is received, the Department shall proceed with a process to sell the property for outdoor recreation purposes at no less than 80% of highest and best use value by June 30, 2020.
4. If no viable sale bid for outdoor recreation purposes is received, the Department shall proceed with a process to sell the property for highest and best use until the property is ultimately sold.

The following program budget items will mainly be used in the event of an unsuccessful lease of the property for golf course operations by February 15, 2020 as noted previously. Charges for services revenues are maintained at 2019 budgeted levels, reflecting no changes to greens fees, cart rental, or concession revenues. Other revenues decrease \$3,000 reflecting anticipated one-time donations in 2019.

Fund balance revenues increase \$200,000, reflecting the appropriation of one-time Tarmann Fund balance to provide a resource to mitigate anticipated negative cash flow operations during the 2020 golf season.

Personnel costs increase approximately \$17,300 or 3%, mainly reflecting the cost to continue of 11.58 FTE, an increase of 0.15 FTE extra help, and the transfer out of 0.08 FTE clubhouse supervisor and 0.15 FTE parks systems manager to Parks and Land Use-General Fund operations. Operating expenses remain at 2019 budgeted levels of \$379,391. Scheduled depreciation expenses decrease by approximately \$24,600. Interdepartmental charges decrease slightly by nearly \$1,600, reflecting a decrease in technology maintenance and replacement charges.

Activity

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
9 Hole Rounds	45,933	53,730	48,250	48,250
Golf Car/Cart Rental	16,503	17,830	17,000	17,000
ID Cards	39	550	50	50
9 Hole Play	17,576	22,840	19,300	19,300
18 Hole Play	10,781	15,445	14,475	14,475

Wanaki Golf Course Revenue				
	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Green Fees	\$510,086	\$696,000	\$705,200	\$696,000
Golf Cars	\$130,849	\$160,000	\$150,000	\$160,000
ID Cards	\$3,151	\$12,600	\$1,000	\$12,600
Food	\$157,725	\$165,000	\$165,000	\$165,000
Merchandise	\$99,728	\$125,000	\$115,000	\$125,000
Misc.	\$26,472	\$33,000	\$18,000	\$30,000
Total	\$928,011	\$1,191,600	\$1,154,200	\$1,188,600

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.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	3.19	3.60	3.60	4.16	0.56
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$243,073	\$314,500	\$282,000	\$289,000	(\$25,500)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$16,000	\$16,000	\$3,000	(\$13,000)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy (Credit)	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$243,073	\$330,500	\$298,000	\$292,000	(\$38,500)
Personnel Costs	\$127,721	\$151,342	\$124,436	\$167,799	\$16,457
Operating Expenses (excl. Depr. Exp)	\$75,070	\$90,228	\$92,189	\$81,708	(\$8,520)
Depreciation Expense	\$16,534	\$16,298	\$16,339	\$15,549	(\$749)
Interdept. Charges	\$81,964	\$92,205	\$90,870	\$98,869	\$6,664
Fixed Assets (Memo) (a)	\$0	\$25,000	\$25,000	\$15,000	(\$10,000)
Total Expenditures	\$301,289	\$350,073	\$323,834	\$363,925	\$13,852
Operating Income/(Loss)	(\$58,216)	(\$19,573)	(\$25,834)	(\$71,925)	(\$52,352)
Cash Flow From Operations (b)	(\$41,682)	(\$3,275)	(\$9,495)	(\$56,376)	(\$53,101)

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

Program Highlights

Overall revenues are being reduced \$38,500 to \$292,000. Major impacts include; Greens fees have been reduced \$20,000 to more accurately reflect rounds of golf. Foot Golf revenue is decreased by \$3,000, Golf cars revenue is increased \$2,000. Other Revenues are down \$13,000 mainly due to one-time donations in 2019 for a bridge replacement.

Personnel costs are increasing nearly \$16,500 to \$167,799 due to the cost to continue current staff levels, and also includes an increase of 0.57 FTE extra help and a reduction of 0.01 FTE overtime.

Operating expenses are reduced \$8,520 to \$81,708. Budget reductions of \$6,600 for operating supplies, \$3,200 for utilities and \$1,500 in contracted services are partially offset with an increase of \$3,250 for software maintenance.

Scheduled Depreciation is reduced by \$749 based on prior year and future year fixed asset acquisitions.

Interdepartmental charges have increased almost \$6,700 mainly due to a \$6,000 increase in vehicle ownership charges.

Fixed assets of \$15,000 is included for a bridge replacement

Moor Downs Golf Course (Continued)

Activity

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
9 Hole Rounds	14,561	19,225	16,880	17,000
Golf Car Rental	8,450	10,000	10,000	10,300
ID Cards	5	25	25	0
9 Hole Play	14,077	19,075	16,380	16,500
18 Hole Play	242	75	250	250
Foot Golf Rounds	496	835	500	585

Moor Downs Golf Course Revenue*				
	2018 Actual	2019 Budget	2019 Estimate	2020 Budget
Green Fees	\$147,155	\$205,000	\$180,000	\$185,000
Foot Golf	\$4,055	\$10,000	\$7,000	\$7,000
Golf Cars	\$55,002	\$60,000	\$60,000	\$62,000
ID Cards	\$0	\$1,000	\$0	\$0
Concessions	\$22,630	\$25,000	\$25,000	\$25,000
Merchandise	\$8,614	\$10,000	\$10,000	\$10,000
Misc. Revenues	\$5,617	\$19,500	\$16,000	\$3,000
Total Revenue	\$243,073	\$330,500	\$298,000	\$292,000

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	2018	2019	2019	2020	Change From 2019	
	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	\$1,049,689	\$1,071,500	\$1,092,850	\$1,104,230	\$32,730	3.1%
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$13,356	\$11,000	\$12,875	\$13,500	\$2,500	22.7%
Appr. Fund Balance	\$2,640	\$0	\$0	\$0	\$0	N/A
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$1,065,685	\$1,082,500	\$1,105,725	\$1,117,730	\$35,230	3.3%
Expenditures						
Personnel Costs	\$557,392	\$565,537	\$554,186	\$587,497	\$21,960	3.9%
Operating Expenses (b)	\$543,510	\$557,644	\$538,302	\$563,105	\$5,461	1.0%
Interdept. Charges	\$93,839	\$96,542	\$93,392	\$102,937	\$6,395	6.6%
Fixed Assets (Memo) (c)	\$56,288	\$50,000	\$50,000	\$40,000	(\$10,000)	-20.0%
Interdept. Debt-Prin (d)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,194,741	\$1,219,723	\$1,185,880	\$1,253,539	\$33,816	2.8%
Operating Income/(Loss) (b)	(\$129,056)	(\$137,223)	(\$80,155)	(\$135,809)	\$1,414	N/A
Cash Flow From Operations (a)	\$27,704	\$14	\$49,518	\$8,926	\$8,912	63657.1%

Position Summary (FTE)

Regular Positions	4.91	4.91	4.91	4.91	0.00
Extra Help	4.04	4.04	4.04	4.00	(0.04)
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	8.95	8.95	8.95	8.91	(0.04)

- (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:	2017 Actual	2018 Actual	2019 Target	2019 Estimate	2020 Target
Naga-Waukee: Prime hours utilized	62%	62%	70%	70%	70%
Eble: Prime hours utilized	64%	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:	2017 Actual	2018 Actual	2019 Target	2019 Estimate	2020 Target
Naga-Waukee: Non-prime hours utilized	20%	20%	20%	20%	20%
Eble: Non-prime hours utilized	20%	20%	20%	20%	20%

CURRENT CONTRACT ICE COMPARISON: PRIME	2017	2018	2019	2020
Eble	\$273.00	\$275.00	\$275.00	\$275.00
Naga-waukee	\$273.00	\$275.00	\$275.00	\$275.00
Other Area Ice Arenas (Average)	\$274.51	\$270.00	\$273.00	N/A

CURRENT CONTRACT ICE COMPARISON: NON-PRIME	2017	2018	2019	2020
Eble	\$236.25	\$240.00	\$240.00	\$240.00
Naga-waukee	\$236.25	\$240.00	\$240.00	\$240.00
Waukesha Summer	\$200.00	\$200.00	\$200.00	\$205.00
Other Area Ice Arenas (Average)	\$234.13	\$229.80	\$234.00	N/A

Naga-Waukee Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.26	4.26	4.26	4.21	(0.05)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$558,182	\$512,700	\$532,450	\$535,630	\$22,930
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$10,117	\$9,000	\$9,375	\$10,000	\$1,000
Appr. Fund Balance	\$2,640	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$570,939	\$521,700	\$541,825	\$545,630	\$23,930
Personnel Costs	\$263,163	\$270,937	\$263,745	\$281,380	\$10,443
Operating Expenses (excl. Depr. Exp)	\$225,333	\$230,432	\$220,652	\$243,308	\$12,876
Depreciation Expense (a)	\$80,785	\$90,262	\$72,631	\$76,481	(\$13,781)
Interdept. Charges	\$42,293	\$46,528	\$43,823	\$50,444	\$3,916
Fixed Assets (Memo) (b)	\$15,190	\$50,000	\$50,000	\$0	(\$50,000)
Total Expenditures	\$611,574	\$638,159	\$600,851	\$651,613	\$13,454

Operating Income/(Loss) (a)	(\$40,635)	(\$116,459)	(\$59,026)	(\$105,983)	\$10,476
Cash Flow From Operations (c.)	\$37,510	(\$26,197)	\$13,605	(\$29,502)	(\$3,305)

- (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.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues increase \$23,900 to \$545,630, mainly due to increase of \$3,000 in skate lessons based on new programming and partnerships and \$21,500 public skating revenue based on updated rate structure with new categories for Adults/Juniors and Senior/Military. The public skating rates and lesson fees are adjusted as necessary to maintain market position.

Personnel costs increase slightly over \$10,400 to \$281,380 and fund the cost to continue existing staffing levels, partially offset by a 0.05 FTE decrease in extra help. The Department will further evaluate the personnel structure for the ice arenas in 2020 to determine staffing level options while maintaining safe and effective operating standards.

Operating expenses, excluding budgeted depreciation, increase about \$13,000 mainly due to \$8,000 increase in maintenance costs, a \$2,000 increase in recreation services and a \$1,000 increase in natural gas costs. Depreciation is scheduled to decrease \$13,800 to \$76,481 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$4,000 mainly due to a \$3,350 increase in administrative overhead charges. Fixed assets decreases \$50,000 due to one-time improvements in 2019.

Activity	2018	2019	2019	2020	2019 vs. 2020
	Actual	Budget	Estimate	Budget	Budget Change
Contract Ice Hours	1,606	1,600	1,600	1,500	(100)
Public Skating Attendance	14,409	10,700	10,700	13,500	2,800
No. of Skate Rentals	5,591	5,500	5,500	5,500	0
Naga-Waukee Ice Arena Revenue					
Activity	2018	2019	2019	2020	2019 vs. 2020
	Actual	Budget	Estimate	Budget	Budget Change
Public Skating	\$102,352	\$80,400	\$94,750	\$101,930	\$21,530
Learn to Skate Program	\$29,798	\$22,000	\$22,000	\$25,000	\$3,000
WCHL - Hockey League	\$79,860	\$80,000	\$80,000	\$80,000	\$0
Contracted Ice	\$302,623	\$290,000	\$290,000	\$282,700	(\$7,300)
Concession	\$42,826	\$38,300	\$43,700	\$44,000	\$5,700
Investment Income	\$6,888	\$7,000	\$7,000	\$7,000	\$0
Merch/Bds/Misc	\$3,948	\$4,000	\$4,375	\$5,000	\$1,000
Total	\$568,295	\$521,700	\$541,825	\$545,630	\$23,930

Eble Ice Arena

Program Description

Provide quality and affordable ice skating opportunities to the public.

	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Staffing (FTE)	4.69	4.69	4.69	4.70	0.01
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$491,507	\$558,800	\$560,400	\$568,600	\$9,800
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$3,239	\$2,000	\$3,500	\$3,500	\$1,500
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
County Tax Levy	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$494,746	\$560,800	\$563,900	\$572,100	\$11,300
Personnel Costs	\$294,229	\$294,600	\$290,441	\$306,117	\$11,517
Operating Expenses (excl. Depr. Exp)	\$158,777	\$189,975	\$187,977	\$175,062	(\$14,913)
Depreciation Expense (a)	\$78,615	\$46,975	\$57,042	\$68,254	\$21,279
Interdept. Charges	\$51,546	\$50,014	\$49,569	\$52,493	\$2,479
Fixed Assets (Memo) (b)	\$41,098	\$0	\$0	\$40,000	\$40,000
Total Expenditures	\$583,167	\$581,564	\$585,029	\$601,926	\$20,362

Operating Income/(Loss) (a)	(\$88,421)	(\$20,764)	(\$21,129)	(\$29,826)	(\$9,062)
Cash Flow From Operations (c.)	(\$9,806)	\$26,211	\$35,913	\$38,428	\$12,217

- (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.
- (c) Cash flow from operations figures are based on total operating revenues (excluding fund balance) less expenditures, excluding depreciation expense.

Program Highlights

Program revenues increase \$11,300 to \$572,100, mainly due to an increase of \$3,000 in skate lesson revenue based on new programming and partnerships, and \$6,800 in public skating revenue based on updated rate structure with new categories for Adults/Juniors and Senior/Military. The public skating rates and lesson fees are adjusted as necessary to maintain market position.

Personnel costs increase approximately \$11,500 to \$306,117, mainly due to cost to continue existing staff and a 0.01 FTE increase in extra help. The Department will further evaluate the personnel structure for the ice arenas in 2020 to determine staffing level options while maintaining safe and effective operating standards.

Operating expenses are being reduced by over \$14,900 mainly due to \$10,400 reduction in maintenance projects and a \$5,000 reduction in utility costs. Budgeted depreciation expense increases \$21,279 to \$68,254 based on prior year and future fixed asset acquisitions.

Interdepartmental charges increase almost \$2,500 mainly due to a \$3,350 increase in administrative overhead charges.

Fixed assets are budgeted at \$40,000 to provide for the rebuilding of the compressor.

Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	2019 vs. 2020 Budget Change
Contract Ice Hours	1,431	1,600	1,600	1,665	65
Public Skating Attendance	14,178	13,000	13,000	14,500	1,500
No. of Skate Rentals	8,128	7,600	7,600	8,500	900
Activity	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	2019 vs. 2020 Budget Change
Public Skating	\$109,158	\$115,500	\$111,700	\$115,000	(\$500)
Learn to Skate Program	\$4,803	\$19,000	\$20,000	\$22,000	\$3,000
WCHL – Hockey League	\$76,282	\$87,500	\$87,500	\$85,000	(\$2,500)
Contracted Ice	\$265,667	\$300,000	\$300,000	\$306,600	\$6,600
Concession	\$35,021	\$36,800	\$40,000	\$40,000	\$3,200
Merch/Bds/Misc	\$3,815	\$2,000	\$4,700	\$3,500	\$1,500
Total	\$494,746	\$560,800	\$563,900	\$572,100	\$11,300

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 jointly overseeing a publicly-owned and privately operated Material Recycling Facility in cooperation with the City of Milwaukee (Joint MRF). For the County, the program is managed as a self-sustaining enterprise fund (Recycling Fund), relying on revenues from the sale of recyclable commodities and state grants, with no tax levy. Since 2015, the Joint MRF has processes and sold an average of 70,000 tons of recyclables per year, collected from 27 county municipalities, the City of Milwaukee and third-party hauler contracts. The County manages MRF operating contracts, state recycling grants, MRF building and equipment maintenance, and recyclable collection services at county-owned facilities and several 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.

Since 2001, the County has distributed over \$19 million in annual dividend payments to the 27 community partners in the county to help them recover recyclable collection costs. These payments are based on 3-year projections of the Recycling Fund and are contingent on the ability of the County to sustain an adequate fund balance for future equipment upgrades at the Joint MRF.

Financial Summary	2018	2019	2019	2020	Change From 2019	
	Actual	Adopted Budget	Estimate	Budget	Adopted Budget \$	%
Revenues						
General Government	\$1,049,394	\$1,050,000	\$1,050,313	\$1,050,000	\$0	0.0%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$1,870,854	\$2,766,000	\$1,879,700	\$1,748,390	(\$1,017,610)	-36.8%
Appr. Fund Balance (a)	\$1,415,414	\$1,053,100	\$998,790	\$85,000	(\$968,100)	-91.9%
County Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenue Sources	\$4,335,662	\$4,869,100	\$3,928,803	\$2,883,390	(\$1,985,710)	-40.8%
Expenditures						
Personnel Costs	\$388,049	\$366,968	\$356,632	\$377,195	\$10,227	2.8%
Operating Expenses (b)	\$3,186,425	\$3,189,514	\$2,956,469	\$3,003,779	(\$185,735)	-5.8%
Depreciation Expense	\$660,260	\$660,261	\$660,260	\$660,261	\$0	0.0%
Interdept. Charges	\$186,040	\$183,592	\$179,722	\$149,614	(\$33,978)	-18.5%
Fixed Assets (Memo) (c)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,420,774	\$4,400,335	\$4,153,083	\$4,190,849	(\$209,486)	-4.8%
Operating Income/(Loss)	(\$85,112)	\$468,765	(\$224,280)	(\$1,307,459)	(\$1,776,224)	-378.9%
Cash Flow From Operations (d)	(\$840,266)	\$75,926	(\$562,810)	(\$732,198)	(\$808,124)	-1064.4%

Position Summary (FTE)

Regular Positions	4.53	4.53	4.91	4.53	0.00
Extra Help	1.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total FTEs	5.53	4.53	4.91	4.53	0.00

(a) MRF Appropriated fund balance is used for:

	2018 Actual	2019 Budget	2019 Est.	2020 Budget
Recycling Prog. Disbursement - Base/Incentive Dividend (1)	\$1,170,000	\$907,500	\$0	\$0
Recycling Efficiency Initiative (REI) program (2)	\$60,000	\$15,600	\$15,600	\$0
MRF Equipment Repair/Replacement (3)	\$0	\$130,000	\$130,000	\$85,000
Purchase Order/Carryover from 2018 to 2019	\$0	\$0	\$344,620	\$0
Purchase Order/Carryover from 2017 to 2018	\$185,414	\$0	\$0	\$0
2nd Contract Amendment MRF Budget	\$0	\$0	\$508,570	\$0
Total Fund Balance Appropriation	\$1,415,414	\$1,053,100	\$998,790	\$85,000

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.

CURRENT AND PLANNED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '19	Estimated Operating Impact	A=Annual T=One-Time
202008	Joint MRF Fire Suppression System	2020	\$247,000	0%	\$0	A

Program Highlights

General government revenue, which consists of the State Recycling Grant, are budgeted at 2019 level of \$1,050,000.

Other revenues decrease \$1,017,610 to \$1,748,390, mainly due to a \$1.1 million decrease in material sales revenues as a result of a significant decline in recyclable commodity markets. County tonnage is budgeted at 31,000, and 15,000 third-party tons processed at the Joint MRF. Revenue from equipment repair/replacement fees paid by the MRF operator increased \$75,000 from \$150,000 to \$225,000 based on the recent operating contract amendment. Revenue from a \$2 per ton educational fee paid by the MRF operator increased by \$18,800 to \$60,000, also based on the new contract amendment. In the 2020 budget, investment income generated from the Recycling Fund cash balance increase \$15,000. In addition, \$100,000 of landfill siting fee revenues continue to be budgeted to assist with commodity market conditions.

Appropriated Recycling Fund balance is reduced by \$968,100 mainly due to a \$956,250 reduction in dividend payments to communities. The remaining \$85,000 is included to partially fund the MRF Equipment Replacement/Maintenance Plan.

Personnel costs increase approximately \$10,200, mainly due to the cost to continue existing staff levels, as well as the reclassification of 1.00 FTE Solid Waste Supervisor to Recycling & Solid Waste Supervisor.

Operating expenses decrease over \$185,700 to almost \$3,004,000. Total grants to communities decrease \$956,250 to \$596,250, reflecting the partial elimination of community dividend payments to sustain an adequate Recycling Fund balance for future equipment upgrades at the Joint MRF. The remaining dividend amount reflects annual payments aimed to support community costs for recycling containers and the direct haul of recyclables to Milwaukee, as committed in 10-year intergovernmental agreements (IGAs) executed with 27 local communities in 2015. The reduction in community dividend payments is in response to current depressed recyclable commodity markets. The business model for the Joint 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 significant budget cuts, including the reduced community dividend payments. Commodity markets are not projected to recover soon, so additional future cuts to the community dividend payments may be required, which has been communicated to the 27 partner communities. Since the IGAs require a 1-year notice (by June 1) to terminate, the earliest that additional dividend cuts can be implemented is in the 2021 budget cycle. 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 2020 budget. Under the terms of the renegotiated vendor contract, processing expense have increased \$603,570 to \$1,573,250, reflecting the higher costs to process recyclable material to meet current markets. Higher contamination rates from residents have led to higher residue rates. Therefore, Joint MRF waste disposal costs have increased \$122,760 to \$262,260. The 2020 budget includes \$310,000, an increase of \$30,000 for cost associated with the MRF Equipment/Maintenance Plan.

Interdepartmental charges are reduced nearly \$34,000 to just over \$149,000 mainly due to reduction of \$35,000 in administrative overhead charges.

Disbursement and other grants to communities: 2019 and 2020

	19 Budget	20 Budget	Bud. Chng.	% Chng.
Base Dividend/Recycling Incentive (a)(b)	\$907,500	\$0	(\$907,500)	-100.00%
Direct Haul Compensation (c)	\$201,000	\$201,000	\$0	0.00%
Recycling Container Credit (d)	<u>\$379,000</u>	<u>\$379,000</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal Disbursement to Participating Municipalities	\$1,487,500	\$580,000	(\$907,500)	-61.01%
Other Recycling Grants to Communities/Organizations (e)	\$65,000	\$16,250	(\$48,750)	-75.00%
Total Grants to Communities	\$1,552,500	\$596,250	(\$956,250)	-61.59%

- (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 and special event recycling containers. Reductions reflect the partial elimination of community grants to support recycling drop-off sites.

Activity Data	2018 Actual	2019 Budget	2019 Estimate	2020 Budget	Budget Change
Tons processed at County compost facility	3,729	5,000	4,000	4,000	(1,000)
Tons of office paper and containers recycled – County	221	250	250	250	0
Number of participants in education presentation/events	4,792	6,500	6,500	6,500	0
Lbs. of residential computers recycled	387,304	350,000	250,000	300,000	(50,000)

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 New Berlin
3 Town of Brookfield	3 Village of Hartland
4 Town of Waukesha	4 Village of Mukwonago
5 Village of Dousman	
6 Village of Elm Grove	
7 Village of Merton	
8 Village of Nashotah	
9 Village of Pewaukee	
10 Village of Summit	

Major Departmental Strategic Plan Objectives

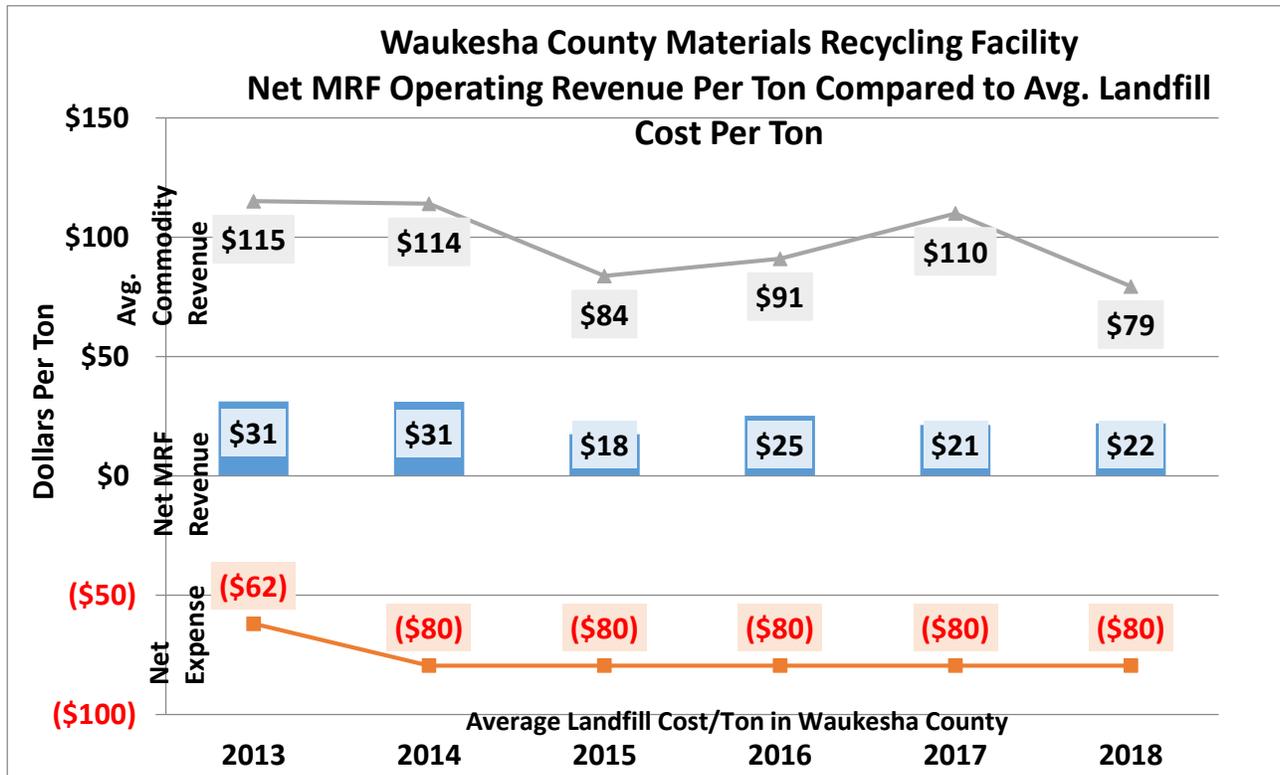
Quality Pillar: High standards of service excellence

Objective #1: Landfill Diversion Rates

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

Performance Measure	Year 2018 Benchmark	Year 2019 Goal	Year 2020 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 2018 landfill disposal charge for solid waste in Waukesha County remain unchanged from the previous year with an average of \$80.00 per ton (\$75 at Emerald Park and \$85 at Orchard Ridge). The six year net average operating gain is \$24.72 per ton and when added to average landfill costs there is a \$101.3 per ton advantage to recycling.



The decline in recycling tonnage from 2013-2014 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 thru 2018 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 2019 and 2020.

