WAUKESHA COUNTY

2012 ADOPTED BUDGET BOOK

Waukesha, Wisconsin

Waukesha County Executive

Daniel P. Vrakas

(Term Expires April 2015)

Board of Supervisors

(Terms Expire April 2012)

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About the cover:
Waukesha County's newly paved Lake Country Trail reopened in summer 2011. The picturesque view of Pewaukee Lake is one of several scenic views along the 15-mile trail.

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

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READER'S GUIDE

Introduction

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

Document Organization

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

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

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

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

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

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

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

General Fund

Special Revenue Fund

Internal Service Fund

Enterprise Fund

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

READER'S GUIDE

Department Budget Sections

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

QUICK REFERENCE GUIDE

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

To answer these questions:	Refer to:	Page
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Waukesha County

Wisconsin

For the Fiscal Year Beginning

January 1, 2011

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Waukesha County, Wisconsin for its annual budget for the fiscal year beginning January 1, 2011.

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

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

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Daniel P. Vrakas
County Executive

Waukesha
COUNTY
DEPARTMENT OF
COUNTY EXECUTIVE

December 8, 2011

Dear Citizens of Waukesha County:

It is my privilege to present to you the Waukesha County 2012 Adopted Budget that maintains Waukesha County's high standard of excellence. It has always been my goal to provide high quality services to residents at a low cost by finding government efficiencies. In fact, last year we were named the lowest spending per capita county in the state of Wisconsin by the Taxpayers' Alliance. This budget maintains the County's high standard of excellence by freezing the County portion of the tax bill for the average Waukesha County resident.

Waukesha County continues to innovate and take advantage of opportunities to streamline the delivery of quality County services. This budget continues our efforts to make public safety a top priority and effectively serves those individuals and families who are at-risk in these difficult times. Additionally, this budget includes significant investments in our buildings, roads and technology infrastructures to improve their safety and functionality while helping to provide for continued economic growth and vitality for future generations.

TAX IMPACT ON HOMEOWNERS

Waukesha County has a history of a high standard of excellence when it comes to limiting taxes. My administration continues to diligently work in partnership with the County Board to limit property tax spending. Despite a reduction in the overall County tax base, the County portion of a homeowner's tax bill should see no increase from last year.

We continue a standard of excellence by having the lowest county property tax rate in the State among counties without an implemented, county-imposed sales tax. We are only one of ten counties that have not implemented the County sales tax option. Additionally, we continue to be one of fewer than 4% of county government agencies (out of more than 3,000 throughout the country) to hold the coveted AAA/Aaa bond rating status. This coveted status is reflective of our exemplary financial management practices and allows us to borrow funds at the lowest cost possible to help keep our taxes low.

COOPERATION & EFFICIENCIES

The County continues to set its high standard of excellence by positioning itself for an even better tomorrow. The 2012 Budget identifies several key efforts of continued cooperation, teamwork and strategic collaborations that allow us to leverage our limited resources and reduce operational costs to taxpayers while providing improved and more efficient service delivery.

In the Human Services area, the Juvenile Center Program budget implements a more cost-effective alternative to housing female juveniles in secure detention. The Department will contract with Washington County to provide care for girls in secure detention. This will result in estimated savings of $200,000. Savings are being invested in community-based juvenile programs to prevent costly juvenile correction placements. Additionally, the Criminal Justice Collaboration Council will use federal grant funding to expand the Alcohol Treatment Court program, allowing it to serve an additional 140 participants and a federal grant will be used to create a drug treatment court. Both programs have the goal of reducing recidivism of the inmate population.

The Medical Examiner is working in cooperation with Washington County's Medical Examiner to extend Medical Examiner Forensic Pathologist services under a fixed flat rate contract benefitting both offices.

The following departments will be working together with the Payroll and Human Resources divisions of the department of Administration to implement a workforce management project streamlining time and attendance reporting and improving work scheduling efficiency: Sheriff, Emergency Preparedness Communication Center, Park and Land Use and Public Works.

515 W. Moreland Blvd. · Room 320
Waukesha, Wisconsin 53188
Phone: (262) 548-7902 · Fax: (262) 896-8510
TDD: (262) 548-7903
www.waukeshacounty.gov

BUDGET DRIVERS

The 2012 budget continues to address areas where declining revenue streams impacting the County must be addressed, while also funding the escalating operational costs from certain areas that increase at rates greater than inflation. This includes jail inmate medical costs, fuel and utility costs, employee health costs, County highway operations and road maintenance costs. Also, major revenue sources are reduced by over $2.75 million as a result of the State action to resolve its budget deficit in the State's 2011-2013 biennial budget. This was mostly offset with $2.45 million in savings from County employees picking up half the retirement contribution for a full year in 2012. Several of the key impacts to address in the 2012 County budget are as follows:

- State Transportation Aids are decreased in this budget by nearly $650,000.
- State Youth Aids funding to Health and Human Services is reduced almost $435,000.
- State Family Care enrollment caps, put in place to help limit State medical assistance spending, is expected to shift an estimated $300,000 in costs to Heath and Human Services Adult Protective Service programs.
- State Transit Operating Assistance funding is estimated to decline by over $220,000.
- State Circuit Court Support grant (frozen since 2000) and other state court funding drops by nearly $190,000.
- Investment income in the Treasurer's budget is reduced by $100,000 after a reduction in the 2011 budget of $430,000 due to continuing, historically low interest rates of return.

To address these declining revenues, personnel costs are decreased by nearly $1.95 million from the 2011 budget. This decrease is partly due to county management proposing to no longer fund 18.7 FTE positions resulting in net cost savings of over $1.0 million. Also, the State Budget Repair Bill, Act 10, requires most County employees to make a 50% contribution to their pensions in the Wisconsin Retirement System.

INFRASTRUCTURE INVESTMENTS

The County has consistently demonstrated prudent fiscal planning and this budget ensures our standard of excellence is sustained in the 2012 Capital Budget. The capital projects plan addresses the County's long-term facility needs. It includes the largest County building project in our history with the construction of a new Human Services Center in 2012-2013.

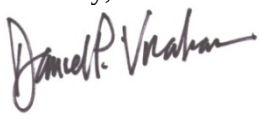
The County's first rate County Trunk Highway (CTH) system continues to be a critical contributor to our growth and economic vitality. This important infrastructure promotes public safety and economic development. Projects include the completion of CTH L (Janesville Road) in the City of Muskego, which is the largest County highway project to date. Additionally, under the plan, the County will begin the construction of the Waukesha West Bypass under a Memorandum of Understanding with the Wisconsin Department of Transportation.

Major Parks projects include park roadway maintenance and bikeway pavement improvements partially funded with federal funds. Additionally, the County will continue to make investments in sustainability and energy conservation with the goal of saving tax dollars. In upcoming years (2012-2014) the County will implement energy efficiency improvements for lighting upgrades at the Juvenile Center parking lot, Jail entrance and connector and the parking lot of the existing Health and Human Services building. These projects are expected to achieve reduced energy consumption and on-going costs savings of at least 10 to 20 percent.

ACKNOWLEDGEMENTS

We are ensuring the County sustains its standard of excellence for the future by focusing on our core service priorities, establishing strategic collaborative partnerships and using teamwork to continue implementing business process efficiencies to streamline operations and achieve ongoing cost-savings. I would like to take this opportunity to thank Waukesha County's devoted employees, entrusted appointed representatives, and capable elected officials for their professionalism and dedication in helping prepare the 2012 Adopted Budget that continues to set a high standard of excellence. The County strives to deliver quality services and make wise investments for the future to ensure we maintain our low taxes.

Sincerely,



Daniel P. Vrakas
County Executive

Daniel P. Vrakas
County Executive

Norman A. Cummings
Director

Waukesha
COUNTY
DEPARTMENT OF ADMINISTRATION

December 8, 2011

Dear Honorable County Board Supervisors:

The 2012 Adopted County Budget is themed “High Standards of Excellence” as Waukesha County continues our commitment to set high standards and excels at delivery of quality services.

The 2012 Budget maintains public safety services as a top priority and provides additional resources to effectively serve at-risk individuals and families in need. This budget also makes additional resources available for strategic investments in our roads, building and technology to maintain our infrastructure**,** a continued priority even in difficult and uncertain economic times.

FREEZES TAXES FOR HOMEOWNERS

During these challenging times, the 2012 Adopted Budget meets our benchmark standards by keeping taxes low, while continuing to maintain high quality services. In fact, this budget will result in no increase in the County portion of the tax bill to most homeowners.

For 2012 budget purposes, the adopted 2011 County General property tax levy totals $98 million; an increase of $615,000 limiting the increase to only 0.6% from the prior year budget, the same percentage increase as new construction impacts the tax base this past year.

The adopted expenditure budget totals $284.6 million, of which $244.6 million is for operational costs . This is a $3.4 million or 1.4% reduction from the 2011 budget. The Capital expenditure budget includes nearly $40 million for infrastructure investments including major construction funding for the planned replacement of the Health and Human Services building and major road construction funding for the widening of County Trunk Highway L – Janesville Road in the City of Muskego.

The special Federated Library System tax applied to those communities without libraries is $2.88 million an increase of 1.0%, about $30 K. County managers and staff have worked diligently on consolidating service delivery, outsourcing services where cost effective, and absorbing additional workload while reducing staff or leaving positions vacant. Also, staff are working on private/public partnerships and collaborative efforts with other government units to help us control our personnel costs and continue providing efficient services. For 2012, this budget discontinues funding for nearly 19 net full time equivalent positions at a net cost saving of nearly $1,050,000 and helps to maintain our low employee per capita ratio of 3.5 employees to 1,000 residents.

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

BUDGET CHALLENGES

During this period of continued economic instability, the County's budget continues to be challenged by the fragile economic recovery and declining property values. Also, this year we have been faced with significant impacts from the State Budget which has resulted in several areas of declining revenues by over $2.5 million. In addition, rising costs, many of which are greater than the rate of inflation, impact the cost of services provided in this budget are previously mentioned in the Executive's Budget message.

The County budget is being driven by higher public safety operational costs including Sheriff's jail inmate related costs, Circuit Court services and court security, emergency response, and highway safety and road maintenance needs. Additionally, increasing costs for growing demands in human services related to seniors, children and families at risk, and the unemployed are all impacting this budget. Federal and State under-funded mandates continue to shift responsibilities to county government and continues to put pressure on the budget while discretionary spending is held to a minimum.

Despite these significant budget challenges, we have successfully addressed many of these areas despite limiting tax levy growth to be below the State's imposed levy limit. We have been able to accomplish this by making difficult priority decisions and through operational efficiencies. The County continues to be well-positioned to meet it's strategic outcomes while focusing on core essential services due to it's prudent prior investments made in technology, energy conservation and infrastructure to help address these challenges we now face.

CAPITAL PROJECT FUNDING AND DEBT MANAGEMENT

Waukesha County maintains its" High Standard of Excellence" with strategic long-term capital planning, budgeting and debt management practices. To cover costs associated with making investments in infrastructure improvements, the adopted 2012 County Budget ensures that the Capital Projects Budget is funded with the same level of tax levy ($2.4 million) as the prior year and utilizes savings from past years to fund a planned down payment of over $12.1 million or 37% of net Capital expenditures.

Debt borrowing is planned at $20 million in the 2012 budget. Debt service payments total nearly $14.7 million with tax levy funding of $13.4 million an increase of $110,000 and debt service fund balance of nearly $1.3 million . The County will still maintain its key benchmark ratio of the debt service expenditure budget to total governmental operating expenditures which is projected to be at 7.5%, and considerably lower than the County's performance measure target level of less than 10%. Maintaining borrowing costs at this low percentage level continues the County's high standard to assure that the County will avoid future financial stress from debt and continue to focus resources on funding direct services in future years.

ACKNOWLEDGEMENTS

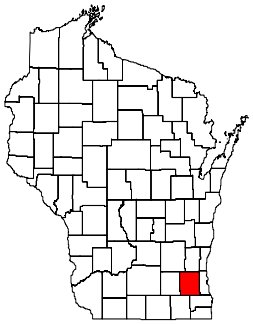
We believe you will find the 2012 Adopted County Budget balance essential service delivery needs while keeping taxes low. We take this opportunity to thank the County Board for its very thorough review and continued support. Certainly, this budget could not be accomplished without the cooperation of department administrators and their hard working, dedicated staff continuing the County's "High Standards of Excellence".

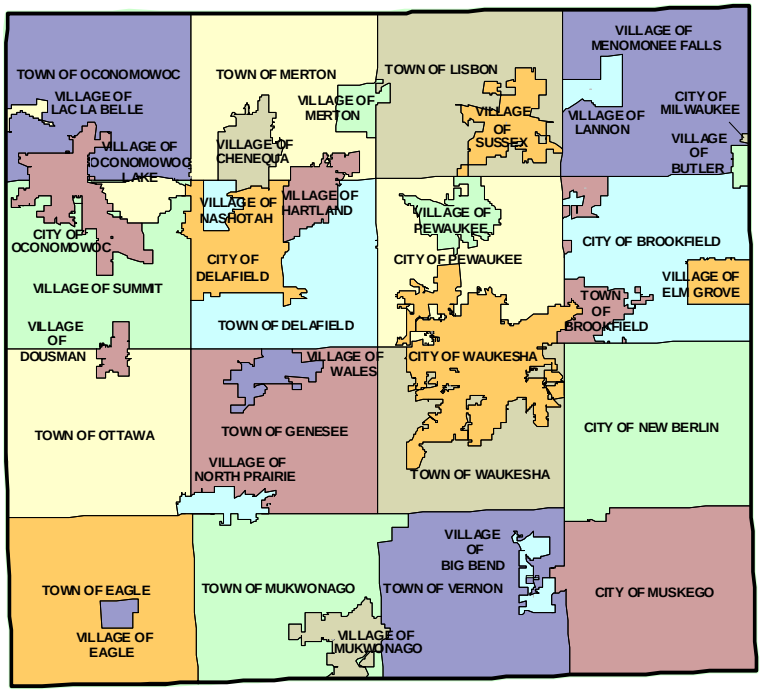
Sincerely,

Norman A. Cummings,
Director of Administration

Keith K. Swartz,
Budget Manager

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE





COUNTY POPULATION*	
As of 1/1/2011	390,267
2010 Census	389,891
* Wisconsin DOA (2011), U.S. Census Bureau (2010)	

EQUALIZED PROPERTY VALUES	
Including TID	$49,552,562,500
Excluding TID	$48,747,058,300

BRIEF WAUKESHA COUNTY HISTORY

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

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

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

WAUKESHA COUNTY TODAY

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

WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

ECONOMIC DEMOGRAPHICS

TEN LARGEST EMPLOYERS	
EMPLOYER	**EMPLOYEES**
Kohl's Department Stores	5,536
ProHealth Care	4,905
General Electric Medical Systems	3,700
Quad Graphics	3,350
Roundy's	2,995
School District of Waukesha	1,876
Wal-Mart Corporation	1,499
Community Memorial Hospital	1,431
Target Corporation	1,407
Waukesha County	1,376*
* Full-time equivalent employees.	
Source: Wisconsin Department of Workforce Development	

PRINCIPAL TAXPAYERS		
TAXPAYER	**2010 EQUALIZED VALUE**	**2010 RANK**
Individual	$171,372,200	1
Brookfield Square	$160,134,100	2
Aurora	$135,676,900	3
Target Corporation	$135,549,500	4
Bielinski Bros.	$126,804,500	5
Pro Health Care	$122,635,100	6
Harmony Homes	$121,708,300	7
Kohl's Dept. Store	$117,790,800	8
Pabst Farms	$113,519,900	9
G.E. Medical Systems	$104,288,324	10
Total	$1,309,479,624	
Source: Waukesha County Tax System		
See Waukesha County Comprehensive Annual		
Financial Report for more detailed information		

EMPLOYMENT BY INDUSTRY	
INDUSTRY*	**2010 NAICS (1)**
Retail Trade, Transportation, Utilities	47,252
Manufacturing	41,143
Education and Health	37,292
Professional and Business Services	30,475
Leisure and Hospitality	18,659
Financial Activities	14,197
Construction	12,388
Other Services	7,732
Public Administration	6,343
Information	5,261
Natural Resources	588
Total	221,330
(1) North American Industry Classification System	
*Data Suppressed by DWD for Information Industry Category	
Source: Wisconsin Department of Workforce	
Development, Bureau of Workforce Information	

CONSTRUCTION & BUILDING PERMITS		
	Residential	
Year	**Number**	**Value in 000's**
2010*	424	$145,711
2009	394	$137,285
2008	577	$219,001
2007	969	$330,382
2006	1,232	$400,530
Source: U.S. Department of Commerce		
* Preliminary		

INCOME, JOBS, AND UNEMPLOYMENT	
PER CAPITA INCOME, 2009 (1)	
Waukesha County	$52,339
State of Wisconsin	$36,822
United States	$39,626
JOBS, 2010 (2)	221,330
UNEMPLOYMENT RATE, 2010 (2)	7.4%
(1) Bureau of Economic Analysis - US Department of Commerce	
(2) Wisconsin Department of Workforce Development	

EQUALIZED PROPERTY VALUE BY CLASS * ($000's)					
Budget Year	**Residential**	**Personal Property**	**Commercial**	**Mfg.**	**Agr./Forest/ Swamp/Other**
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537
% of Total	75.3%	8.8%	19.2%	2.7%	0.6%
See STATS/TRENDS Section for more detailed information					
* Includes Tax Incremental District Value					

Summary

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Waukesha County Organizational Chart 48

2012 TAX LEVY SUMMARY

Impact on Homeowners

The Waukesha County Tax Levy is comprised of two segments. The general County Tax Levy of $98,037,483, which is levied at a rate of $2.01 (up from $1.97) per $1,000 of equalized value on all eligible property in the County. The Federated Library System Levy of $2,883,486, which is levied at a rate of nearly $0.251 (up from $0.246) per $1,000 of taxable properties in communities without a library.

Due to the varied assessment ratios of equalized values determined by the State Department of Revenue and property value changes (inflation/deflation), the tax bill impact on a specific property will vary. Waukesha County's median home value for 2011, adjusted from the 2000 census, is $255,600. This is down $5,100 from the 2010 value reflecting the County-wide average residential deflation rate of -1.94%. This results in no increase in the County Tax Levy on the median home value as indicated below.

General County Tax Levy

2010 Median Home Value	2010 County Tax	Residential Inflation	2011 Median Home Value	2011 County Tax	Change Amount	Change Percent
$260,700	**$514**	**-1.94%**	**$255,600**	**$514**	**$0**	**0.0%**

Homeowner County Taxes over 5 years

Increase of about 1/2% per Year

Budget Year	Median Home Value	Rate / $1,000	Tax
2007	**$273,200**	**$1.83**	**$500**
2012	**$255,600**	**$2.01**	**$514**

Net 5-Year $ Increase: $14 **5-Year Average: 0.56%**

2012 BUDGET ASSUMPTIONS

Certain broad assumptions are determined in April and May 2011 to establish a basic foundation for building the County's budget. These general assumptions provide a framework to County staff, the County Executive, and the County Board of Supervisors for setting priorities, determining service levels, and allocating limited financial resources. Some adjustments have been made from updated information available during the summer months (June-August).

The following general assumptions are used in guiding the development of the County's 2012 Budget:

- Overall inflation factor estimates which are used to calculate the cost to continue of providing existing County services are projected at a round 2% for 2011-2012. Some major exceptions include cost increases for utilities, fuel, prescription drugs, health and medical services, food costs and certain commodity prices such as paper and some technology services, equipment and supplies.

- As a result of significant efforts to reduce the State of Wisconsin and Federal budget deficits, the County estimates revenue reductions and expenditure cost shifts to the County as indicated below:
  - State Transportation Aids formula impact is estimated to reduce budget funding by about $525,000.
  - Human Services Youth Aids for prevention services to troubled youth are projected to decrease by $435,000.
  - Family Care enrollment Caps are anticipated to shift costs to the County's Adult Protective Services programs by an estimated $300,000.
  - State Shared Revenues are projected to decline by another $220,000
  - State Transit Operating Assistance is estimated to decline by at least $220,000, which also reduces federal aids, since less matching funds will be available to leverage the federal dollars.
  - State Circuit Court Support grant and other state funding support are expected to drop by $170,000 (this funding source had been frozen since 2000).
  - Reductions in State Child Support enforcement funding is estimated to be reduced by $120,000.
  - Federal Community Development grant funding is estimated to decrease by 10% on top of a 16% reduction in funding in 2011. This reduces grant funding for community development and the HOME program in the 2012 budget by over $750,000.

- Personnel cost are projected to decrease mainly due to the State Budget repair bill which requires most County employees to make a 50% contribution to the Wisconsin Retirement pension system which is estimated to reduce tax levy by about $2.45 million. This is somewhat offset by projected increases (based on actuarial analysis) assumed for the average County health insurance premium increase at about 7%, which is still below the national average cost increase.

- Average fuel costs for vehicles are assumed to increase 10% or $0.30 to an average of $3.30 per gallon (equivalent to approximately $3.60 retail) from the 2011 Budget. Holding consumption approximately the same will result in higher fuel costs countywide by an estimated $125,000.

- Overall net utility costs are estimated to increase from the 2011 adopted base budget levels by $115,000. These higher estimated costs would be even greater if the County's did not make recent investments in energy conservation and sustainability plans

- Due to the slow recovery in real estate markets and the prolonged economic difficulties in housing and mortgage markets, real estate related revenues (real estate transfer fees, subdivision and plat reviews, and permitting revenues) are estimated to continue to decline by over $150,0000 in the 2012 budget after a $200,000 decrease in the 2011 budget. Real estate transfer fee revenues alone are expected to decline by $100,000 to about $1.075 million. This is down (by nearly one-half) from the $2.0 million budgeted back in 2009.

- Influenced by the economic downturn and slow recovery, the County's overall property tax base was estimated to decline by 2%. This decrease is mainly due to an estimated 3% reduction in housing values somewhat offset by increases from some new growth in commercial value. Residential property values account for about three quarters of the County tax base.

- Property taxes to support debt borrowing are estimated to increase by $125,0000 based on the Capital Plan project funding need. This takes into account the 2012 debt issue, which is increased to $20 million mainly planned to fund the new Health and Human Services Building and County Truck Highway L (Janesville Road) expansion in the City of Muskego. No increase in tax levy is planned for the 2012 Capital budget.

2012 BUDGET SUMMARY

	2011 Adopted Budget	2012 Adopted Budget	Incr/(Decr) From 2011 Adopted Budget $	%
OPERATING BUDGETS				
Gross Expenditures	$248,081,591	$244,662,650	($3,418,941)	-1.4%
MEMO: Less Interdept. Charges (a)	$34,525,780	$36,150,998	$1,625,218	4.7%
MEMO: Net Expenditures (a)	$213,555,811	$208,511,652	($5,044,159)	-2.4%
Less: Revenues (Excl. Retained Earnings)	$140,548,257	$136,098,060	($4,450,197)	-3.2%
Less Net Appropriated Fund Balance	$9,682,330	$10,068,621	$386,291	
TAX LEVY - OPERATING BUDGETS	$97,851,004	$98,495,969	$644,965	0.7%
CAPITAL PROJECTS BUDGET				
Expenditures	$19,982,500	$39,956,000	$19,973,500	100.0%
Less: Revenues	$13,310,500	$27,100,000	$13,789,500	103.6%
Less: Appropriated Fund Balance	$4,247,000	$10,431,000	$6,184,000	
TAX LEVY-CAPITAL PROJECTS BUDGET	$2,425,000	$2,425,000	$0	0.0%
COUNTY TOTALS				
Expenditures (a)	$268,064,091	$284,618,650	$16,554,559	6.2%
Less: Revenues	$153,858,757	$163,198,060	$9,339,303	6.1%
Less: Appropriated Fund Balance	$13,929,330	$20,499,621	$6,570,291	
County General Tax Levy (Excl Library)(c)	**$97,422,065**	**$98,037,483**	**$615,418**	**0.6%**
Federated Library Tax Levy (b)	$2,853,939	$2,883,486	$29,547	1.0%
Total County Tax Levy (c)	**$100,276,004**	**$100,920,969**	**$644,965**	**0.6%**

(a) **2012 operating budget net expenditures are $208,511,652 and total County net expenditures are $248,467,652 after eliminating interdepartmental chargeback transactions** (mostly from internal service fund operations and cross charges, e.g. Sheriff Bailiff and Conveyance services), included in gross expenditures to conform with GAAP, but in effect results in double budgeting.

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

(c) The 2012 Tax Levy increase is within Wisconsin's Act 32 Tax Levy limit provisions (see Planning and Budget Policy Section).

2012 Budget Tax Levy Breakdown

(General County and Federated Library)

	2011 Adopted Budget	2012 Adopted Budget	Incr/(Decr) From 2011 Adopted Budget $	%
General County Tax Levy	$97,422,065	$98,037,483	$615,418	0.6%
General County Tax Rate	$1.9705	$2.0111	$0.0406	2.1%
General County Equalized Value	$49,439,797,100	$48,747,058,300	($692,738,800)	-1.4%
Federated Library Tax Levy	$2,853,939	$2,883,486	$29,547	1.0%
Federated Library Tax Rate	$0.2460	$0.2514	$0.0054	2.2%
Federated Library Equalized Value	$11,602,963,300	$11,470,523,100	($132,440,200)	-1.1%

2012 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2012 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '11 - '12
JUSTICE AND PUBLIC SAFETY						
EMERGENCY PREPAREDNESS						
General	$5,177,394		$292,511	$35,000	$4,849,883	$114,923
Radio Services	$961,038	(a)	$1,218,386	($257,348)	$0	$0
Radio Svcs. Rtnd. Earn.	$0		($257,348)	$257,348	$0	$0
Radio Svcs. Fund Bal. Appr.	$0		($89,617)	$89,617	$0	$0
DISTRICT ATTORNEY	$2,437,666		$681,479	$0	$1,756,187	$15,000
CIRCUIT COURT SERVICES	$9,275,631		$4,048,250	$20,000	$5,207,381	$77,354
MEDICAL EXAMINER	$1,434,085		$484,850	$0	$949,235	$5,052
SHERIFF	$37,985,737		$10,874,051	$318,419	$26,793,267	$219,194
Subtotal: Justice & Public Safety	$57,271,551		$17,252,562	$463,036	$39,555,953	$431,523
HEALTH AND HUMAN SERVICES						
CORPORATION COUNSEL						
Child Support (General Fund)	$2,537,464		$2,041,795	$156,800	$338,869	$2,877
HEALTH & HUMAN SERVICES						
Human Services (General Fund)	$60,810,130		$35,498,942	$530,510	$24,780,678	$244,270
Aging and Disability Resource Center Grant (ADRC) Fund	$2,932,563		$2,932,563	$0	$0	$0
Subtotal: Health and Human Services	$66,280,157		$40,473,300	$687,310	$25,119,547	$247,147
PARKS, ENVIR, EDUC. & LAND USE						
REGISTER OF DEEDS (b)	$1,448,199		$2,816,500	$0	($1,368,301)	$0
UW-EXTENSION: EDUCATION	$713,054		$371,991	$0	$341,063	$2,000
FEDERATED LIBRARY						
County	$2,883,486		$0	$0	$2,883,486	$29,547
State Aids	$1,325,754		$1,249,317	$76,437	$0	$0
CAFÉ Shared Automation	$390,996		$455,996	($65,000)	$0	$0
CAFÉ Rtnd. Fund Balance	$0		($65,000)	$65,000	$0	$0
PARKS & LAND USE						
General	$11,315,103		$3,959,093	$55,000	$7,301,010	$75,708
Community Development (c)	$3,110,840		$3,085,840	$25,000	$0	($29,200)
Land Information Systems	$726,335		$726,335	$0	$0	$0
Tarmann Parkland Acquisitions	$1,000,000		$300,000	$700,000	$0	$0
Golf Courses	$3,227,000	(a)	$3,227,000	$0	$0	$0
Golf Course Rtnd. Earnings	$0		$0	$0	$0	$0
Golf Course Fund Bal. Appr.	$0		$0	$0	$0	$0
Ice Arenas	$1,076,203	(a)	$1,057,200	$19,003	$0	$0
Ice Arenas Rtnd. Earnings	$0		$19,003	($19,003)	$0	$0
Material Recycling Facility	$2,619,718	(a)	$2,987,600	($367,882)	$0	$0
MRF Retained Earnings	$0		($367,882)	$367,882	$0	$0
MRF Fund Bal. Appr.	$0		($992,600)	$992,600	$0	$0
Subtotal: Parks, Env., Ed. & Land Use	$29,836,688		$18,830,393	$1,849,037	$9,157,258	$78,055

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

(b) Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board Enrolled Ordinance 166-29. History has been restated for comparative purposes to the 2012 Budget.

(c) Community Development Special Revenue fund is shifted from the County Executive's Office to the Parks and Land Use Department in the 2012 Budget, per County Board enrollec resolution 166-5.

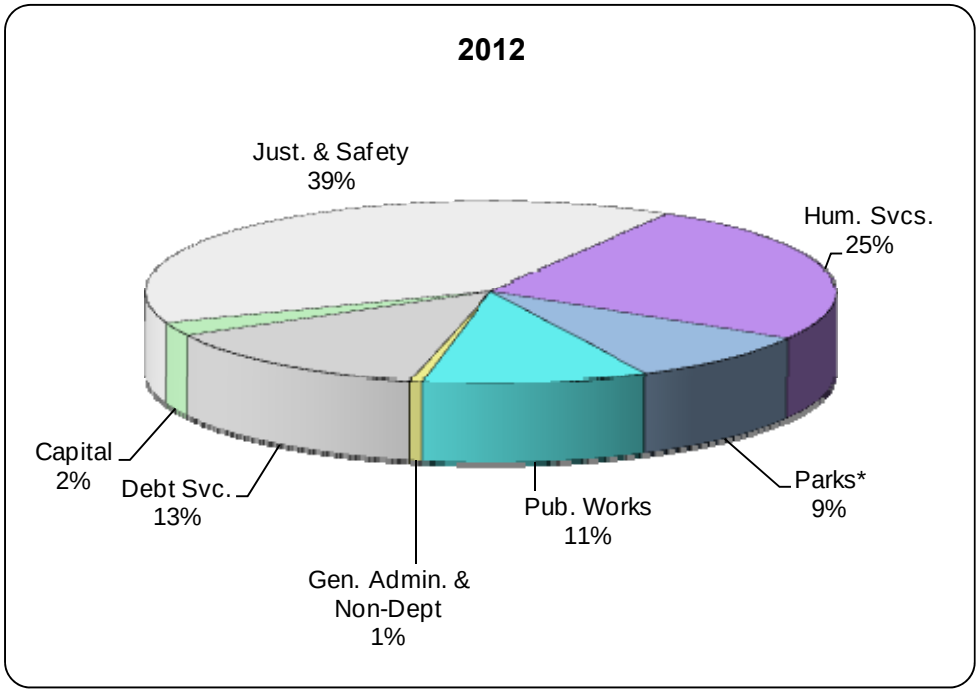
2012 BUDGET SUMMARY BY FUNCTIONAL AREA BY AGENCY BY FUND

AGENCY NAME	2012 ADOPTED BUDGET EXPEND.		REVENUES	NET FUND BALANCE	TAX LEVY	Tax Levy $ Change '11 - '12
PUBLIC WORKS						
DEPARTMENT OF PUBLIC WORKS						
General	$10,424,970		$1,590,430	$373,000	$8,461,540	$83,883
Transportation	$11,712,839		$9,265,959	$445,000	$2,001,880	$166,738
Central Fleet Maintenance	$3,581,024	(a)	$3,581,024	$0	$0	$0
Central Fleet Rtnd. Earnings	$0		$0	$0	$0	$0
Central Fleet Fund Bal. Appr.	$0		($141,083)	$141,083	$0	$0
Vehicle/Equipment Replacement	$2,569,597	(a)	$2,569,597	$0	$0	$0
Veh. Replace Rtnd. Earnings	$0		$0	$0	$0	$0
Veh. Replace Fund Bal. Appr.	$0		$0	$0	$0	$0
Airport	$1,108,222	(a)	$734,830	$180,829	$192,563	$0
Subtotal: Public Works	$29,396,652		$17,600,757	$1,139,912	$10,655,983	$250,621
GENERAL ADMINISTRATION						
COUNTY EXECUTIVE						
General	$559,069		$11,500	$0	$547,569	($1,000)
COUNTY BOARD	$1,172,875		$0	$0	$1,172,875	($42,987)
COUNTY CLERK	$689,605		$222,245	$155,000	$312,360	$2,000
TREASURER	$643,788		$7,932,250	$0	($7,288,462)	$112,000
ADMINISTRATION						
General (b)	$6,331,088		$1,580,634	$7,600	$4,742,854	$13,462
Risk Management	$2,548,754	(a)	$2,180,500	$368,254	$0	$0
Collections	$1,038,380	(a)	$1,038,380	$120,000	($120,000)	$0
Collections Fund Bal. Appr.	$0		($194,441)	$194,441	$0	$0
Communications	$795,534	(a)	$763,072	$32,462	$0	$0
End User Technology	$6,301,879	(a)	$6,329,091	($47,212)	$20,000	($379,872)
End User Technology Rtnd. Earn.	$0		($47,212)	$47,212	$0	$0
End User Tech. Fund Bal. Appr.	$0		($816,671)	$816,671	$0	$0
CORPORATION COUNSEL						
General	$1,482,132		$452,100	$0	$1,030,032	$24,016
Subtotal: General Administration	$21,563,104		$19,451,448	$1,694,428	$417,228	($272,381)
NON DEPARTMENTAL						
GENERAL	$2,431,100		$1,340,600	$915,500	$175,000	$0
HEALTH & DENTAL INSURANCE	$21,984,500	(a)	$21,149,000	$835,500	$0	$0
CONTINGENCY	$1,200,000		$0	$1,200,000	$0	($200,000)
Subtotal: Non-Departmental	$25,615,600		$22,489,600	$2,951,000	$175,000	($200,000)
DEBT SERVICE--GENERAL	$14,698,898		$0	$1,283,898	$13,415,000	$110,000
Subtotal: Operating Budget	$244,662,650		$136,098,060	$10,068,621	$98,495,969	$644,965
CAPITAL PROJECTS	$39,956,000		$27,100,000	$10,431,000	$2,425,000	$0
GRAND TOTAL	$284,618,650		$163,198,060	$20,499,621	$100,920,969	$644,965

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

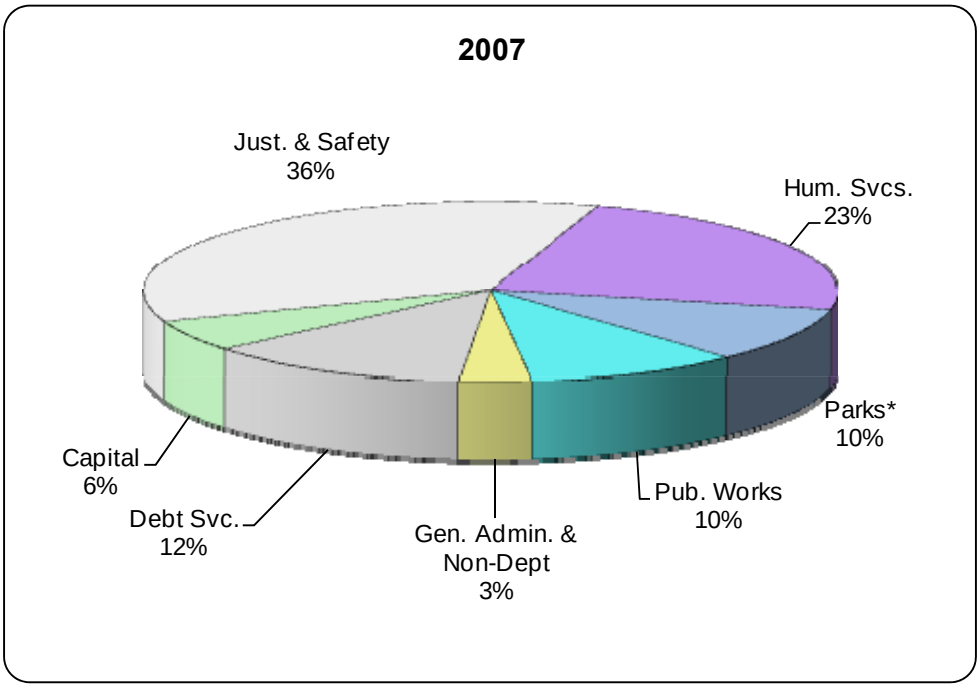
(b) Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board Enrolled Ordinance 166-29. History has been restated for comparative purposes to the 2012 Budget.

TAX LEVY BY FUNCTIONAL AREA



Tax Levy Trends:

- Justice & Safety: The 3% Tax Levy increase in this functional area is mainly due to jail support costs in the Sheriff's Department and no increase in State grant funds to Circuit Court Services in the past decade.
- Human Services: The 2% Tax Levy increase in this functional area is mainly due to the County's efforts, though the Criminal Justice Collaborating Council, to reduce costly jail inmate recidivism; addressing at-risk adults in the Adult Protective Services program; and flat or declining state/federal revenues that do not cover the ongoing cost to continue of mandated services. The Tax Levy increase is partially offset with the State Department of Health Services taking over long-term care funding for the elderly and disabled under the Family Care Program.

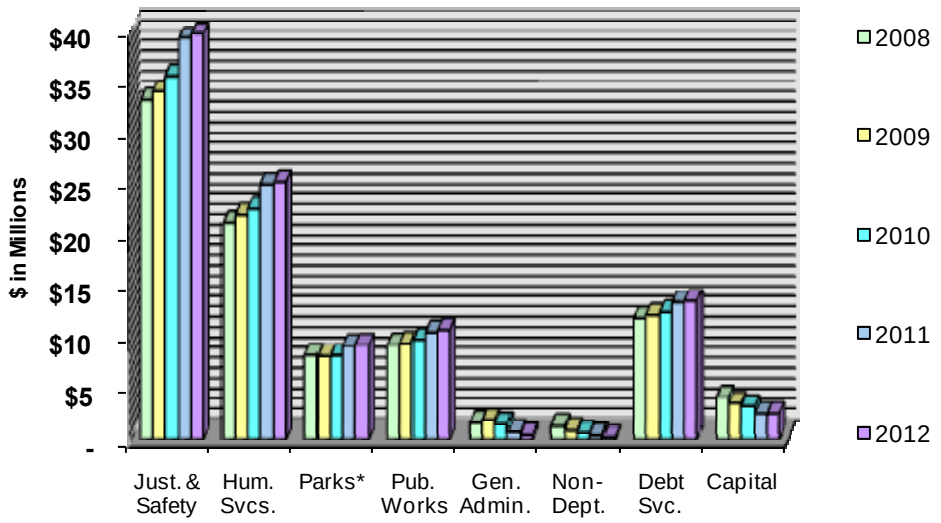


* Includes Parks, Environment, Education, and Land Use

2011-2012 TAX LEVY BY FUNCTION
(COMBINES ALL FUNDS)

BY FUNCTION	2011 Adopted Budget	2012 Adopted Budget	Incr/(Decr) From 2011 Adopted Budget $	%
Justice & Public Safety	$39,124,430	$39,555,953	$431,523	1.1%
Health & Human Services	$24,872,400	$25,119,547	$247,147	1.0%
Parks, Env., Educ. & Land Use	$9,079,203	$9,157,258	$78,055	0.9%
Public Works	$10,405,362	$10,655,983	$250,621	2.4%
General Administration	$689,609	$417,228	$(272,381)	-39.5%
Non-Departmental	$375,000	$175,000	$(200,000)	-53.3%
Debt Service	$13,305,000	$13,415,000	$110,000	0.8%
Capital Projects	$2,425,000	$2,425,000	-	0.0%
Total Tax Levy	**$100,276,004**	**$100,920,969**	**$644,965**	**0.6%**

2008-2012 Budgeted Tax Levy by Functional Area



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

* Includes Parks, Environment, Education and Land Use

2010 - 2012 EXPENDITURE SUMMARY

APPROPRIATION UNIT	2010 Actual (c)(d)	2011 Adopted Budget (c)(d)	2011 Estimate (a)(c)(d)	2012 Adopted Budget	Incr/(Decr) From 2011 Adpt. Budget
Personnel Costs	$111,176,837	$115,958,056	$113,803,454	$114,012,267	$(1,945,789)
Operating Expenses	$89,842,871	$97,917,136	$96,446,523	$95,735,125	$(2,182,011)
Interdepartmental Charges (a)	$17,140,232	$18,050,943	$18,054,991	$18,834,235	$783,292
Fixed Assets & Imprvmnts (a)(b)	$1,143,152	$1,546,070	$2,862,260	$1,382,125	$(163,945)
Debt Service-Excl Proprietary (b)	$13,424,280	$14,609,386	$14,260,230	$14,698,898	$89,512
Capital Projects	$15,378,799	$19,982,500	$19,982,500	$39,956,000	$19,973,500
Total Gross Expenditures	**$248,106,171**	**$268,064,091**	**$265,409,958**	**$284,618,650**	**$16,554,559**

FUNCTIONAL AREA	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Adopted Budget	Incr/(Decr) From 2011 Adpt. Budget
Justice & Public Safety (a)	$55,820,486	$57,212,864	$57,753,409	$57,271,551	$58,687
Health & Human Services (c)	$65,154,178	$70,559,085	$66,933,513	$66,280,157	$(4,278,928)
Parks, Env., Educ. & Land Use (a)(c)(d)	$29,688,750	$30,967,846	$33,118,881	$29,836,688	$(1,131,158)
Public Works (a)	$27,749,437	$29,514,344	$30,393,066	$29,396,652	$(117,692)
General Administration (d)	$19,888,583	$21,324,266	$21,165,089	$21,563,104	$238,838
Non-Departmental	$21,001,658	$23,893,800	$21,803,270	$25,615,600	$1,721,800
Debt Service-Excl Proprietary (b)	$13,424,280	$14,609,386	$14,260,230	$14,698,898	$89,512
Capital Projects	$15,378,799	$19,982,500	$19,982,500	$39,956,000	$19,973,500
Total Gross Expenditures	**$248,106,171**	**$268,064,091**	**$265,409,958**	**$284,618,650**	**$16,554,559**

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

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

(c) The Community Development Fund, which was previously budgeted in the County Executive Department in the Health and Human Services Functional Area, has been transferred to the Parks and Land Use Department in the Parks, Environment, Education and Land Use Functional Area per County Board enrolled resolution 166-5. History has been restated for comparative purposes to the 2012 budget. This includes restating 2011 budgeted expenditures of $4,098,600 from the Health and Human Services functional area to the Parks, Environment, Educator and Land Use Functional Area.

(d) The Tax Listing program, which was previously budgeted in Register of Deeds Office in the Parks, Environment, Education and Land Use Functional Area was shifted to the Department of Administration in the General Administration Functional Area during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget. This includes restating 2011 budgeted expenditures of $303,766 from the Parks, Environment, Education and Land Use Functional Area to the General Administration Functional Area.

2012 EXPENDITURE HIGHLIGHTS

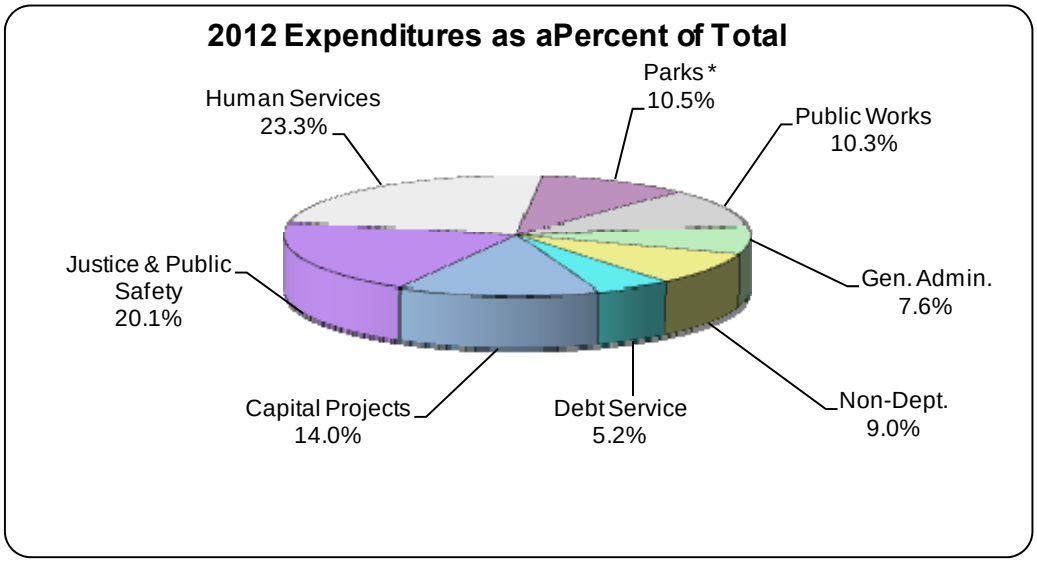
Expenditure Budget:

The 2012 total gross expenditure budget is $284,618,650, an increase of $16,554,559 or 6.2% from the 2011 Adopted Budget. Budget appropriations consist of departmental operating budget and debt service expenditures totaling $244,662,250 and capital spending of $39,956,000. The total 2012 operating budget decreases by $3,418,941 or a -1.5% from last year's adopted operating budget while capital project expenditures increase by $19,973,500 or 100% from the 2011 Adopted Budget.

The net total operating expenditure budget after adjusting for $36,150,998 of interdepartmental charge backs, mainly from Internal Service Funds (which are double budgeted), is $208,511,652 a decrease of $5,044,159 or a -2.4%.

The budget includes personnel costs totaling $114.0 million or about 41 percent of the total expenditure budget. Overall personnel costs are budgeted to decrease by over $1.945 million from the 2011 Adopted budget level. This decrease is partly due to County management proposing to no longer fund 18.7 FTE positions resulting in net cost savings of over $1.0 million to help offset major state funding reductions and lower revenues due to the slow economic recovery especially the lack of improvement in real estate market and development. Also, the State Budget repair Bill – Act 10 requires most County employees (except for protective classifications) to make a 50% contribution the their pension in the WI Retirement system which is estimated to reduce the County expenditures by about $3.5 million. These reductions are somewhat offset by County Board approved salary increases of 2% for 2012 and projected increases for the average County health insurance premium (based on actuarial analysis) by about 7%, which is below the national average cost.

Operating expenditures (including purchased services, operating expenses and interdepartmental charges appropriations) decrease by $1.6 million or -1.4% from $116 million in the 2011 budget to $114.5 million in this budget. Fixed Assets and improvements (excluding capital projects) expenditures are budgeted at $1.4 million, a reduction of approximately $163,900 from the 2011 budget. Debt service payments are budgeted at $14.7 million is an increase of $89,500 from the 2011 budget level or about 5% of the total expenditure budget (and well within the County's performance measure benchmark of less than 10% of governmental fund expenditures).



* Includes Parks, Environment, Education and Land Use

Functional Area	2012 Adopted Budget	% of Total Adopted Budget
Justice & Public Safety	$57,271,551	20.1%
Human Services	$66,280,157	23.3%
Parks *	$29,836,688	10.5%
Public Works	$29,396,652	10.3%
Gen. Admin.	$21,563,104	7.6%
Non-Dept.	$25,615,600	9.0%
Debt Service	$14,698,898	5.2%
Capital Projects	$39,956,000	14.0%
Total Expenditures	$284,618,650	100.0%

A brief summary of the past five years of adopted budget major changes are explained below:

2012 EXPENDITURE HIGHLIGHTS

The 2012 Budget expenditure level increases by $16.5 million to $284.6 million. This increase reflects a nearly $20 million increase in capital projects budget spending partly offset by lower operating budget expenditures including a $1.9 million decrease in personnel costs (as mentioned above) and a net $2.3 million decrease in operating expenditures appropriations. A major operating expenditure change mainly related to an Act 32 (State's 2011-13 Biennial Budget) provision which shifts responsibility for administration of the Children Long Term Support (CLTS) program to a third-party administrator (TPA). The County will no longer make payments to CLTS service provider agencies thus decreasing budgeted expenditures by nearly $3.5 million. Also, State budget funding reductions of over $2.5 million require further efforts to reduce spending appropriations. Federal Community Development funding reduction result in expenditures reductions by over $987K.

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

The 2010 Adopted Budget expenditure level increased $5.3 million to $261.8 million. The increase reflects $222,700 increase in debt service and capital project expenditure levels; $2.8 million increase for personnel costs including $1.2 million for costs to continue and $1.6 million for 18 positions associated with a new police patrol service contract with the City of Pewaukee; and $1.2 million increase in operating expenditures largely due to $503,700 increase in salt expenses for snow removal, $981,700 increase in mental health outpatient expenditures and $365,500 increase in both revenues and expenditures to provide more funding opportunities for children with Autism and other special needs.

The 2009 Adopted Budget expenditure level increased by 0.4% or $920,833 to $256.5 million. The increase reflects $20.7 million increased for the Non-Departmental functional area due to the creation of the new Health and Dental Insurance internal service fund offset by a net $21.4 million decrease in the Health and Human Services functional area resulting from the State taking over the Long Term Care program and the full year implementation of the County's ADRC.

The 2008 Adopted Budget expenditure level increased by 0.6% or $1,519,046 to $255.5 million. The increase reflects a $700,884 decrease in operating budgets mainly due to a $5.6 million decrease in Health and Human Services expenditures with the development of the County's Aging and Disability Resource Center (ADRC) and the State's commitment to the Family Care initiative to take over and reforming the Long Term Care program costs partially offset by a $2.1 million increase in the capital projects budget.

Future Projections and trends:

External factors will play a key role which may significantly impact future trends and projections including how Federal and State budget deficits may impact funding policies which will effect the provision of programs and services carried out by local governments and may change the way government services are provided. Also, continued volatility of fuel, energy and commodity prices and increasing medical and health insurance costs will likely impact future budgets. Also, an internal factor includes future increases in the debt service payments as a result of the new Health & Human Services building and funding Highway infrastructure projects.

Detailed expenditure highlights are included within each Functional Area Summary. A summary of major 2012 funding changes, which impact expenditures by functional area, follows:

Justice and Public Safety:

- **Sheriff** expenditures increase $446,000 on a base of nearly $38 million or 1.2%. This includes personnel costs of $30.3 million which are budgeted to decrease by nearly $138,000. This is mainly due to regular position changes including decisions not to fund 1.0 FTE Corrections Supervisor position resulting salary and benefit cost savings of almost $92,500 and 1.0 FTE deputy sheriff position at the courthouse front door screening station resulting in salary and benefit cost savings of 75,700. However, these cost savings are somewhat offset by an additional 1.15 FTE temporary extra help for the front door coverage at the security screening station which costs approximately $37,000. **Sheriff major** operational cost increases include $170,000 for one-time costs of replacing vehicle equipment to retro fit into new police patrol vehicles as the Crown Victoria model (the Department's main patrol vehicle), is no longer offered. Sheriff fuel costs are estimated to increase by $86,000 for anticipated increases in the price per gallon costs of fuel.

Jail Inmate medical costs are budgeted to increase by $66,300 to a total cost of over $1.5 million, and include a 3% increase for the medical care contract and $120,000 for outside the contract provided medical care for inmates.

- **Emergency Prepared ness** General Fund 2012 expenditure budget decreases by $35,350, mainly from personnel cost reductions of $45,000. This includes a decision to no longer fund a 1.0 FTE Communications Center Supervisor ($87,000) position that was being overfilled for several years. Also, the ability to reduce over time by approximately 830 hours or .40 FTE (results in a cost reduction of $21,600). These cost savings are partially offset by the first time budgeting for a shared Sr. Financial Analyst position with the Register of Deeds Office, at 0.40 FTE, costing $39,300.

- **Circuit Court Services** overall net personnel costs decrease by $320,200 or 5%. Staff cost reductions of almost $219,000 include 1.0 FTE Clerk Typist I-II in the Criminal Traffic Division; 0.50 FTE Clerk Typist II in the Juvenile Court Division; 0.50 FTE Court Reporter in the Administration Division; 0.50 FTE Program Assistant in the Probate Division; and 1.0 FTE Court Commissioner in the Court Commissioner's Office. The Department has increased its extra help budget by 1.84 FTE's to use less costly and more flexible staffing resources for coverage as operational adjustments are made across various divisions including addressing imaging work, providing civilian bailiffs for jury assistance and implementing a court commissioners calendar.

- **District Attorney's** budget reflects the 2011 completion of document imaging backlog project, which results in an expenditure reduction of $61,000 and a corresponding reduction in general fund balance appropriations.

Health and Human Services

- **Economic Services Administration and Support Program** estimates the elimination of a vendor contract and bringing some of those services in house for a budgeted cost savings of about $242,600. However, this budget includes two new positions, which will perform tasks previously paid for through the discontinued contract. One Economic Support Specialist and a Clerk Typist II, are estimated at a combined cost of $118,300. Also, some functions of the terminated vendor contract are anticipated to be taken on by a new multi-county regional IM consortium the County is required to join for 2012, based on provisions passed in Act 32 (the State's 2011-13 Biennial Budget). Overall, net expenditure reductions are estimated at about $124,300 for this program area.

- **Children with Special Needs Prog ram** budget includes Act 32 (State's 2011-13 Biennial Budget) provisions which shift responsibility for administration out of the Children Long Term Support (CLTS) program to a third-party administrator (TPA). Budgeted payments the County makes to CLTS vendor agencies are decreasing by $3,474,900, and includes eliminating payments to vendors for the state and federal match on CLTS waiver slots. However, the County is still responsible for paying the locally-matched waiver slots, mainly funded with tax levy. Contracted case management services costs related to the CLTS program are estimated to increase by about $89,400, mainly due to budgeting for a new contracted case manager position to provide supervision of contracted staff. Also, child placement costs at the State of Wisconsin Southern Center for Developmentally Disabled individuals are budgeted to increase by $56,200, to be more in-line with 2010 actual placement levels and expenditures.

- **Adolescent & Family Serv ices Div ision** budget includes a decrease in Juvenile Correctional Institute expenditures by about $188,000 to $312,100, based on favorable budget results from a pattern of lower juvenile correctional placements. Alternative care placements and related costs are anticipated to continue the downward trend in placements and significantly lower actual costs versus budget, which allows for decreases in foster care by $232,900 and group home placement expenditures by $51,600. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services that allow families to safely remain intact, department management expects these decreases to not adversely affect client services. These reductions are mostly offset by increasing expenditures for residential care center placements by about $217,200, reflecting anticipated increases in the number of placements.

- **Mental Health Outpatient and Support Services Program** budget operating expenditures include an increase in room, board and treatment costs for the Comprehensive Community Support (CCS), Community Recovery Services (CRS) and residential care programs by about $182,400 to $4,159,400. This is based on an anticipated increase in the number of days of care by approximately 1,550 days, and an increase in contract provided mental health service costs of 2% for residential care services and 1% for all other contracted services.

- **Mental Health Center fund** personnel costs budget includes an increase in temporary extra help and related benefit expenditures by about $52,100 or by 0.87 FTE (about 1,810 hours), mostly for an increase in registered nursing coverage, to be budgeted closer to 2010 actual and 2011 estimated expenditure levels.

2012 EXPENDITURE HIGHLIGHTS

- **Public Health Division** budgeted expenditures decrease by about $187,000 to $3.5 million, mainly due to the elimination of the Family Foundations grant (Prevention of Child Abuse and Neglect – POCAN.
- **ADRC Division- Adult Protective Services program** operating expenditures includes a $308,900 budgeted increase to $891,300 in anticipation of needing additional contracted protective services for adults as a result of Act 32 (State Budget) changes which caps and limits Family Care program enrollment at the June 30, 2011 levels. This increase is partially offset by a reduction of $111,855 of expenditures for clients in State of Wisconsin DD Centers as the department continues to avoid these costly placements. In addition, there is a budgeted reduction of $60,836 for the Marsh Country Consortium payment which totals $550,539 for 26 County clients residing in Dodge County's Clearview Extensive Care Facility for the Mentally Retarded (ICFMR).
- **ADRC Division- Nutrition program** net operating expenditures are budgeted to increase nearly $50,000 mostly related to an increase in the number of home delivered meals ordered and a 2.1% increase in meal costs charges from the vendor providing the meals. This increase is partially offset by lower costs from few meals expected to be provided to managed care organization clients.
- **HHS – Criminal Justice Collaborating Council (CJCC)** operating expenditures are budgeted to increase about $57,500, mostly related to an Adult Drug Court Grant award of $350,000 over a 3-year period. The 2012 Budget marks the first year of the program, where $114,000 has been budgeted. The department management estimates that approximately 75 participants will be served (25 per year over a 3-year period). This increase is partially offset by the planned phase down in budgeting for year 2 of the 3-year Alcohol Treatment Court (ATC) program expansion, which is funded jointly by a Federal grant from the BJA and the Center for Substance Abuse Treatment (CSAT) which began as of October 2010. Department management estimates that the ATC grant will allow approximately 50 additional participants (3rd and 4th offenders) to be served each year. In 2012, 140 participants are budgeted to attend the ATC program.

Parks, Environment, Education, and Land Use

- **University of Wisconsin – Cooperative Extension** budgeted expenditures used to provide community education in the City of Waukesha's three Neighborhood Revitalization Strategy Areas (NRSAs) decrease by about $53,700 to $713,100, mainly due to reductions in various grant funding sources.
- **The Federated Library CAFÉ Shared Automation Fund** budgeted expenditures approximately double from about $192,900 in the 2011 budget to $391,000 in the 2012 budget, mainly due to the first full-year impact of budgeting for the CAFÉ Fund. Since this program was transitioned from the City of Waukesha Public Library to the Federated Library System mid-way during 2011, only a partial year was budgeted for in 2011.
- **Parks and Land Use General Fund budget**, no longer funds a net 1.50 FTE regular positions in 2012, which is estimated to generate a cost saving of $132,800 to limit spending in line with revenue reductions. The unfunded positions includes 1.0 FTE Environmental Health Sanitarian in the Septic/Well/Lab and Licensing programs) reduces personnel costs by $80,200 and a 0.50 FTE Land Use Specialist position is unfunded in the Code Enforcement/Zoning Program, which is estimated to reduce personnel costs by $52,600. Department management indicates that workload in both of these program areas has declined significantly since the beginning of the economic downturn.
- **Parks and Land Use – Community Development Fund** expenditures are budgeted to decrease by almost $987,800 based on an estimated decrease of $756,000 from the Department of Housing and Urban Development (HUD) including a decrease of $424,000 for the Community Development Block Grant program (CDBG) and a decrease of $332,000 for the HOME program. Also, revolving loans and program income expenditures are budgeted to decrease by $227,560 mostly related to revolving loans in the CDBG program which are budgeted to decrease by $135,000 and program income expenditures in the HOME program are budgeted to decrease by $92,000 based on prior year actuals.
- **Parks and Land Use Material Recycling Facility (MRF) Fund** includes recycling disbursements paid to municipalities, which are nearly 50% of the MRF expenditure budget, are at the 2011 budgeted level of $1,217,400. This disbursement consists of three components: The base dividend, prorated to each community based on State Recycling Grant eligible costs ($459,400); the recycling incentive payments ($414,300), which is calculated based on the actual tons delivered to the MRF and each community's recycling rate; and the solid waste tip fee credit payment ($343,700).

2012 EXPENDITURE HIGHLIGHTS

Public Works

- **Highway operations vehicle fuel budget** increases by $47,500 as the volatile price per gallon is projected to increase at least $0.30 per gallon to $3.30 per gallon (equivalent to about $3.62 per gallon retail price) in 2012.
- **State Highway Maintenance** expenditures are budgeted to decrease by $112,245 based on the State's current (2011) Routine Maintenance Agreement (RMA) and State DOT levels of service requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is one less than 2011. Also, budgeted extra help for summer seasonal work is being eliminated (.49 FTE or about 1,020 hours) while extra help for a winter second shift continues.
- **Public Works General Fund building operations** includes a management decision to contract out for additional housekeeping services, which result in a net budget cost savings to the County of $78,000. However, this decision requires unfunding and abolishing 5.0 FTE Building Service Worker positions which results in personnel cost savings of $247,800, of which a $169,800 will be used to pay for the costs of additional contracted housekeeping services. Also, the **building improvement maintenance plan** totals $950,000 is reduced by $134,500 due to last year significant one-time increase of over $234,000 for catch up projects.
- On-going **energy/utility costs** for County facilities are projected to increase about $127,000 from the 2011 budget. Electricity costs are projected to increase $345,000 mostly due higher than anticipated rate charges in the current year and due to the loss of the Point Beach facility energy credit. This is partially offset with lower projected costs for natural gas of $205,000 (-29%) and water and sewer of $25,000 (-23.6%).
- **Transit services** Route 901 changes from a traditional fixed route commuter service, operating all day, to a peak service commuter route operating only at peak passenger times which is primarily at the beginning and the end of the work day. No fare increases are planned in the 2012 budget.

General Administration and Non-Departmental

- The **County Clerk's Office** expenditures increase by about $170,700 to an expenditure level of $689,600, mainly for election costs related to the higher number of elections expected to be held in 2012, including the presidential elections.
- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations decreases by about $123,500 or 2%. The last remaining Tax Levy subsidy of $379,900 for the End User Technology program (budgeted in 2011) is shifted out to departments to reflect total cost of computer ownership and IT resources usage. Departments now bear about 86% of the Technology costs captured in EUTF.

Debt Service

The Debt Service expenditure budget for general governmental purposes is $14,698,898, an increase of $89,512 from the 2011 Adopted Budget or 0.6%. To fund the 2012 Capital Project's Budget, $20 million is planned to be borrowed increasing the County's total debt outstanding to approximately $91.7 million, well below the allowable levels set by State statutes.

Capital Projects

The 2012 Capital Project Expenditure Budget of $39.96 million increases $19,973,500 from the 2011 Adopted Budget. The 2012 capital budget identifies funding for existing and new projects at a net county cost of $23.1 million (after direct project revenues and fund balance appropriation totaling approximately $15.8 million are applied). For 2012, borrowed funds total $20 million (mentioned above) and investment income is at $350,000. Project funding also includes about $0 in County Tax Levy, a $2,425,000 decrease from the 2011 Adopted Budget.

2010-2012 REVENUE SUMMARY

SOURCE	2010 Actual (d)(e)	2011 Adopted Budget (c)(d)(e)	2011 Estimate (d)(e)	2012 Adopted Budget	Incr/(Decr) From 2011 Adpt. Budget
Intgov't Contracts & Grants	$54,129,741	$53,480,351	$55,052,077	$51,006,044	$(2,474,307)
State Transportation Aids	$5,262,119	$5,325,973	$5,228,001	$4,678,002	$(647,971)
State Shared Revenues	$1,252,762	$1,080,000	$1,080,000	$995,000	$(85,000)
Fines & Licenses	$2,729,219	$2,868,750	$2,623,303	$2,674,320	$(194,430)
Charges for Services (a)	$30,636,538	$31,499,625	$30,647,907	$31,846,179	$346,554
Interdepartmental Revenue	$32,818,180	$34,525,780	$34,901,515	$36,150,998	$1,625,218
Other Revenues	$8,625,597	$8,024,312	$7,918,655	$8,195,956	$171,644
Interest/Penalty on Delinq Taxes	$3,450,144	$2,850,000	$3,450,000	$2,850,000	-
Investment Inc-Unrestricted Funds	$4,862,586	$5,270,000	$4,850,000	$5,520,000	$250,000
Debt Borrowing	$9,000,000	$10,000,000	$10,000,000	$20,000,000	$10,000,000
Appropriated Fund Balance (c)	$(25,728)	$13,655,295	$11,495,276	$20,499,621	$6,844,326
Retained Earnings (a)(b)(c)	$(3,126,344)	$(791,999)	$(2,112,780)	$(718,439)	$73,560
Tax Levy	$98,491,357	$100,276,004	$100,276,004	$100,920,969	$644,965
Total Gross Revenues	**$248,106,171**	**$268,064,091**	**$265,409,958**	**$284,618,650**	**$16,554,559**

FUNCTION	2010 Actual (d)(e)	2011 Adopted Budget (c)(d)(e)	2011 Estimate (d)(e)	2012 Adopted Budget	Incr/(Decr) From 2011 Adpt. Budget
Justice & Public Safety	$18,200,287	$17,818,192	$18,487,837	$17,509,910	$(308,282)
Health & Human Services (d)	$43,860,021	$44,757,461	$42,877,131	$40,473,300	$(4,284,161)
Parks, Env, Educ & Land Use (d)(e)	$20,569,500	$20,551,113	$22,069,545	$19,244,272	$(1,306,841)
Public Works	$17,521,662	$18,277,592	$18,464,576	$17,600,757	$(676,835)
General Administration (e)	$18,795,949	$18,966,933	$19,024,019	$19,498,660	$531,727
Non-Departmental	$20,535,520	$21,243,000	$21,518,350	$22,489,600	$1,246,600
Debt Borrowing	$9,000,000	$10,000,000	$10,000,000	$20,000,000	$10,000,000
Capital Projects	$4,283,947	$3,310,500	$3,310,000	$7,100,000	$3,789,500
Appropriated Fund Balance (c)	$(25,728)	$13,655,295	$11,495,276	$20,499,621	$6,844,326
Retained Earnings (a)(b)(c)	$(3,126,344)	$(791,999)	$(2,112,780)	$(718,439)	$73,560
Tax Levy (d)(e)	$98,491,357	$100,276,004	$100,276,004	$100,920,969	$644,965
Total Gross Revenues	**$248,106,171**	**$268,064,091**	**$265,409,958**	**$284,618,650**	**$16,554,559**

(a) Includes revenues from Proprietary Fund user fees which are estimated to result in retained earnings.

(b) Revenues in excess of expenditures from enterprise funds that are retained in the appropriate fund and not used to offset the overall County Tax Levy.

(c) The 2011 adopted budget for Appropriated Fund Balance for the Parks and Land Use - Material Recycling Facility Fund has been restated down by $274,035 for comparative purposes to the 2012 budget.

(d) The Community Development Fund, which was previously budgeted in the County Executive Department in the Health and Human Services Functional Area, has been transferred to the Parks and Land Use Department in the Parks, Environment, Education and Land Use Functional Area per County Board enrolled resolution 166-5. History has been restated for comparative purposes to the 2012 budget. This includes restating 2011 budgeted revenues of $4,069,400 and tax levy of $29,200 is from the Health & Human Services Functional Area to the Parks, Environment and Land Use Functional Area.

(e) The Tax Listing program, which was previously budgeted in Register of Deeds Office in the Parks, Environment, Education and Land Use Functional Area was shifted to the Department of Administration in the General Administration Functional Area during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget. This includes restating 2011 budgeted revenues of $6,960 and tax levy of $296,806 from the Parks, Environment and Land Use Functional Area to the General Administration Functional Area.

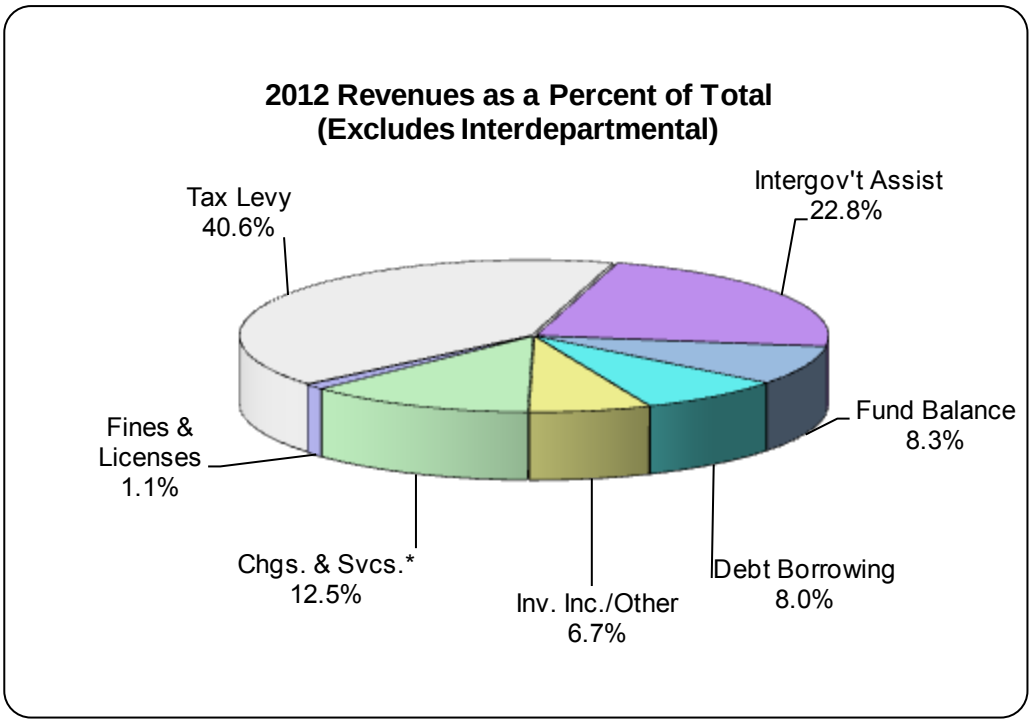
2012 REVENUE HIGHLIGHTS

Revenue Budget:

The **2012 revenue budget (excluding property Tax Levy, Fund Balance appropriations and revenue generating proprietary fund retained earnings) totals $163,198,060,** an increase of $9,065,268 or 5.9% from the 2011 Adopted Budget. The net revenue budget is $127,047,062 after eliminating out $36,150,998 of interdepartmental revenues (mostly from internal service funds, e.g., Health and Dental Insurance Fund and cross charges such as Sheriff Bailiff, Conveyance services etc.), which are in essence double-budgeted.

The 2012 revenues consist of departmental operating revenues budgeted at $136,098,060 and capital project funding at $27,100,000 including $20,000,000 from planned borrowing. Overall, the operating revenues decrease nearly $4.45 million or 3.2% from the prior year budget, while capital project revenues increase by $13,789,500.

The graph below reflects the ratio of revenue sources budgeted for 2012 to all revenue sources, with tax levy of 40.6% and Intergovernmental Assistance of 22.8% (after excluding Interdepartmental revenues) as the major revenue components.



* Excludes Retained Earnings

Revenue Projection Methodology

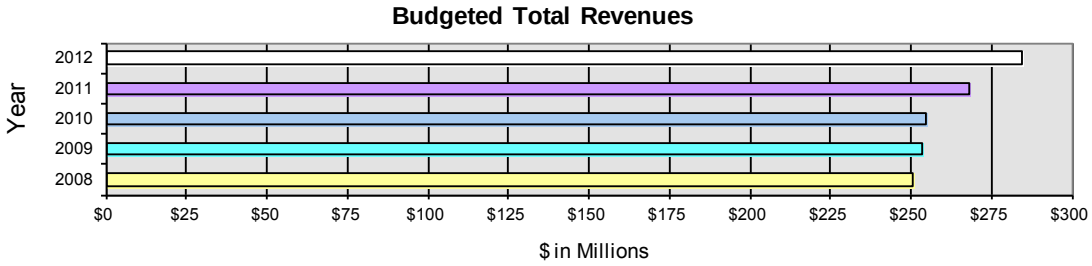
Realistic and accurate revenue forecasting is one of the primary building blocks in the development of a fiscally sound budget. The County combines four primary projection methods based on the unique characteristics of forecasted revenue. These methods include:

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

Projection and Trends:

External factors that may impact estimated future revenue trends include a continued slow economic recovery, moderate inflation, a lack of recover in the real estate market and it's impact on future property tax base values, Federal and State budget deficits which will likely result in revenue reductions and the potential for higher future interest rates.

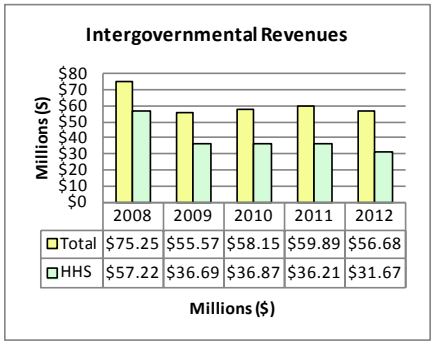
The graph below shows the total budgeted revenue trends from all sources for 2008-2012. Total revenues have shown annual increases during the five-year period as summarized below.



2012 REVENUE HIGHLIGHTS

Detailed revenue highlights are included within each functional area summary. A summary of highlights and major changes from the 2011 Budget to the 2012 Revenue Budget, by source, follows. The 2012 revenue budget increases by nearly $16.55 million, including Debt Borrowing of $20 million to fund higher Capital Project expenditures; Interdepartmental Revenues increase by $1.6 million, including estimated increases in County's Share of health insurance premiums of $797,000; allocating out the last $380,000 in charges and related Tax Levy funding from the End User Technology program to departments for the total cost of computer ownership, and higher Risk Management and Public Works Charges to departments; Fund Balance appropriation increases by $6.84 million, mainly for budgeted increases for Capital Projects; a nearly $645,000 increase in County General Tax Levy; Charges for Service revenue increase by about $346,600; partially offset by a decrease in Intergovernmental Revenues by over $3.2 million, mainly due revenue reductions of over $2.5 million from the State's 2011-13 Biennial Budget, primarily in H&HS and Public Works.

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



The 2010 revenue budget increased by $5.3 million largely due to an increase in Intergovernmental revenue of $2.7 million due to revenue of nearly $1.5 million for renewable energy incentive grants funded with federal stimulus money; $1.8 for a million contract with the City of Pewaukee to provide police service; and $600,000 for the County Highway Improvement-Discretionary program budgeted every other year.

The 2009 Adopted Budget increased by $920,800, which included a $16.475 million increase in interdepartmental revenue mainly due to the addition of the new Health and Dental Insurance Internal Service Fund; a $2.8 million increase in Fund Balance use; and a $2.65 million increase in Tax Levy mostly offset by $19.7 million decrease in Intergovernmental revenues due to implementation of the State's Family Care Initiative reforming Long-Term Care; a $2.0 million reduction in debt borrowing; and $1.3 million reduction in Other Revenues.

Intergovernmental Contracts & Grants:

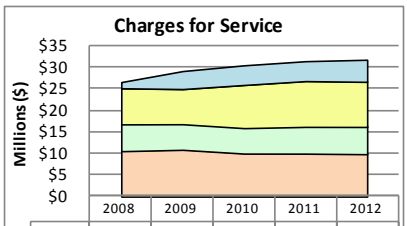
Combined, total 2012 intergovernmental contracts, grants, state/federal aids and state shared revenues are budgeted at $56,679,046, a decrease of $3.2 million or 5.5% from the 2011 Adopted Budget (see explanations below).

- **H&HS Functional Area** Intergovernmental Revenue decreases by about $4.5 million to $31.7 million as follows:
  - **Department of Health and Human Services (H&HS)** – **Children with Special Needs Program** budget includes a Children's Long Term Support Waiver (CLTS) funding reduction by about $3.8M mainly due to Act 32 (State's 2011-13 Biennial Budget) shifting responsibility and funding for administration of the CLTS program to a third-party administrator.
  - **H&HS– Adolescent & Family Services Program** State Youth Aids revenue decreases by about $430K, due to state funding reductions in the State's 2011-13 Biennial Budget.
  - **H&HS – Public Health Division** intergovernmental revenues decrease by $133K, mainly due to the elimination of the Family Foundations grant (Prevention of Child Abuse and Neglect - POCAN) which was used to provide case management to first-time parents who receive Medicaid.
  - **H&HS – Economic Services Administration and Support Program** estimates a reduction in State's Income Maintenance (IM) allocation by about $107,300 to $2.3 million, mainly due to lower reimbursable costs estimated for 2012 as some costs are anticipated to be taken on by a new multi-county regional IM consortium that the County is required to join based on the State's 2011-13 Biennial Budget.
  - **Corporation Counsel – Child Support** intergovernmental revenue sources decrease by about $92K to $2 million, mainly due to the State's across the board cut to all counties' Child Support IV-D General Purpose Revenue (GPR). General Fund-Child Support Fund Balance appropriations increase $101,800 and County Tax Levy Support increases $2,877 to fund the cost to continue services and to leverage federal dollars and avoid the effect of losing Federal revenue reimbursement money, due to the State's GPR revenue reduction.
  - **H&HS** is budgeting the department's primary source of Intergovernmental revenue, **Community Aids-Basic County Allocation (BCA)** from the State Departments of Children and Family Services (DFS) and Health Services (DHS), to increase by about $109,300 to $8,545,700, after adjusting out the BCA portion of Community Aids ($2,705,400) mandated to be paid back to the state as part of the State's Family Care initiative.
  - **HHS – Criminal Justice Collaborating Council (CJCC)** General Government revenues are budgeted to increase about $39,400 to $547,900, including a new Adult Drug Court grant from the Federal Department of Justice – Bureau of Justice Assistance (BJA) ($350,000 awarded over three-year period, with $114,000 budgeted for 2012), which was amended into the budget by the County Board, and is estimated to serve 25 participants per year. This is partially offset by lower budgeting for year 2 of the 3-year joint grant from the BJA and the Center for Substance Abuse Treatment (Awarded $1.24 million in October 2010). This grant is estimated to serve an additional 50 participants (3rd and 4th offenders) each year.

- **Capital Projects Funding** from General Government Revenues are budgeted to increase by $3,439,500 to $6,400,000, and include $2.2 million for local revenue reimbursement for the cost of local street amenities (Hwy L, Project # 200011) and $2 million in federal dollars for right-of-way acquisition for the Waukesha West Bypass project (Project # 200917).

2012 REVENUE HIGHLIGHTS

- General Government Revenues in the **Public Works Functional Area** are budgeted to decrease by about $760,000, mainly due to a decrease in State General Transportation Aids by nearly $648,000 or -12% to $4,678,000, mostly due to formula changes in the State's 2011-13 Biennial Budget. In addition, State Highway maintenance revenue reimbursements for maintenance work on State roads are budgeted to decrease by about $112,200 based on the current (2011) State's Routine Maintenance (RMA) agreement and State Department of Transportation levels of service requested.
- **Parks and Land Use - Community Development Fund** funding to continue the development of viable urban communities within Waukesha County through the provision of grants and technical assistance to cities, villages, towns and non-profit agencies participating in Waukesha County's urban County Community development programs. Budgeted intergovernmental revenues from the U.S. Department of Housing and Urban Development (HUD) decrease by $756,000, including a decrease of $424,000 for the Community Development Block Grant (CDBG) program and $332,000 for the HOME program.
- **Parks and Land Use Material Recycling Facility (MRF) Fund** budgeted intergovernmental revenues include a decrease in the State Recycling Grant by $425,000 to $875,000, due to reductions in the State's 2011-13 Biennial Budget.
- **Circuit Court Services** intergovernmental revenues are budgeted to decrease by $190,000 to $1,582,000, mainly due to a decrease in the State Circuit Court Support Grant by $140,000, due to reductions in the State's 2011-13 Biennial Budget. Decreasing revenues also include lower reimbursements for Guardian Ad Litem costs of $23,000 and Child Support IV-D by $22,000.
- **University of Wisconsin – Cooperative Extension** budgeted intergovernmental revenues decrease by about $95,700, mainly due to an anticipated reduction in Federal Community Development Block (CDBG) funding anticipated by $53,800, based on federal funding reductions that have occurred in 2011 and decreases anticipated for 2012. This funding is used for community education work in the City of Waukesha's three Neighborhood Revitalization Strategy Areas (NRSAs).
- **The Federated Library System State Aids, Federal & Misc. Revenue Fund** 2012 budget includes a decrease in State Library Aid revenues by about $77,200 or 7.5% to $958,000, due to state aid reductions in Act 32 (State 2011-13 Biennial Budget).
- **The Federated Library System CAFÉ Shared Automation Fund** intergovernmental revenues, which consist of participating member library funds, approximately double from about $217,100 in the 2011 budget to nearly $441,000 in the 2012 budget, mainly due to 2012 being the first full-year budgeting for this program. Since the program was transitioned from the City of Waukesha Public Library to the Federated Library System mid-way during 2011, only a partial year of funding was budgeted for in 2011.



	2008	2009	2010	2011	2012
Other	$1.47	$4.28	$4.68	$4.74	$5.27
JPS	$8.30	$8.08	$9.95	$10.58	$10.42
HHS	$6.25	$5.97	$5.92	$6.22	$6.33
PLE	$10.51	$10.82	$9.97	$9.96	$9.83

Millions ($)

Charges for Services: Charges for County Services (user fees) are budgeted at $31,846,179, which represents an increase of $346,554 from the 2011 Adopted Budget. User Fees are charges for specific government services to those who utilize and value certain services. They provide an equitable, proportional user based charging method to continue service operations without relying solely on property taxes from property owners. Major User fees include document recording and real estate transfers; public admission for recreation usage, regulation enforcement and education within the Parks, Environment, Education and Land Use (PLE) functional area; client treatment, inpatient or residential services fees accessed in the Health and Human Services (H&HS) area; and inmate board, contracted Sheriff patrols, and judicial and public safety related fees (JPS).

Charges for Service revenue in the internal service **Health & Dental Insurance Fund**, which consist of the employee share of health and dental premium costs, are budgeted to increase by $355,000 to $3,128,000, mainly for an estimated increase in the employee share of health insurance premium costs, based on actuarial analysis recommendation.

- Charges for Service revenue in the **Department of Administration – Collections Division** are budgeted to increase by $145,800, in anticipation of a new major government client.
- **Health & Human Services (H&HS)** functional area Charges for Service revenues increase by about $109K to $6.33 million, This includes an increase in client service fee revenues from direct services in the **Mental Health Outpatient Program** by $123K to $1.23M in-line with 2010 actual revenues received, partially offset by lower Comprehensive Community Support (CCS) rehabilitative service revenues by $64K mainly due to the State Department of Health Services using a more restrictive definition of reimbursable rehabilitative expenditures. Client fee revenues in the **Mental Health Center** budget increase by about $42K to nearly about $2.9 million and are in-line with 2010 actual revenues received.
- **Justice and Public Safety (JPS)** functional area Charges for Service revenues are budgeted to decrease by about $162,500 to $10.4 million mainly due to a decrease in **Circuit Court Services** revenues by $123,000, for various Courts fees, based on lower prior-year actual revenues received. **Medical Examiner** autopsy contract revenues include the loss of the Racine County Contract for $82,300, partially offset by an increase in Washington County autopsy contract revenue by $34,900.
- **Parks, Environment & Land Use (PLE)** functional area Charges for Service revenues decrease by about $120K to $9.83 million, and include a decrease in the **Parks & Land Use Golf Courses Fund** by $101K to nearly $3.2 million, to be closer to current year revenue estimates. **Register of Deed's Office** real estate transfer fee and document recording fee revenues are budgeted to decrease by $100K and $20K, respectively, to be more in-line with lower prior-year revenues received as a result of the weak real estate market. This is partially offset by budgeting $100,000 for an additional $5 per document recording fee, collected per state statute (WI Act 314 – 2010), to fund the redaction of social security numbers on documents (see Capital Project #201117).

Fines and Licenses: Fine and license revenues are estimated to total $2,674,320 for 2012, decreasing $194,430, or - 6.8% from the 2011 Budget, including the following: **The Parks and Land Use Department** with a decrease in zoning and septic permit fee revenues by a total of $50,000; **Circuit Court Services** decreases fine and forfeiture revenues by $42,250; **The H&HS Department** with a decrease in Operating While Intoxicated (OWI) Surcharges by $40,000; **The Treasurer's Office** with a decrease in Agricultural Use Conversion penalty revenues by $35,000; and the **Department of Public Works** with a decrease in permit revenues by $30,000.

2012 REVENUE HIGHLIGHTS

Interdepartmental Revenues:

Interdepartmental revenues total $36,150,998, an increase of about $1,625,218 from the 2011 Adopted Budget. Interdepartmental revenues are primarily related to internal service fund charges and cross charges for services provided by one County department to another, which are in essence double budgeted. These charges are originally funded through an external revenue sources or tax levy in the service consumer (user) department budgets.

- Based on actuarial recommendations, **Health and Dental Insurance Fund** Interdepartmental revenues increase by $797,000 to $17,577,000 mostly to cover the County Departments' share of active employee self-insured health and dental claims.
- Tax Levy Support for the **DOA-End User Technology Fund (EUTF)** decreases by nearly $380,000, mostly due to reallocating the tax levy subsidy in the End User Technology program out to departments to reflect infrastructure use.
- In order to better reflect historical insurance claims payout patterns, **DOA-Risk Management** interdepartmental revenue increases by $165,100 to $1,628,500 but is still being subsidized by General Fund Balance.
- Interdepartmental revenues in the **Public Works Functional Area** increase by about $146K to $6.55M, including an increase in fuel charges by about $136K, mainly due to an estimated 10% increase in prices; budgeting for mowing services at the Airport of $40K; housekeeping and building maintenance charges by $39K; and vehicle replacement charges by $27K; partially offset by a decrease in Central Fleet vehicle repair/maint. charges by $104K, due to a decrease in repair services requested by customers.

Other Revenues:

Other revenues from various other sources in the 2012 Budget total $16.6 million, an increase of $421,644 from the 2011 Budget.

- **Capital Projects** include an estimated increase in investment earnings by $350,000, based on higher estimated Capital Projects Fund Balance resulting from increased borrowing for 2012.
- **Department of H&HS – Mental Health Outpatient & Support Services Program** Other Revenues include an increase in state collections for county resident placement costs at the state mental health institutes by $239,300.
- **PLE – Material Recycling Facility (MRF) Fund** Other Revenues increase by $200K to $1 million for the County's share of recycling material sales revenue (split 50/50 with contracted MRF operator), based on improvements in the market prices.
- **PLE – Community Development Fund** Other Revenues are budgeted to decrease by about $227,600 mostly related revolving loan repayments in the CDBG program that are budgeted to decrease by $135,000 and program income repayments in the HOME program that are budgeted to decrease by $92,000, based on prior year actual revenues received.
- The **Office of the Treasurer** investment income decreases by $100K to $4.8M due to estimated lower investment rates of return.

Debt Financing:

The 2012 Budget includes borrowing of $20 million to finance a major portion of 2012 capital projects, which is an increase of $10 million from the 2011 Adopted Budget, primarily due to the H&HS Office Building (Project # 200615).

Appropriated Fund Balance:

To reduce the 2011 Tax Levy (for 2012 Budget purposes), the Budget includes Fund Balance appropriations of $20,499,621 for one-time projects, temporary expenditures or to phase in the impact of significant revenue losses. This includes $10,068,621 for the operating budgets and $10,431,000 for the Capital Projects Budget, summarized below:

Fund Balance Use in Fund / Department Budgets	General Fund	Special Revenue Funds	Internal Service Funds	Enterprise Funds	Capital Fund	Debt Service Fund	Total
Administration	$7,600						$7,600
Administration Internal Services			$346,903				$346,903
Admin Dept-Risk Management			$368,254				$368,254
End User Tech. Fund			$816,671				$816,671
Airport Fund				$180,829			$180,829
Capital Projects Budget					$10,431,000		$10,431,000
Circuit Court Services	$20,000						$20,000
Contingency Fund	$1,200,000						$1,200,000
Corporation Counsel Dept.	$156,800						$156,800
County Clerk Dept.	$155,000						$155,000
Debt Service Fund						$1,283,898	$1,283,898
District Attorney							$0
Emergency Preparedness	$35,000			$89,617			$124,617
Human Services Dept.	$530,510						$530,510
Non-Departmental	$915,500		$835,500				$1,751,000
Federated Library Fund		$76,437					$76,437
Parks and Land Use Dept.	$55,000	$725,000		$992,600			$1,772,600
Public Works Dept	$373,000	$445,000	$141,083				$959,083
Sheriff Dept.	$318,419						$318,419
Total by Fund Type	**$3,766,829**	**$1,246,437**	**$2,508,411**	**$1,263,046**	**$10,431,000**	**$1,283,898**	**$20,499,621**

Tax Levy: The overall 2011 Tax Levy (for 2012 Budget purposes) is $100,920,969, which represents an increase of $644,965 or 0.6% from the 2011 Adopted Budget. The total Tax Levy consists of General County Purpose Levy of $98,037,483, a $615,418 or 0.631% increase from the 2011 Adopted Budget, and the Federated Library Tax Levy of $2,883,486, an increase of $29,547 or 1% from the 2011 Adopted Budget.

DECISION MAKING CRITERIA FOR NEW POSITIONS

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

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

BUDGETED POSITIONS 2010-2012

SUMMARY BY FUNCTIONAL AREA

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

FUNCTIONAL AREAS:	2010 Year End (a)(b)	2011 Adopted Budget (a)(b)	2011 Modified Budget (a)(b)	2012 Adopted Budget	11-12 Change
Justice and Public Safety	549.90	549.75	549.75	543.52	(6.23)
Health and Human Services (a)	419.50	419.62	419.62	418.06	(1.56)
Parks, Env., Educ., and Land Use (a)(b)	139.70	135.75	135.75	133.70	(2.05)
Public Works	149.10	144.10	144.10	135.60	(8.50)
General Administration (b)	126.40	126.40	126.40	126.05	(0.35)
Non-Departmental	-	-	-	-	-
Total Regular Positions Countywide	**1,384.60**	**1,375.62**	**1,375.62**	**1,356.93**	**(18.69)**
Temporary Extra Help	114.93	121.02	121.25	123.64	2.62
Overtime	25.76	23.10	23.14	22.89	(0.21)
Total Position Equivalents Countywide	**1,525.29**	**1,519.74**	**1,520.01**	**1,503.46**	**(16.28)**

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

(a) The Community Development Fund, which was previously budgeted in the County Executive Department in the Health and Human Services Functional Area, has been transferred to the Parks and Land Use Department in the Parks, Environment, Education and Land Use Functional Area per County Board enrolled resolution 166-5. History has been restated for comparative purposes to the 2012 budget.

(b) The Tax Listing program, which was previously budgeted in Register of Deeds Office in the Parks, Environment, Education and Land Use Functional Area was shifted to the Department of Administration in the General Administration Functional Area during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

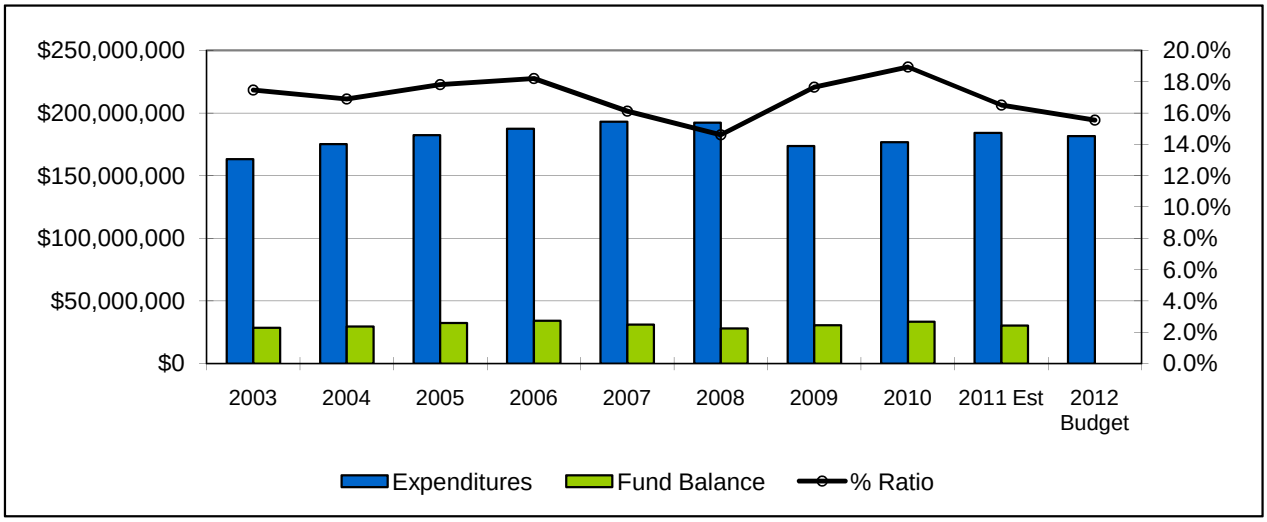
Significant Changes for 2012

- Budgeted Full-Time Equivalents (FTEs) decrease by a net of 16.28 FTE, including temporary extra help and overtime.
- There is a net decrease of 18.69 FTE budgeted regular positions, mostly due to position reductions in Public Works and Justice and Public Safety functional areas.
- Temporary extra help increases a net of 2.62 FTE (5,450 hours), mainly due to an increase of about 3.0 FTE in the Department of Administration – Collections Division in anticipation of a new major government client and corresponding revenue to more than offset costs. Budgeted overtime decreases a net of 0.21 FTE (437 hours).

Current-Year Changes in 2011

Create:	1.00 FTE Program Assistant - DOA (Enrolled Ord. 166-29)	1.00
Abolish:	1.00 FTE Real Property Tax Lister - DOA (Enrolled Ord. 166-29)	(1.00)
Create:	Circuit Court Division Coordinator - Courts (Enrolled Ord. 166-36)	1.00
Abolish	Circuit Court Supervisor - Courts (Enrolled Ord. 166-36)	(1.00)
Temp Help/Overtime	Mainly due to grant/contract funding received during 2011	0.27

GENERAL & SPECIAL REVENUE FUNDS
Expenditures, Unassigned Fund Balance



Expenditures and Unassigned Fund Balance
General and Special Revenue Funds

Year	Expenditures	Unassigned Fund Balance*	% Ratio
2003	$163,223,728	$28,510,461	17.5%
2004	$175,235,496	$29,596,034	16.9%
2005	$182,433,309	$32,507,004	17.8%
2006	$187,410,318	$34,138,957	18.2%
2007	$192,949,494	$31,116,045	16.1%
2008	$192,284,111	$28,084,566	14.6%
2009	$173,554,267	$30,647,610	17.7%
2010	$176,668,309	$33,470,181	18.9%
2011 Est	$184,208,332	$30,394,546	16.5%
2012 Budget	$181,551,902	$28,231,666	15.6%

Policy and Practice

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

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

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

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

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

SUMMARY OF FUND BALANCE PROJECTIONS

Projections of fund balance are an indicator of the estimated financial condition of the County at year-end. Fund balances are projected separately for General, Special Revenue, Enterprise, Internal Service, Debt, and Capital Project Fund types. For a description of the County's financial structure see the Strategic Planning and Budget Policies Section of the 2012 Adopted Budget. For descriptions of funds see the Summary section.

The County implemented GASB Statement 54 in 2011. Prior year fund balances have been restated accordingly, reflecting the new classifications of restricted, committed, assigned, and unassigned. Additionally, some funds previously classified as special revenue funds were reclassified in the General Fund, among them the Health and Human Services fund. This was the only "Major Special Revenue" fund reported by the County in 2010.

December 31, 2011 (unaudited)

The current year projection (year-end 2011) is based on year-to-date information together with departmental estimates of revenues, expenditures and net transfers for various fund types. Total combined estimates of fund balances at December 31, 2011 are projected at $137.0 million, a decrease of $6.1 million from December 31, 2010 year-end combined fund balances. Of the combined fund balance amount, $102.8 million is restricted or committed (by the Grantor, State Law, County Board, etc.) or assigned for specific future use exclusively within each particular fund. A summary of projected fund balance by fund type is described below.

General Fund Balance - The estimated fund balance for the General Fund at December 31, 2011 is projected at $64.6 million, a decrease of $0.5 million from 2010. Revenues were $1.1 million over expenditures. Net transfers out of the General fund were $1.6 million, including $1.0 million for capital and $0.5 million for the Risk Management fund. The unassigned portion of the fund balance is estimated at $34.2 million, a decrease of $1.9 million from 2010.

Special Revenue Fund Balance- The December 31, 2011 estimated fund balance is $9.8 million, an increase of $0.3 million from 2010. This increase results mainly from one-time revenues in the Library Fund which will be used to fund system software/hardware replacement in future years.

Working Capital - The unassigned General Fund balance provides working capital for almost nine weeks of operations based on the 2012 expenditure budget. In addition, the ratio of governmental funds unassigned fund balance to governmental expenditures for year-end 2011 is estimated at 16.5%. This estimated percentage exceeds the County's goal of at least 11%, which provides sufficient cash flow for the County's operations. It also exceeds the County's target goal of 15%.

SUMMARY OF FUND BALANCE PROJECTIONS, Cont.

Enterprise Fund Balance - Fund balance is projected at $18.8, a decrease of $0.7 million from 2010. This reflects planned use of fund balance in the 2011 budget. The enterprise funds include three golf courses, two indoor ice arenas, radio services, a materials recycling facility, and an airport.

Internal Service Fund Balance - Year-end 2011 fund balance is estimated at $11.3 million, a decrease of $0.8 million from 2010. This reflects the planned use of fund balance in the 2011 budget.

Debt Service Fund Balance- Year end 2011 fund balance is estimated at $3.7 million, a decrease of $0.6 million from 2010.

Capital Projects Fund Balance – Fund balance is projected at $28.8 million, a decrease of $3.7 million from 2010. The entire fund balance is reserved for existing capital projects.

December 31, 2012

The year-end 2012 projection is based on 2012 budgeted revenues, expenditures, and estimates on completion of capital projects appropriated in prior years. At year-end 2012, total combined fund balances are estimated at $117.7 million, a decrease of $19.3 million from the estimated 2011 level. Of the estimated combined year end 2012 total fund balance, $85.7 million is restricted, committed or assigned specific future use within the particular funds, and $32.0 million is estimated to be the unassigned fund balance. This is an estimated decrease in unassigned fund balance of about $2.2 million from year-end 2011.

General Fund Balance - The estimated fund balance for the General Fund is projected at $59.3 million, a decrease of $5.4 million from the 2011 estimate. This increase results from the planned use of $2.6 million in the 2012 budget and transfers out of $2.8 million. Transfers out include $1.5 million for capital projects, $0.5 million for debt service, and $0.5 million for transportation.

The unassigned portion of the fund balance is estimated at $32.0 million.

Special Revenue Fund Balance- The December 31, 2012 estimated fund balance is $9.0 million, a decrease of $0.8 million from 2011. This decrease results mainly from the planned use of fund balances in the 2012 budget.

Working Capital - The ratio of governmental funds unreserved fund balance to governmental expenditures for year-end 2012 is estimated at 15.6%, a decrease from the 16.5% estimate for year-end 2011.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2011

SCHEDULE 1

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Revenues:							
General Intergovernmental	$37,601,137	$21,584,305	$874,000	$ -	$ -	$ 2,960,500	$63,019,942
Taxes	79,355,288	4,718,281	192,563	279,872	13,305,000	2,425,000	100,276,004
Fines/Licenses	2,656,683	-	-	-	-	-	2,656,683
Charges for Services	21,486,301	1,082,780	5,456,810	3,056,000	-	-	31,081,891
Interdepartmental Revenue	3,603,190	484,767	591,026	30,228,550	-	-	34,907,533
Interest Income	4,250,000	133,000	-	-	200,000	350,000	4,933,000
Other Revenue	8,298,736	840,351	1,061,684	1,535,725	9,490,000	10,000,000	31,226,496
Total Revenues	$157,251,335	$28,843,484	$8,176,083	$35,100,147	$22,995,000	$15,735,500	$268,101,549
Expenditures:							
Personnel Costs	$97,670,420	$8,075,345	$2,927,486	$5,089,914	$ -	$ -	$113,763,165
Operating Expenses	45,207,774	14,771,721	4,637,920	30,806,782	-	-	95,424,197
Interdepartmental Charges	11,880,301	4,569,766	1,348,750	540,177	-	-	18,338,994
Fixed Asset/Capital Projects	1,441,708	591,297	-	-	-	20,498,417	22,531,422
Debt Service	-	-	-	-	24,135,230	-	24,135,230
Total Expenditures	$156,200,203	$28,008,129	$8,914,156 (A)	$36,436,873 (A)	$24,135,230	$20,498,417	$274,193,008
Excess of Revenues over (under) Expenditures	$1,051,132	$835,355 (B)	($738,073) (B)	($1,336,726) (B)	($1,140,230) (B)	($4,762,917) (B)	($6,091,459) (B)

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

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2011

SCHEDULE 2

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance Dec 31, 2010 (Restated)	$65,109,029	$9,540,617	$19,510,129	$12,066,846	$4,248,449	$32,584,057	$143,059,127
Restricted/Committed/Assigned Fund Balance	29,006,441	9,540,617	19,510,129 (D)	12,066,846 (D)	4,248,449	32,584,057	106,956,539
Unassigned Fund Balance January 1, 2011	36,102,588	0	$0	$0	$0	$0	$36,102,588
Excess of Revenues over (under) Expenditures (A)	1,051,132	835,355	(738,073)	(1,336,726)	(1,140,230)	(4,762,917)	(6,091,459)
Net Operating Transfers in (out)	(1,550,657)	(582,865)	0	558,522	550,000	1,025,000	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($499,525)	$252,490	($738,073)	($778,204)	($590,230)	($3,737,917)	($6,091,459)
Total Projected Fund Balance Dec 31, 2011	64,609,504	9,793,107	18,772,056	11,288,642	3,658,219	28,846,140	136,967,668
Restricted/Committed/Assigned Fund Balance	30,451,031 (B)	9,793,107 (C)	18,772,056 (D)	11,288,642 (D)	3,658,219	28,846,140	102,809,195
Total Projected Unassigned Fund Balance	$34,158,473	$0	$0	$0	$0	$0	$34,158,473

Footnotes:
(A) Negative amounts reflect planned use of restricted, committed, or assigned fund balances for one time or temporary purposes.
(B) Includes $3,766,829 assigned in the 2012 budget.
(C) Includes $1,246,437 assigned in 2012 budget.
(D) The Enterprise and Internal Service Fund balances include fixed assets and funds budgeted for ongoing capital projects, and may include some unreserved funds.

SUMMARY OF PROJECTED FUND BALANCE
AS OF DECEMBER 31, 2012

SCHEDULE 3

	General Fund	Special Revenues	Enterprise	Internal Service	Debt Service	Capital Projects	Totals
Fund Balance December 31, 2011	$64,609,504	$9,793,107	$18,772,056	$11,288,642	$3,658,219	$28,846,140	$136,967,668
Restricted/Committed/Assigned Fund Balance	30,451,031	9,793,107	18,772,056	11,288,642	3,658,219	28,846,140	102,809,195
Unassigned Fund Balance January 1, 2012	$34,158,473	$0	$0	$0	$0	$0	$34,158,473
Excess of Revenues over (under) Expenditures (A)	(2,566,829)	(1,246,437)	(1,263,046)	(2,508,411)	(1,283,898)	(10,431,000)	(19,299,621)
Net Operating Transfers in (out)	(2,788,254) (B)	445,000	0	368,254	500,000	1,475,000	0
Excess of Revenues & Other Financing Sources over (under) Expenditures	($5,355,083)	($801,437)	($1,263,046)	($2,140,157)	($783,898)	($8,956,000)	($19,299,621)
Total Projected Fund Balance Dec. 31, 2012	59,254,421	8,991,670	17,509,010	9,148,485	2,874,321	19,890,140	117,668,047
Restricted/Committed/Assigned Fund Balance	27,258,828	8,991,670	17,509,010 (C)	9,148,485 (C)	2,874,321	19,890,140	85,672,454
Total Projected Unassigned Fund Balance	$31,995,593	$0	$0	$0	$0	$0	$31,995,593

Footnotes:
(A) Budgeted fund balances are responsible for the deficit figures.
(B) Includes planned transfer out of $1,475,000 for Capital Projects, $500,000 for Debt Service, and $445,000 for Transportation, and $368,254 for Risk Management
(C) The Enterprise and Internal Service Fund balances include fixed assets and may include some unreserved funds.

FUNCTIONAL AREA SUMMARY BY FUND TYPE

2012 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
JUSTICE & PUBLIC SAFETY	$16,381,141		$1,128,769				$17,509,910
HEALTH & HUMAN SERVICES	$37,540,737	$2,932,563					$40,473,300
PARKS, ENV., EDUC., LAND USE	$7,147,584	$5,817,488	$6,279,200				$19,244,272
PUBLIC WORKS	$1,590,430	$9,265,959	$734,830	$6,009,538		$5,600,000	$23,200,757
GENERAL ADMINISTRATION	$10,198,729			$9,299,931		$21,500,000	$40,998,660
NON DEPARTMENTAL	$1,340,600			$21,149,000			$22,489,600
FUND BALANCE APPROPRIATION	$3,766,829	$1,246,437	$1,263,046	$2,508,411	$1,283,898	$10,431,000	$20,499,621
RETAINED EARNINGS		($65,000)	($606,227)	($47,212)			($718,439)
TAX LEVY	**$80,103,040**	**$4,885,366**	**$192,563**	**($100,000)**	**$13,415,000**	**$2,425,000**	**$100,920,969**
TOTAL REVENUES	$158,069,090	$24,082,813	$8,992,181	$38,819,668	$14,698,898	$39,956,000	$284,618,650
EXPENDITURES							
JUSTICE & PUBLIC SAFETY	$56,310,513		$961,038			$1,245,000	$58,516,551
HEALTH & HUMAN SERVICES	$63,347,594	$2,932,563				$18,000,000	$84,280,157
PARKS, ENV., EDUC., LAND USE	$13,476,356	$9,437,411	$6,922,921			$1,884,000	$31,720,688
PUBLIC WORKS	$10,424,970	$11,712,839	$1,108,222	$6,150,621		$17,807,000	$47,203,652
GENERAL ADMINISTRATION	$10,878,557			$10,684,547	$14,698,898	$880,000	$37,142,002
NON DEPARTMENTAL (a)	$3,631,100			$21,984,500		$140,000	$25,755,600
TOTAL EXPENDITURES	$158,069,090	$24,082,813	$8,992,181	$38,819,668	$14,698,898	$39,956,000	$284,618,650

(a) Includes Contingency Fund.

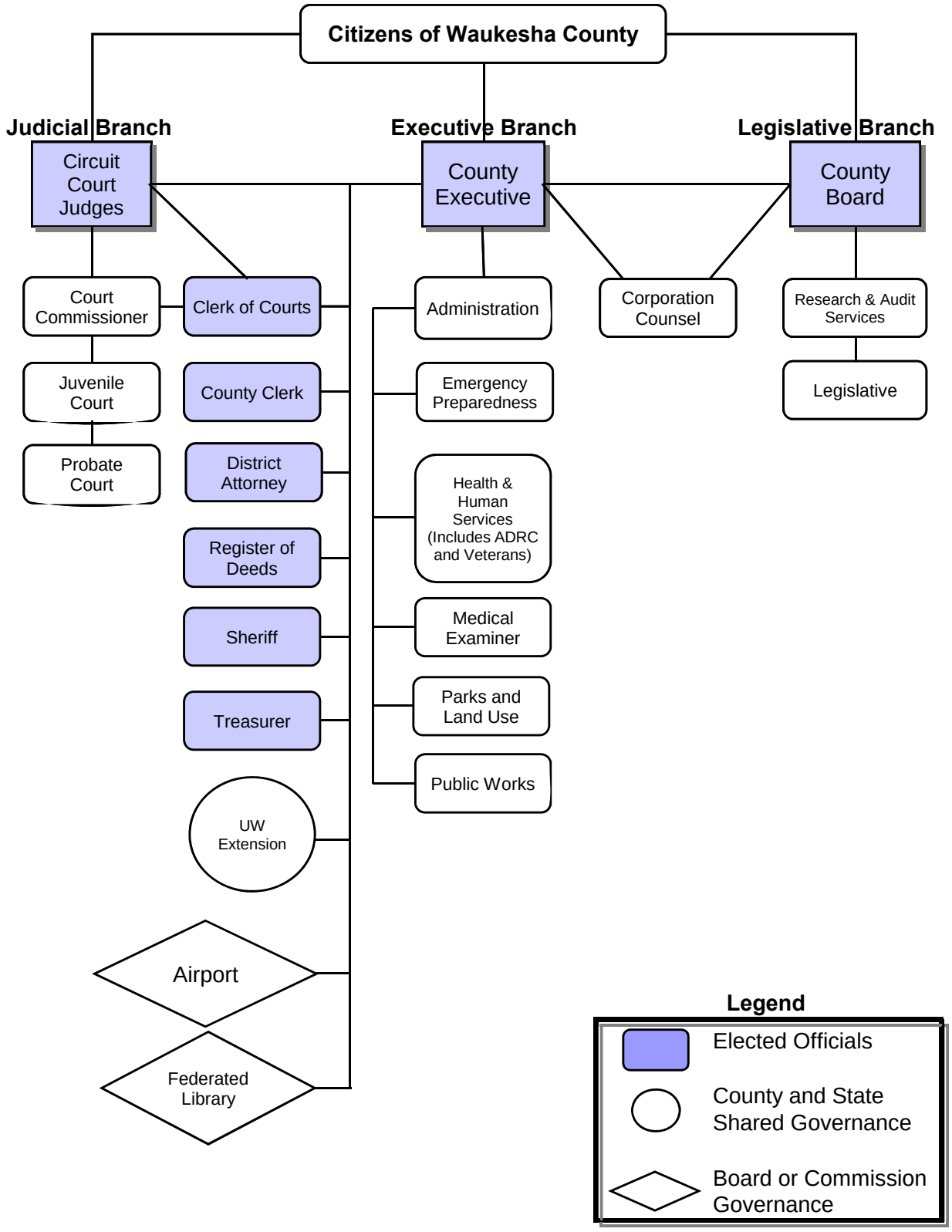
APPROPRIATION UNIT SUMMARY BY FUND TYPE

2012 BUDGET

REVENUES	GENERAL FUND (a)	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	DEBT	CAPITAL PROJECTS	TOTAL
INTERGOVT. CONTRACTS/GRANTS	$34,336,664	$15,067,382	$875,000			$6,400,000	$56,679,046
FINES & LICENSES	$2,674,320						$2,674,320
CHARGES FOR SERVICES	$21,378,953	$1,228,200	$5,584,480	$3,654,546			$31,846,179
INTERDEPART. REVENUES	$3,720,172	$468,016	$621,449	$31,341,361			$36,150,998
OTHER REVENUES	$12,089,112	$1,252,412	$1,061,870	$1,462,562		$20,700,000	$36,565,956
FUND BALANCE APPROPRIATION	$3,766,829	$1,246,437	$1,263,046	$2,508,411	$1,283,898	$10,431,000	$20,499,621
RETAINED EARNINGS		($65,000)	($606,227)	($47,212)			($718,439)
TAX LEVY	**$80,103,040**	**$4,885,366**	**$192,563**	**($100,000)**	**$13,415,000**	**$2,425,000**	**$100,920,969**
TOTAL REVENUES	$158,069,090	$24,082,813	$8,992,181	$38,819,668	$14,698,898	$39,956,000	$284,618,650
EXPENDITURES							
PERSONNEL COSTS	$97,752,160	$8,132,717	$2,926,562	$5,200,828			$114,012,267
OPERATING EXPENSES	$47,264,477	$10,721,266	$4,681,777	$33,067,605			$95,735,125
INTERDEPARTMENTAL CHARGES	$12,545,328	$4,353,830	$1,383,842	$551,235			$18,834,235
FIXED ASSETS & IMPROVEMENTS	$507,125	$875,000				$39,956,000	$41,338,125
DEBT SERVICE					$14,698,898		$14,698,898
TOTAL EXPENDITURES	$158,069,090	$24,082,813	$8,992,181	$38,819,668	$14,698,898	$39,956,000	$284,618,650

(a) Includes Contingency Fund.

Waukesha County Organizational Chart



Strategic Planning
&
Budget Policies

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STRATEGIC PLANNING OVERVIEW

Strategic planning is the process of determining long-term goals and then identifying the best approach for achieving those goals. Waukesha County has been using strategic planning tools for over a decade, and in 2005 government officials invested time and resources to reinvigorate this important, forward-thinking process. Through the process, the County established links between core business functions and measurable program outcomes across all departments. Strategic planning ultimately helps the County identify and set priorities so that service delivery modifications can be made to better assist and serve its citizenry.

In order to begin the process of identifying core business functions and priorities, the County established a cross-departmental Strategic Planning Steering Committee to guide the process and to coordinate four focus groups with stakeholders that included: advocates, vendors, and service providers that regularly work with County government personnel; municipal elected officials; citizens appointed by elected officials to participate; and residents that were randomly selected using the Circuit Court Jury Trial Selection system. A total of 96 people took part in the effort that led to the collection of qualitative data. Responses were recorded and displayed during the sessions, and in some cases resulted in questions, discussion, or debate among the participants.

Overwhelmingly, focus group respondents indicated that they desire the highest quality service at the lowest possible cost. Fiscal responsibility and low taxes were consistently emphasized. To maintain low tax rates, participants generally supported a variety of measures, from the establishment of alternative service delivery arrangements to reducing or eliminating non-essential services. Cooperative efforts with other jurisdictions' to share governmental services were also widely supported, while contracting for services was supported on a narrower range of specific criteria.

Taken as a whole, focus group members were open to having government explore new ways of doing business. Most seem willing to accept slower or less convenient service if necessary to keep tax rates low, though most would prefer that the County find ways of reducing costs without sacrificing quality. In addition, they feel that the County should focus on its core services and should consider reducing or eliminating nonessential and non-governmental activities. Any tax increases would need to be well defined and solidly justified to find support among the focus group participants.

Defining essential and non-essential services can be a difficult undertaking, but focus group respondents provided the steering committee a sound understanding of the services areas that they value. Public safety functions, such as law enforcement, child protection, road safety, and health inspections, were most important, with economic vibrancy following close behind. Services that support limited groups or the non-mandated, non-core operations of County government were more likely to be chosen as candidates for service reductions.

STRATEGIC PLANNING OVERVIEW *continued…*

With the help of a consultant, steering committee members rigorously analyzed the data that was collected at the focus group sessions. Using this information, they charted a course for a new strategic planning process that resulted in the creation of a new mission statement, vision statement, core values, strategic outcomes, and plan format linked directly into the County's budget.

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

The strategic plan is a living document and will be updated annually to reflect best practices in meeting the needs of Waukesha County residents.

Mission Statement:

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

Vision Statement:

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

Core Values:

Excellence, Customer Service, Fiscal Responsibility, Collaboration, Integrity, and Innovation

County-Wide Key Strategic Outcomes:

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

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

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

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

For reference, please see the example illustrated below:

General Fund County Executive Outcomes/Objectives

Major Departmental Strategic Outcomes and Objectives for 2010

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2010 Actual	2011 Actual	2012 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa

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

Objective 2: Provide constituents with timely, courteous and professional assistance and service.

Key Outcome Indicator: Percent of positive, unsolicited responses generated from the Citizen Comment Card above the department standard of 80%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of positive survey responses	85%	80%	85%	87%

WAUKESHA COUNTY PLANNING PROCESSES

PLANNING FOR THE FUTURE

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

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

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

BUDGET BOOK REFERENCE

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

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

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

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

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

WAUKESHA COUNTY PLANNING PROCESSES, CONT.

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

FINANCIAL MANAGEMENT POLICIES

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

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

Waukesha County Budget Philosophy

The overriding goal of the Waukesha County budget is to keep the County's spending needs and the homeowners' ability to pay in balance.

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Revenue Policy

1. The County relies on property tax as its sole source of local tax revenues to fund state and local programs and services. Property taxes account for about 35% of total revenues. Excluding interdepartmental revenues, which are mostly charges from county internal service funds, property taxes account for about 41% of revenue. Other tax options allowable by statute to counties include a 0.5% County sales tax and a local motor vehicle registration fee. Waukesha County has not implemented these other tax options.

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

3. The County maximizes its return on investment consistent with its investment policy. Investment income is used to reduce reliance on the property tax levy. It is a reliable funding source because of the strict adherence to investment and liquidity guidelines.

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

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

Balanced Budget

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

Property Tax Levy Increase Limits

Enrolled 2011 Wisconsin Act 32 (2011-2013 State Budget) imposed new local tax levy increase limits for the 2012 and 2013 budgets. The law allows a County to increase its total property tax levy for the 2012 or 2013 Budgets by the percentage change in the County growth in equalized value due to net new construction between the previous year and the current year. It continues major current law exemptions including the Federated Library system tax levy, debt service tax levy (including related refinancings and refundings) and bridge and culvert repair aids to towns paid with County tax levy and an exemption provision to allow for payments of consolidated (shared) services. In addition, unused tax levy authority up to a maximum of 0.5% of the prior year levy could be carried forward by a super majority vote of the County Board. Waukesha County does not plan to utilize the unused levy carry forward to meet its 2012 tax levy budget.

The 2012 Waukesha County Budget meets the tax levy limit as adopted in Wisconsin Act 32.

Property Tax Levy Rate Limit

Since 1993, limits have been imposed on the property tax levy rates for Wisconsin counties. There are separate limits for the operating levy and the debt service levy. The baseline for the limits is the actual 1992 tax rate adopted for the 1993 Budget. The operating levy rate and the debt levy rate cannot exceed the baseline rates unless the county qualifies for one of the exceptions allowed under the statute. In the 2012, Waukesha County is well below these tax rate limits, even though Act 32 suspended the operating tax rate limit for budget years 2012 and 2013.

A county can exceed the debt service levy limit if the individual borrowing is adopted by at least three-fourths vote of the county board. The County Board has adopted each debt issue since the tax levy limits took effect by votes of greater than 3/4 of the members elect. Therefore, each note issued is not subject to the debt service rate limit.

The 2012 Budget is within the debt tax levy rate limitations contained in the state law, even without the exception from the debt service rate limits noted above.

FINANCIAL MANAGEMENT POLICIES, CONT.

Operating Expenditure Budget

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

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

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

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

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

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

5. A five-year Vehicle/Equipment Replacement Plan is updated annually to specify the replacement cycle for county vehicles and equipment that meet the required criteria. Adopted in 1990 by the County Board, the plan reduces year-to-year fluctuations in departments' fixed asset budgets, and helps to ensure that the County's vehicles and equipment are replaced before age or usage cause excessive maintenance costs and expensive equipment downtime. A Vehicle/Equipment Replacement Fund was created to implement this plan. Replacement vehicles and equipment are purchased from this fund, and user departments pay for the asset (and associated insurance coverage) through an annual charge similar to a lease (see the Public Works section, Vehicle/Equipment Replacement Fund).

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

Operating Expenditure Budget (cont.)

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

8. The Parks and Land Use department is responsible for the County's Grounds Maintenance and Parks Pavement Management Program. The department has established a three-year Parks maintenance program, which includes a parks roadway and parking lot maintenance program as well as continued maintenance of county grounds and park facilities as a priority area within the Department's operating budget.

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

10. The 2011 budget includes the first year development and budget for the Sheriff's jail equipment five-year replacement plan funded with prior years jail assessment fee revenues and some base budget equipment funding. In addition, Circuit Court services have stated an equipment and chair replacement program.

Capital Improvement Plan

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

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

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

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Debt Policy

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

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

2. The County structures its debt borrowing issues with a moderate term of nine to ten years to maintain stable annual debt service payments and to avoid major fluctuations between years.
   - Promissory notes are amortized with larger payments in final years to integrate new debt with existing debt in order to achieve operating budget stability. The continuation of the current debt strategy allows for the larger principal payments of each successive annual debt issue in the years that previous years' issues have been retired (see Debt Service Section Requirements page and Projected Debt Service illustration page).
3. By state statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County, including Tax Increment Financing Districts. The County has over 95% availability of its statutory debt limit with the planned 2012 debt issue.

Reserve Policy

1. The County will maintain unassigned fund balances (in accordance with GASB #54) to provide necessary working capital (for at least eight weeks) to avoid cash flow interruptions and short-term borrowing to fund daily operations. These fund balance working capitals amounts are used to generate interest income and to assist in maintaining the County's Aaa/AAA bond ratings.
   - The unassigned Fund Balance to general and special revenue fund expenditures ratio is maintained at a minimum of 11%. The current target is 15%.
   - An explanation of the County's Fund Balance projections for each year-end December 31 is provided in the summary section of the adopted budget document and is published as part of the state mandated budget public notice issued in October of the preceding year.
2. There will be no shifting from Fund Balance reserves to offset continuous on-going operations, except to phase in new major service costs unlikely to be repeated and building project (one-time) improvements and equipment replacement plans, or to address the phase out of a significant loss of revenue. To the extent possible, reserves will be used to make investments to provide operating efficiencies over the long term.
3. The County's contingency fund provides for emergencies or other expenditures which could not have been planned for or anticipated during the budget review process. Contingency fund transfers are authorized by the Finance Committee (fund transfer) and/or the County Board (by ordinance) as allowed by state law, if the need is of sufficient urgency, and it is not a circumvention of the budget process.
4. When both assigned and unrestricted fund balances are available for use, it is the County's policy to use assigned fund balance first, then unrestricted fund balance. Furthermore, committed fund balances are reduced first followed by assigned amounts and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications can be used. Additionally, all spendable, unrestricted revenue amounts in the Special Revenue funds (except for the Transportation Special Revenue Fund), Debt Service, and Capital Project Funds are assigned to be used for the purpose for which the fund was established.

Investments

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

FINANCIAL MANAGEMENT POLICIES, CONT.

Accounting Policy and Basis of Budgeting

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

Capital and Operating Budget Process

Operating Budget Process	2012 KEY DATES
Review prior year results/identify potential budget issues.	
Analyze impact of State budget on County funding/programs.	
Develop budget assumptions and Internal Service rates for the ensuing year.	
Department budget targets developed and issued.	June 3
Department budget development.	
Co. Executive holds Town Hall public hearing on budget.	July 13, 22, & 26
Departments submit budget and new position requests.	
Department Heads present budget requests to Co. Executive.	
Executive budget prepared.	Sept. 17
Co. Executive message and budget presented to Co. Board.	Sep. 28
Publication of County Board Public Notice.	Oct. 4
Finance Committee holds public hearing on Proposed Budget.	Oct. 20
Committees review of Co. Executive Proposed Budget.	
Finance Committee reviews amendments and makes recommendation to Board.	
Co. Board votes for adoption/amendment of budget.	2nd Tues. in Nov.
Co. Executive vetoes (if necessary)- Co. Board action.	
Budget Monitoring.	

Capital Budget Process	2012 KEY DATES
All open projects reviewed; completed projects closed.	
Project list developed and submitted to departments.	
Review of open and planned projects.	
Preliminary consideration of new project requests.	
Technical reviews of projects.	
Departments present project plans to Co. Executive.	
Co. Executive holds Town Hall public hearing on budget.	July 13, 22, & 26
Executive review and decision making.	
Executive's capital budget and five-year plan developed.	
Executive presents five-year plan to Co. Board.	By Sep. 1
Committees review of five-year capital plan.	
Finance Committee holds public hearing on proposed budget.	Oct. 20
Board adopts/amends capital plan.	
Capital budget is adopted with operating budget.	2nd Tues. in Nov.

CAPITAL AND OPERATING BUDGET PROCESS

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

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

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

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

Budget Amendment Process

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

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

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

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

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

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

FINANCIAL STRUCTURE

Summary

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

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

Fund Accounting

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

Fund Types

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

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

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

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

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

In 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, “Fund Balance Reporting and Governmenta Fund Type Definitions”, which identified additional restrictions related to the classification of a special revenue fund and related special revenue fund balance reporting. As a result of a review of the County’s special revenues for the 2011 Budget, the County has reclassified Health and Human Services and Child Support special revenue funds to the General Fund.

FINANCIAL STRUCTURE, CONT.

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

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

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

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

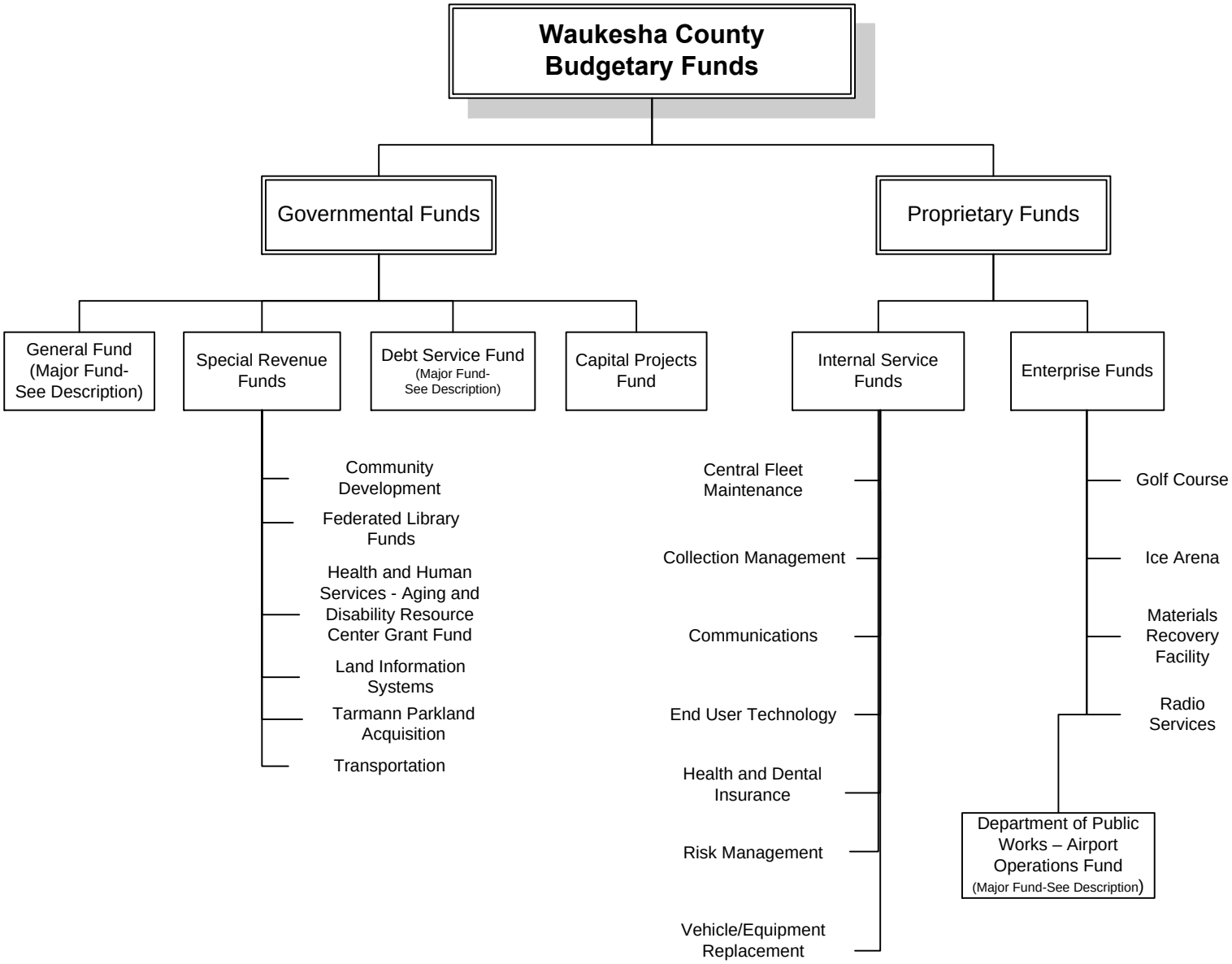
Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of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

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

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

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

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



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

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

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

FUND DESCRIPTIONS

The following are capsule descriptions of each County fund. To the right of each description are the total 2012 expenditures and property tax levy for that fund.

	2012 Expenditure Budget	2012 Tax Levy
GENERAL FUND		
The General Fund is the largest single County fund. It is the primary operating fund of the County. It accounts for all revenues that are not required to be processed through another fund. Almost two-thirds of General Fund revenue is received from taxes, but it also receives fines, fees, intergovernmental revenues, interest earnings, and other revenues.		
TOTAL GENERAL FUND	**$158,069,090**	**$80,103,040**
SPECIAL REVENUE FUNDS		
Special Revenue funds are used to account for the proceeds from specific revenue sources (other than expendable trust or major capital projects) that are legally restricted to expenditures for specific purposes.		
HHS - Aging and Disability Resource Center (ADRC) Grant Fund		
To account for Special revenue (Federal/State) funds needed to provide older adults and individuals with disabilities age 18 and above, and their families services with information, referral, assistance, long term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals and services related to aging or living with a disability.	$2,932,563	$0
Transportation Fund		
To account for funds needed to provide all services on the County trunk highway system and selected non-County roads, including: planning, designing, maintenance and construction and to account for state funds provided on a reimbursement basis for performing maintenance and repair on other projects as specified on all state trunk highways within the County. To account for state, federal, and local funds used to provide transit bus services to selected areas of the County.	$11,712,839	$2,001,880
Federated Library Funds		
To account for funds provided to maintain a member library system.	$4,600,236	$2,883,486
Community Development Fund		
To account for federal funds to provide to other governmental units or nonprofit organizations that aid low to moderate income and other disadvantaged persons.	$3,110,840	$0
Walter J. Tarmann Parkland Acquisition Fund		
To account for funds provided to acquire parkland and natural areas as identified in the Waukesha County Park and Open Space Plan.	$1,000,000	$0
Land Information Systems Fund		
To establish a County-wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information.	$726,335	$0
SPECIAL REVENUE FUND TOTALS	**$24,082,813**	**$4,885,366**

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS	2012 Expenditure Budget	2012 Tax Levy
Internal Service funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the County or to other governments on a cost-reimbursement basis.		
End User Technology Fund To finance the common technology infrastructure for County users. The fund is managed on a total cost of ownership basis, and is designed to identify the services provided and resources required by the Information Systems staff to support end user departments. To account for the costs associated with the operation and maintenance of the County's central imaging, microfilming, records management services, contracted central printing, and mail room services. Costs are billed to user departments based on a time and material cost basis.	$6,301,879	$20,000
Vehicle/Equipment Replacement Fund To account for the costs associated with the financing of vehicle/equipment replacements when the individual item's cost equals or exceeds $7,500, and has a useful life of two or more years. Costs are billed to user departments based on the depreciable life of the asset.	$2,569,597	$0
Central Fleet Maintenance Fund To account for the costs associated with the maintenance, repairs and centralized fueling of all County-owned motorized equipment. Costs are billed to user departments based on work orders, time and material costs.	$3,581,024	$0
Communications Fund To account for the costs associated with the operation and maintenance of the County's telecommunication system. Costs are billed to user departments based on actual usage and equipment inventories.	$795,534	$0
Risk Management Fund To account for the costs associated with loss control, the investigation and payment of employee claims, claims administration, and the transfer of risk to third parties through purchased insurance coverage. Costs are allocated to other County departments mostly on a claims experience/exposure basis, except for special insurance coverage, which are charged based on actual costs. This fund also accounts for funds invested in the Wisconsin Municipal Mutual Insurance Company (WMMIC). The County, together with certain other units of government within the State of Wisconsin, created WMMIC to provide general and police professional liability, errors and omissions, and vehicle liability coverage for counties or cities in Wisconsin.	$2,548,754	$0
Collection Management Fund To account for the costs associated with County-wide delinquent account collection activity. Costs are allocated to other County departments based on costs of services provided. Negative tax levy reflects payback of tax levy provided for startup costs in the early years of operation.	$1,038,380	-$120,000
Health and Dental Insurance Fund The Health Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health and dental benefits for County employees, elected officials, retirees, and dependents.	$21,984,500	$0
INTERNAL SERVICE FUND TOTALS	**$38,819,668**	**-$100,000**

FUND DESCRIPTIONS

	2012 Expenditure Budget	2012 Tax Levy
ENTERPRISE FUNDS		
Enterprise funds are used to account for operations (1) that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.		
Radio Service Fund		
To account for operations and maintenance of County-wide radio services. Customers are billed on a fee for service basis.	$961,038	$0
Golf Courses Fund		
To account for operations and maintenance of the three County golf courses.	$3,227,000	$0
Ice Arenas Fund		
To account for operations and maintenance of the two County ice arenas.	$1,076,203	$0
Department of Public Works - Airport Operations Fund		
To account for Department of Public Works Airport operations and development of the County airport.	$1,108,222	$192,563
Materials Recycling Facility Fund		
To account for operations and maintenance in the processing and marketing of recyclable materials collected from municipalities within the County program.	$2,619,718	$0
ENTERPRISE FUND TOTALS	**$8,992,181**	**$192,563**
DEBT SERVICE FUNDS		
Debt service funds are used to account for the accumulation of resources for the payment of general long-term debt principal, interest, and services costs (Excludes debt services budgeted in Internal Service and Enterprise Funds). For further detailed information, see Debt Service Section.		
TOTAL DEBT SERVICE FUNDS	**$14,698,898**	**$13,415,000**
CAPITAL PROJECTS FUNDS		
All capital project funds used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).		
TOTAL CAPITAL PROJECTS FUNDS	**$39,956,000**	**$2,425,000**
TOTAL ALL FUNDS	**$284,618,650**	**$100,920,969**

Justice
&
Public Safety

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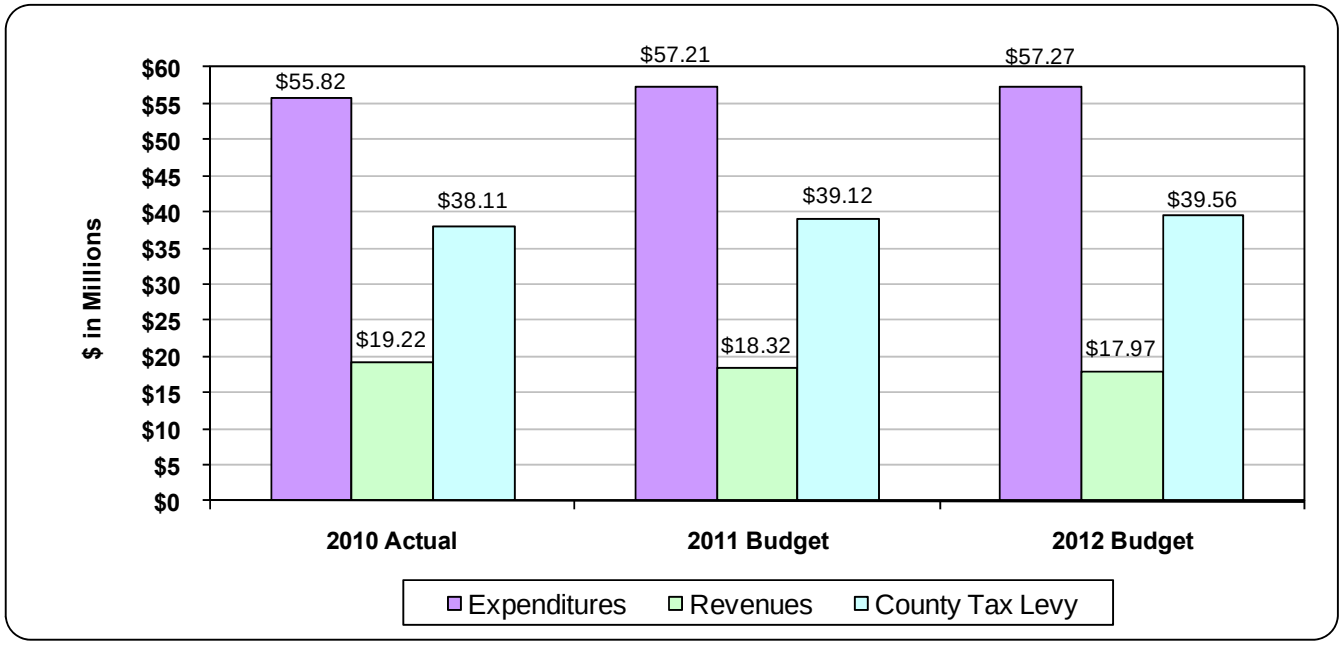
JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

The budgets within this functional area provide local law enforcement, corrections, support State and County court operations and legal services, as well as provide emergency response and emergency communications. The **Emergency Preparedness Department** includes the **Communication Center** operations, which provide emergency dispatch services for County departments including the Sheriff's Department, and 29 municipalities that agreed to join in the collaborative service venture. **Emergency Management** coordinates all of the disaster-related planning, training of local officials, response activities and recovery efforts. **Radio Service** operations maintain the County's communication infrastructure and communication units. The **District Attorney** staff prosecutes state and local violations of law and provides services to crime victims through the **Victim/Witness** program. For administration and budgetary purposes, the Register in Probate, Juvenile Court, Court Commissioner and Family Court Services budgets are merged together with the Clerk of Court's operating budget under an umbrella agency known as **Circuit Court Services**. The Clerk of Court's Office provides administrative support for the state and local court system within Waukesha County, including civil, family, and criminal and traffic courts. The Probate Court, Juvenile Court, and Court Commissioner functions assist court operations in their specific areas as well as operate family court services. The **Medical Examiner's Office** investigates deaths in Waukesha County as mandated by Wisconsin State statutes to ensure the safety, health, and general welfare of the community. The **Sheriff's Department** provides patrol, investigation, and specialized law enforcement services to the entire County. Courtroom security and transportation are provided to court support operations through interdepartmental agreements. The Department also operates correctional facilities that include the County jail (prisoners awaiting trial and those serving jail terms of less than one year) and the Huber jail (minimum-security facility for work release prisoners).

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

The 2012 expenditure budget for this functional area totals $57,271,551, after adjustments to exclude proprietary fund capitalized fixed asset items. This represents an increase of $58,687 less than .1% from the 2011 Adopted Budget. Revenues in the 2012 Budget total $17,972,946, a decrease of $349,312 or -1.9% from the 2011 Adopted Budget. The Tax Levy necessary to fund this functional area totals $39,555,953, an increase of $431,523 or 1.1% from the 2011 Adopted Budget. Tax Levy in this functional area represents 39% of the total County Tax Levy.



** JUSTICE AND PUBLIC SAFETY **

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget (a)	Change from 2011 Adopted Budget $	%
*** TOTAL JUSTICE AND PUBLIC SAFETY ***						
Revenues (a)	$19,215,630	$18,322,258	$19,369,752	$17,972,946	($349,312)	-1.9%
County Tax Levy	$38,113,293	$39,124,430	$39,124,430	$39,555,953	$431,523	1.1%
Expenditures (b)	$55,820,486	$57,212,864	$57,753,409	$57,271,551	$58,687	0.1%
Rev. Over (Under) Exp.	$1,094,604	-	$445,421	-	-	0.0%
Oper Income/(Loss) (c)	$413,833	$233,824	$295,352	$257,348	$23,524	10.1%
BREAKDOWN BY AGENCY						
EMERGENCY PREPAREDNESS (b)						
Revenues (a)	$2,789,747	$1,689,171	$2,443,673	$1,545,897	($143,274)	-8.5%
County Tax Levy	$4,599,960	$4,734,960	$4,734,960	$4,849,883	$114,923	2.4%
Expenditures (b)	$6,615,282	$6,190,307	$6,504,331	$6,138,432	$(51,875)	-0.8%
Rev. Over (Under) Exp.	$360,592	-	$378,950	-	-	0.0%
Oper Income/(Loss) (c)	$413,833	$233,824	$295,352	$257,348	$23,524	10.1%
DISTRICT ATTORNEY						
Revenues (a)	$738,690	$746,367	$715,326	$681,479	($64,888)	-8.7%
County Tax Levy	$1,707,983	$1,741,187	$1,741,187	$1,756,187	$15,000	0.9%
Expenditures	$2,391,724	$2,487,554	$2,417,913	$2,437,666	$(49,888)	-2.0%
Rev. Over (Under) Exp.	$54,949	-	$38,600	-	-	0.0%
CIRCUIT COURT SERVICES						
Revenues (a)	$4,182,390	$4,423,000	$4,137,568	$4,068,250	($354,750)	-8.0%
County Tax Levy	$5,002,541	$5,130,027	$5,130,027	$5,207,381	$77,354	1.5%
Expenditures	$9,271,374	$9,553,027	$9,242,594	$9,275,631	$(277,396)	-2.9%
Rev. Over (Under) Exp.	($86,443)	-	$25,001	-	-	0.0%
MEDICAL EXAMINER						
Revenues	$588,249	$498,075	$527,908	$484,850	$(13,225)	-2.7%
County Tax Levy	$968,871	$944,183	$944,183	$949,235	$5,052	0.5%
Expenditures	$1,470,761	$1,442,258	$1,432,605	$1,434,085	$(8,173)	-0.6%
Rev. Over (Under) Exp.	$86,359	-	$39,486	-	-	0.0%
SHERIFF						
Revenues (a)	$10,916,554	$10,965,645	$11,545,277	$11,192,470	$226,825	2.1%
County Tax Levy	$25,833,938	$26,574,073	$26,574,073	$26,793,267	$219,194	0.8%
Expenditures	$36,071,345	$37,539,718	$38,155,966	$37,985,737	$446,019	1.2%
Rev. Over (Under) Exp.	$679,147	-	($36,616)	-	-	0.0%

(a) The 2012 Budget includes a total of $373,419 of General Fund Balance appropriation, of which $35,000 is in Emergency Preparedness, $318,419 is in the Sheriff's Department, and $20,000 is in Circuit Court Services. The 2012 Budget also includes $89,617 of Radio Services Fund Balance. The 2011 Budget includes a total of $401,769 of General Fund Balance appropriation, of which $186,350 is in Emergency Preparedness, $61,000 is in the District Attorney's Office, $148,419 is in the Sheriff's Department, and $6,000 is in Circuit Court Services. The 2011 Budget also includes $102,297 of Radio Services Fund Balance.

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

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

JUSTICE AND PUBLIC SAFETY

Functional Area Budget Highlights

- **Sheriff** expenditures increased about $446,000 on a base of nearly $38 million or 1.2%. This includes personnel costs of $30.3 million, which are budgeted to decrease by $138,000. This is mainly due to regular position changes including decisions not to fund 1.0 FTE Correctional Supervisor position resulting in salary and benefit cost savings of $92,477, and 1.0 FTE deputy sheriff position at the courthouse front door screening station resulting in salary and benefit cost savings of 75,719. However, these cost savings and front door coverage are offset by an additional 1.15 FTE temporary extra help for the screening station, which costs approximately $37,000. Also, employee benefit cost saving are generated from the State Budget Repair Bill (Act 10) which requires most County employees (except Sheriff protective service represented and non-represented employees) to contribute 50 percent of pension cost to their WI Retirement System. Personnel cost to continue salary increase partially offset these cost savings.

- **Sheriff major** operational cost increases include $170,000 for one time costs of replacing vehicle equipment to retro fit into new police patrol vehicles as the Crown Victoria model (the Department's main patrol vehicle), is no longer offered. These additional costs are planned to be funded with General Fund balance. Sheriff fuel costs are estimated to increase by $86,000 for anticipated increases in the price per gallon costs of fuel.

- **Jail Inmate** costs are budgeted to increase by $66,300 to a total cost of over $1.5 million, and include a 3% increase for the medical care contract and $120,000 for outside the contract provided medical care for inmates.

- **End User Technology Fund (EUTF)** charges for the continuing phase in of the total cost of computer ownership and technology resources being used by the Sheriff department increases by $139,000 (which is mostly funded with $120,000 of base tax levy being shifted from the End User Technology Fund minimizing the net cost impact being absorbed to $19,000.

- **Patrol Contract** revenues increased by nearly $75,000 reflecting adjustments for mileage coverage in Pewaukee, incident reports and overtime usage. Court security revenues from charges to Circuit Court services increased by $45,500. However, Sheriff citation revenues are reduced to $29,500 over all to reflect lower actual activity. A new revenue resulting from a law change, allowing for recovery of intoxicated driver blood test fees, is expected to generate $5,000 which will be collected through the court system from convicted drivers.

- **Jail operations revenues** decreased $57,000 over all. Federal prisoner revenue remains unchanged at $77 a day, for about 43 inmates, generating revenue of $1.2 million. Huber jail room and board is budgeted to decrease $79,400 reflecting almost 9 fewer Huber inmates paying. Probation and Parole Holds revenue are budgeted to increase by $20,000. Also, the department is increasing the municipal hold rate from $13.00 per day to $13.74 based on the cost recovery formula and will begin to charge for health care costs associated with outside medical care provided to inmates in Jail on municipal holds.

- **Emergency Preparedness** General Fund 2012 budget total expenditures are decreased by $35,350, including personnel cost reductions of $45,000. This includes a decision to no longer fund a 1.0 FTE Communications Center Supervisor ($87,000) position that was being overfilled for several years. Also, the ability to reduce overtime by approximately 830 hours or .40 FTE (cost reduction of $21,600). These cost savings are partially offset with the first time budgeting of a shared Sr. Financial Analyst position with the Register of Deeds Office, at .40 FTE, costing $39,300. General Fund balance is reduced by $151,350 for the supervisor position overfill and one-time equipment purchases budgeted for in 2011. The Department continues to budget $35,000 in fixed assets for emergency equipment replacement needs.

- **Circuit Court Services** revenue (excluding General Fund Balance and tax levy) decreased $368,750 or -8.3%. State Budget revenue impacts include an estimated $140,000 decrease in the State Circuit Support Grant and reductions in

Guardian Ad Litem reimbursement of $23,000. Also, Family Court revenue reductions include lower expected Child Support IV-D reimbursements of $22,000 due to lower personnel costs resulting from the employee contributions being made to the Wisconsin Retirement System. Fines and forfeiture revenues are reduced $45,250 or almost 6% and Charges for Service revenue is reduced $123,000 or 7% based on prior year actual underachieved revenues.

- **Circuit Court Services** overall personnel net costs decrease by $320,200 or 5%. Staff cost reductions of almost $219,000 include 1.00 Clerk Typist I-II in the Criminal Traffic Division; 0.50 FTE Clerk Typist II in the Juvenile Court Division; 0.50 FTE Court Reporter in the Administration Division; 0.50 FTE Program Assistant in the Probate Division; and 1.00 FTE Court Commissioner in the Court Commissioner's Office. The Department has increased its extra help budget by 1.84 FTE to use less costly and more flexible staffing resources for coverage as operational adjustments are made across various divisions including addressing imaging work, providing civilian bailiffs for jury assistance and implementing a new commissioner calendar.

- Expenditure appropriations for Guardian ad litem and court appointed attorney charges are estimated to be $37,000 (5%) less than the 2011 budget largely due to changes in State Public Defender (SPD) indigence standards. Medical services costs continue to increase $18,000 or 5% to $349,500 in the 2012 budget, mainly in the Juvenile Court area. The Court's budget also includes an increase of $14,000 for planned furniture replacements totaling $20,000. These one-time replacement furniture purchases are being funded with general fund balance. The Department has also included $10,000 for maintenance costs associated with the new technology being installed in courtrooms through the capital project.

- **District Attorney's** budget reflects the 2011 completion of document imaging backlog project, which results in an expenditure and corresponding general fund balance reduction of $61,000. Victim Witness and Victims of Crime Act (VOCA) revenue reimbursements are budgeted to decrease by nearly $15,100 based on an estimated decrease in eligible reimbursable expenditures mostly due to the State Budget Repair Bill Act 10 requiring most County employees to contribute 50 percent to their pension costs in the Wisconsin Retirement System. For 2012, the department is budgeting a reimbursement level of 53% for State Victim Witness Program a decline from 55% in 2011 and continues to budget for 100% reimbursement for the federal VOCA grant funding.

- The **Medical Examiner's Office** budget reflects a $47,400 net revenue decrease from the 2011 budget for contract autopsy revenues due to the termination of the Racine contract ($82,272), which is partially offset with an increase in contract revenues from the Washington County contract. Also, higher projected cremation permit revenues are due to an increase in the number of cremation permits by approximately 125 permits to 1,375 and an increase in the charge rate from $190 to $200 which is estimated to generate an additional $37,500 of revenue. The Department has budgeted for the reallocation of 0.13 FTE Deputy Medical Examiner position to extra help to address increased cremation activity. Operating expenses are conservatively estimated to decrease by almost $11,400. This includes reductions of $10,600 for variable costs of medical supplies and outside testing costs associated with the loss of performing autopsies under the Racine contract.

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

BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND

JUSTICE AND PUBLIC SAFETY

Agency	Fund	2010 Year End	2011 Adopted Budget	2011 Modified Budget	2012 Budget	11-12 Change
EMERGENCY PREPAREDNESS	General	51.75	51.75	51.75	51.15	-0.60
	Radio Services	5.25	5.25	5.25	5.25	0.00
	Subtotal	57.00	57.00	57.00	56.40	-0.60
DISTRICT ATTORNEY	General	30.00	30.00	30.00	30.00	0.00
CIRCUIT COURT SERVICES	General	97.00	95.50	95.50	92.00	(3.50)
MEDICAL EXAMINER	General	10.40	10.75	10.75	10.62	-0.13
SHERIFF	General	355.50	356.50	356.50	354.50	(2.00)
	TOTAL REGULAR POSITIONS	549.90	549.75	549.75	543.52	(6.23)
	TOTAL EXTRA HELP	7.22	6.42	6.42	9.87	3.45
	TOTAL OVERTIME	15.72	13.35	13.35	12.96	(0.39)
	TOTAL BUDGETED POSITIONS	572.84	569.52	569.52	566.35	(3.17)

2012 BUDGET ACTIONS

Emergency Preparedness - General

Shift 0.40 FTE Sr. Financial Analyst position from Register of Deeds to Comm. Center Operations
Unfund 1.00 Communications Center Supervisor (overfill)
Overtime reduced by 0.40 FTE

District Attorney

Extra Help reduced by 0.06 FTE
Overtime reduced by 0.01 FTE

Courts

Unfund 1.00 FTE Clerk Typist I-II in the Criminal Traffic Division
Unfund 0.50 FTE Court Reporter in the Administration Division
Unfund 0.50 FTE Program Assistant in the Probate Division
Unfund 0.50 FTE Clerk Typist II in the Juvenile Division
Unfund 1.00 FTE Court Commissioner Position in the Court Commissioners Office
Extra Help increased by 1.84 FTE
Overtime increased by 0.02 FTE

Medical Examiner

Decrease 0.13 FTE Deputy Med. Examiner/Pathology Assistant
Extra Help increased by 0.50 FTE

Sheriff

Unfund 1.00 FTE Deputy Sheriff as security screener
Unfund 1.00 FTE Correctional Supervisor
Extra Help increased by 1.17 FTE

2011 CURRENT YEAR ACTIONS

Courts

Abolish 1.0 FTE Circuit Court Supervisor (Enrolled Ordinance 166-36)
Create 1.0 FTE Circuit Court Division Coordinator (Enrolled Ordinance 166-36)

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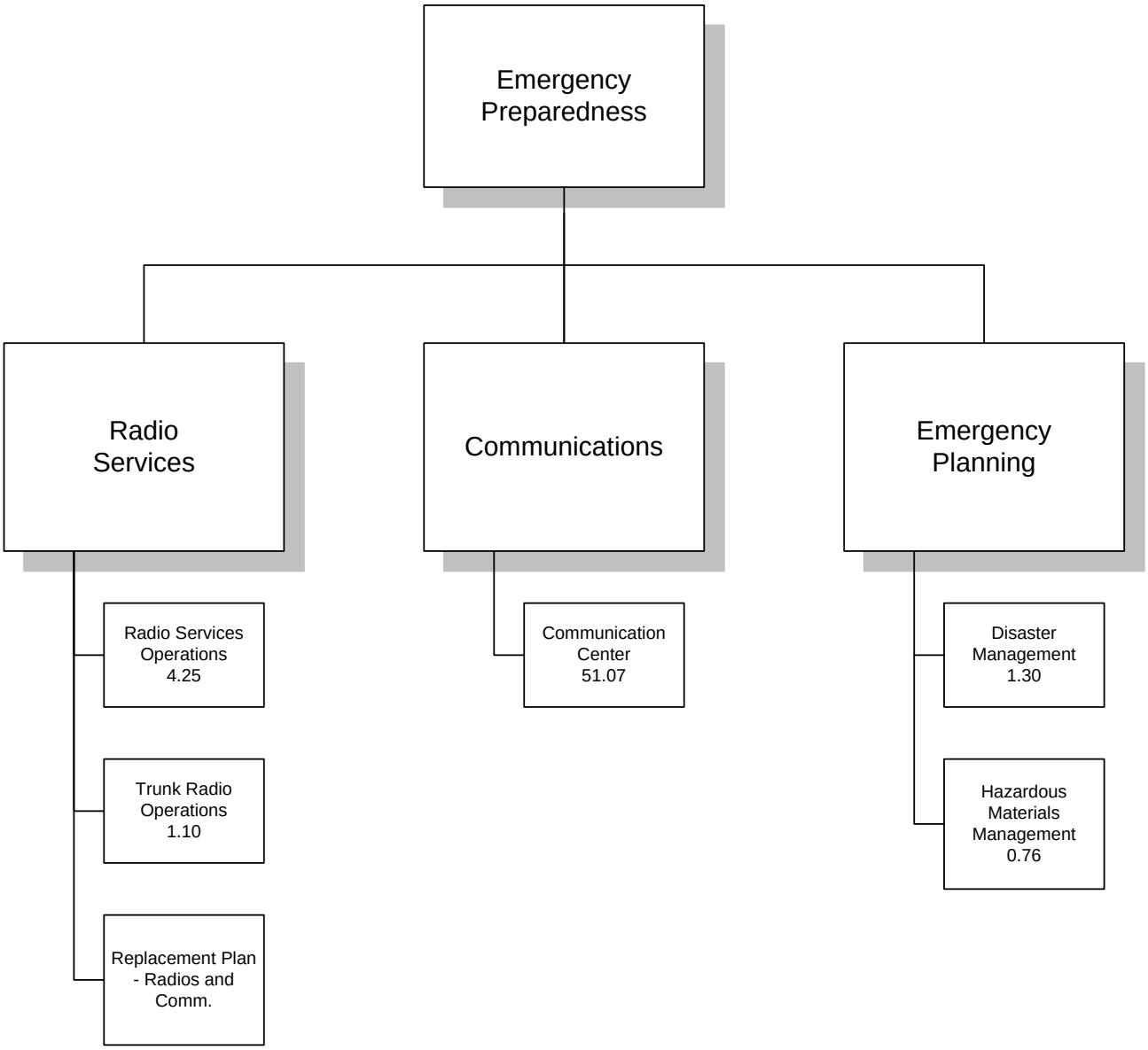
Emergency Preparedness

EMERGENCY PREPAREDNESS

FUNCTION / PROGRAM CHART



58.48 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$1,355,564	$477,784	$1,234,463	$327,511	($150,273)	-31.5%
County Tax Levy	$4,599,960	$4,734,960	$4,734,960	$4,849,883	$114,923	2.4%
Expenditures	$5,594,932	$5,212,744	$5,590,473	$5,177,394	($35,350)	-0.7%
Rev. Over (Under) Exp.	$360,592	-	$378,950	-	n/a	0.0%
Radio Services Fund						
Revenues (b)(c)	$1,434,183	$1,211,387	$1,209,210	$1,218,386	$6,999	0.6%
County Tax Levy	$0	$0	$0	$0	$0	0.0%
Expenditures	$1,020,350	$977,563	$913,858	$961,038	($16,525)	-1.7%
Operating Income	$413,833	$233,824	$295,352	$257,348	$23,524	10.1%
Total All Funds						
Revenues (c)	$2,789,747	$1,689,171	$2,443,673	$1,545,897	($143,274)	-8.5%
County Tax Levy	$4,599,960	$4,734,960	$4,734,960	$4,849,883	$114,923	2.4%
Expenditures	$6,615,282	$6,190,307	$6,504,331	$6,138,432	($51,875)	-0.8%
Rev. Over (Under) Exp.	$360,592	-	$378,950	-	n/a	0.0%
Operating Income	$413,833	$233,824	$295,352	$257,348	$23,524	10.1%

Position Summary (FTE)

Regular Positions	57.00	57.00	57.00	56.40	(0.60)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	3.09	2.48	2.48	2.08	(0.40)
Total	**60.09 5**	**9.48**	**59.48**	**58.48**	**(1.00)**

(a) General Fund Balance is budgeted as follows: 2012: $35,000; 2011: $186,350; 2010: $296,750; 2009: $269,750.
(b) Radio Services Fund Balance is appropriated as follows: 2012: $89,614; 2011: $102,297; 2010: $210,532.
(c) Revenues exclude County Tax Levy Funds.

Emergency Preparedness

Fund Purpose

To provide reliable and efficient emergency call taking and dispatching services, training, and administrative support for municipal and county police, fire, emergency medical service, and public works agencies throughout the County. Effectively and efficiently, process information to assist citizens and responding agencies. Support the operation of an emergency communication center serving as the critical link between customers in need and resources to help. The County Communication Center operates in 29 of the cities, villages, and towns in the County, as well as county-wide for the Sheriff's Department. Develop and implement a comprehensive and integrated emergency management program designed to mitigate, prepare for, respond to and recover from the effects of natural and technological hazards, which impact the health, safety and general welfare of all Waukesha County citizens; and to implement and administer the planning and reporting requirements for hazardous substances used by business, industry and government (Emergency Planning and Community Right-to-Know Act [EPCRA]). Responsible for business continuity planning, training, and related exercise for County departments.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (b)	2012 Budget (a)	Change From 2011 Adopted Budget $	%
Revenues						
General Government (b)	$974,408	$251,733	$804,829	$252,810	$1,077	0.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$34,727	$36,409	$36,409	$36,409	$0	0.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$5,325	$3,292	$3,292	$3,292	$0	0.0%
Appr. Fund Balance (a) (b)	$341,104	$186,350	$389,933	$35,000	($151,350)	-81.2%
County Tax Levy	**$4,599,960**	**$4,734,960**	**$4,734,960**	**$4,849,883**	**$114,923**	**2.4%**
Total Revenue Sources	**$5,955,524**	**$5,212,744**	**$5,969,423**	**$5,177,394**	**($35,350)**	**-0.7%**
Expenditures						
Personnel Costs	$3,972,112	$4,129,322	$4,086,319	$4,084,004	($45,318)	-1.1%
Operating Expenses (a) (b)	$947,481	$517,737	$811,565	$560,992	$43,255	8.4%
Interdept. Charges (b)	$504,369	$485,085	$488,989	$497,298	$12,213	2.5%
Fixed Assets (b)	$170,970	$80,600	$203,600	$35,100	($45,500)	-56.5%
Total Expenditures	**$5,594,932**	**$5,212,744**	**$5,590,473**	**$5,177,394**	**($35,350)**	**-0.7%**
Rev. Over (Under) Exp.	$360,592	$0	$378,950	$0	n/a	N/A

Position Summary (FTE)					
Regular Positions	51.75	51.75	51.75	51.15	(0.60)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	2.99	2.38	2.38	1.98	(0.40)
Total	54.74	54.13	54.13	53.13	(1.00)

(a) 2012 Appropriated Fund Balance is for unanticipated emergency equipment replacement needs as they arise.

(b) The 2011 Estimate for operating expenses, interdepartmental charges and fixed asset appropriation units are over the adopted budget. This is largely due to the Department's estimate that $445,974 will be expended of the $684,432 that has been subsequently appropriated by approved ordinances during 2011 or carried over into 2011 to modify the 2011 Adopted Budget for the Urban Area Security Initiative grant awards as well as other grant awards.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Answer call within 15 seconds	97.30%	97.50%	97.00%	98.00%
Answer call within 40 seconds	100.00%	100.00%	100.00%	100.00%

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

Objective 2: Meet and exceed the National Academies of Emergency Dispatch (NAED) standard that states all emergency medical dispatch (EMD) calls need to be processed (asking the key and entry questions) within 60 seconds after the center's computer aided dispatch (CAD) system has accepted the location data. (Communication Center Operation)

Key Outcome Indicator: Asking key and entry questions for all EMD calls are to be completed within 60 seconds.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Key and entry question time equals input time minus 38 seconds	90% of calls within 41.0 seconds	90% of calls within 34.0 seconds	90% of calls within 34.6 seconds	90% of calls within 34.0 seconds

Objective 3: Meet the Medical Priorities Standards for Protocol Compliance needs for accreditation. (Communication Center Operation)

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

Performance Measures:	Standards	2010 Actual	2011 Target	2011 Estimate	2012 Target
Case Entry	95%	95.99%	97%	98%	98%
Chief Complaint	95%	96.23%	97%	98%	98%
Key Question	90%	96.58%	96%	97%	97%
Pre-Arrival Instructions	95%	82.43%	95%	97%	98%
Post Dispatch Instructions	90%	97.92%	96%	95%	96%
Dispatch Code	90%	98.00%	96%	95%	96%
Total Rating for Incident	90%	94.53%	97%	95%	97%

County-Wide Key Strategic Outcome: A safe county

Objective 4: Conduct activities in all five nationally recognized phases of Emergency Management including mitigation, prevention, preparedness, response, and recovery.

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

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Exercises Participated In	7	6	6	5
Training Registrations	262	75	60	35
Public Education Events	8	10	10	10
Percentage of Emergency Operation Plan reviewed	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 5: Carry out the functions and duties of the Federal Emergency Planning and Community Right to Know Act (EPCRA) and Wisconsin Statute 323.60 through 323.72 pertaining to hazardous material preparedness, response, and recovery. (Hazardous Materials Management)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Tier 2 Reports Received*	336	340	336	336
Number of Planning Facilities	133	140	142	142
Number of Plans Updated	37	32	36	36
Number of New Plans Created	9	2	2	2
Number of HazMat Incidents Reported	35	19	19	20

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

Objective 6: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2012 technology review process. (Emergency Management, Information Technology, and Risk Management)

Objective 7: In 2011 the Emergency Preparedness and Register of Deeds (ROD) departments has engaged in a cooperative pilot program to share the ROD Programs and Projects Analyst position between ROD and the Department of Emergency Preparedness. The position is expected to provide the Department of Emergency Preparedness with professional fiscal support and avoid the creation of an additional position. The Programs and Projects Analyst position has been reclassified as a Senior Financial Analyst in the 2011 budget year, reflecting the duties and responsibilities associated with the shared role. Based on initial data, this position will be split 60/40, with 40% of the costs being assumed by Emergency Preparedness in 2012. This ratio will be re-evaluated as more data is collected.

Objective 8: Based on the 2011 County Board Audit of Waukesha County Communications, the Department will work with Human Resources to examine options for management issues concerning center operations, communications, chain of command, policy setting and training using staff and funding resources in the 2012 budget.

Current and Adopted Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '11	Estimated Net Operating Impact
200901	Computer Aided Dispatch Replacement	Mid 2012	$2,650,000	95%	Support will average $225K/year; $100k for major upgrades expected (3 times) in next 8 years
201101	9-1-1-Phone System	2013	$1,100,000	10%	$40,000 annually
201102	WCC Console Radio Equipment	2014	$1,000,000	0%	$6,600 annually

Communication Center Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**52.68**	**52.07**	**52.07**	**51.07**	**(1.00)**
General Government	$0	$0	$0	$0	$0
Charges for Services	$34,727	$36,409	$36,409	$36,409	$0
Other Revenue	$168	$3,292	$3,292	$3,292	$0
Appr. Fund Balance	$341,104	$186,350	$312,069	$35,000	($151,350)
County Tax Levy	**$4,392,015**	**$4,538,983**	**$4,538,983**	**$4,637,991**	**$99,008**
Total Revenues	**$4,768,014**	**$4,765,034**	**$4,890,753**	**$4,712,692**	**($52,342)**
Personnel Costs	$3,702,455	$3,951,439	$3,914,854	$3,906,251	($45,188)
Operating Expenses	$297,955	$308,922	$313,739	$351,130	$42,208
Interdept. Charges	$431,358	$424,073	$421,834	$420,211	($3,862)
Fixed Assets	$0	$80,600	$80,600	$35,100	($45,500)
Total Expenditures	**$4,431,768**	**$4,765,034**	**$4,731,027**	**$4,712,692**	**($52,342)**

Rev. Over (Under) Exp.	$336,246	-	$159,726	-	-

Waukesha County Department of Administration will reserve an additional $250,000 of General Fund Balance at the end of 2012 to continue funding the future equipment for dispatch center (except for desktop computers already in the replacement plan).

- General Fund Balance of $2,750,000 has been reserved through the 2004-2011 Budgets for this purpose based on prior County Board action.
    - Approximately $150,000 of this amount was appropriated in 2008 to hire a consultant to assist with the development of a request for proposal document for the replacement of the computer aided dispatch system.
    - Another $500,000 of the reserved fund balance amount was appropriated in 2009 for the Computer Aided Dispatch (CAD) replacement capital project.
    - In 2010, $50,000 was budgeted to pay for overtime associated with training on the new CAD system and $56,000 was budgeted to replace a digital recording device.
    - In 2011, $45,600 was budgeted to replace batteries for the UPS, adding paging devices, and additional dispatcher chairs for the Communications Center. Fund balance of $25,000 was also used to begin design of a 9-1-1 phone system replacement.
    - In 2012, the capital budget will appropriate $1,175,000 to begin design to replace the 911 phone system and begin design for radio console equipment replacement. This will result in $998,400 of Reserved General Fund Balance being available for future equipment replacement needs.

Communication Center Operations (cont.)

Program Highlights

Charges for Service revenues of $36,409 are unchanged from the 2011 Budget and represent reimbursements from participating municipal agencies for the annual maintenance costs of the record management system modules utilized by these agencies. Other revenue, also unchanged, represent copy fees and grant reimbursement for specific equipment needs for 2012.

General Fund balance funding of $35,000 decreases by $151,350 from the 2011 Adopted Budget level. The $35,000 is unanticipated emergency equipment replacement needs as they arise. There is no reserved general fund balance needed for specific equipment for 2012. General Fund balance is reduced in part with a tax levy increase of $50,000 to fund the remaining staff cost impacts related to position overfills from the Association of Public Safety Communications Officials International (APCO) study recommendations. The remaining $55,750 associated with a communications center supervisor for the CAD implementation is no longer needed.

Personnel costs are estimated to decrease by $45,188, due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which offsets personnel cost to continue for 51.07 FTE for 2012. This includes an increase of $39,331 for .40 FTE of the Senior Financial Analyst position being shared with the Department of the Register of Deeds. Overtime is budgeted at $127,180 which is a decrease of $34,819 from the 2011 Budget. The decrease in overtime is largely due to a change in office business practices, reducing roll call time for all telecommunicators. Included in this overtime is some additional funding for training in accordance with APCO recommendations. The Department is budgeting for two telecommunicator overfill positions for 2012 and no overfill communications center supervisor positions, as that overfill position was for the implementation of the new CAD system. This reduces supervisor staff by one, in accordance with the most recent project RETAINS study. These overfill positions will continue until turnover can be consistently reduced below 19% according to the APCO study. Staff will be working with Human Resources to update the Project RETAINS data to verify annual turnover rates and staffing requirements.

Operating expenses increase by $42,208 to $351,130. Internet connection charges from AT&T increase by 30% or $9,360 for the year per a notice from that service provider. Building repair increases by $2,000 to keep up with increasing repair and maintenance costs of the aging building and associated equipment. Office equipment increases by $6,277 to cover costs of replacing training equipment and other office equipment. Telecommunications equipment costs increase by $6,000 in accordance with the department's plan to replace faxes and printers with a single combination unit to decrease future maintenance and supply costs and improve workflow. Also, mileage, travel and tuition accounts increase collectively by $12,037. This increase is intended to cover the costs of additional training recommended by APCO Project 33 training standards.

Interdepartmental charges decrease by $3,862 to $420,211. This consists primary of decreases in Worker's Comp charges of $12,853, Radio services charges of $2,103 accounting for the removal of 6 MDC devices in the dispatch center after 1st quarter of 2011, a decrease in EUTF maintenance charges of $3,857 and a decrease in fixed telephone charges of $2,764. These savings offset increases of $14,600 for radio communication charges and $9,168 for computer replacement charges. The Fixed Asset appropriation of $35,100 is budgeted for emergency or equipment replacement and/or maintenance needs. This is a decrease of $45,500 from the 2011 budgeted fixed asset appropriation.

Participating Members

Cities: Brookfield, Delafield, and Pewaukee

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

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

County: Sheriff's Department

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

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

Disaster Management

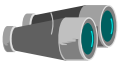
County-Wide Key Strategic Outcome: A safe county

Program Description

Disaster Management coordinates disaster response, general preparedness, homeland security, response and recovery training activities, and County business continuity planning. The Emergency Management Coordinator is the point of contact for federal and state agencies, which also have responsibility in mitigating the effects of disasters.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**1.30**	**1.30**	**1.30**	**1.30**	**0.00**
General Government	$894,525	$171,993	$724,012	$171,993	$0
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$77,864	$0	$0
County Tax Levy	**$58,173**	**$48,334**	**$48,334**	**$64,425**	**$16,091**
Total Revenues	**$952,698**	**$220,327**	**$850,210**	**$236,418**	**$16,091**
Personnel Costs (a)	$197,831	$103,549	$99,077	$103,301	($248)
Operating Expenses (a)	$499,352	$62,085	$350,946	$62,932	$847
Interdept. Charges (a)	$67,288	$54,693	$60,836	$70,185	$15,492
Fixed Assets (a)	$170,970	$0	$123,000	$0	$0
Total Expenditures	**$935,441**	**$220,327**	**$633,859**	**$236,418**	**$16,091**
Rev. Over (Under) Exp.	$17,257	-	$216,351	-	**-**

(a) Personnel, operating, interdepartmental and fixed asset expense estimates are over the adopted budget largely due to the Department's estimate that about $445,974 will be expended of the $684,432 that has been subsequently appropriated by ordinance to modify the 2011 Adopted Budget for the Urban Area Security Initiative grant awards as well as the Pre-Mitigation Disaster Planning grant expected to be spent during 2011.



Program Highlights

The office continues to pursue Federal Homeland Security funding to better equip and train County-wide first responders; increase critical infrastructure security; and enhance citizen preparedness. The Office serves as the single point of contact for NIMS (National Incident Management System) compliance. The Office continues to coordinate and participate in disaster exercises throughout the County. Federal Homeland Security grant funding awards are at different intervals during the year and at varying amounts, which makes it impossible to budget a plan for them during the regular budget development cycle. Recent awards have been appropriated during the year (off the budget cycle) through adopted ordinances due to the unknown timing and dollar amounts of these grant awards.

Disaster Management program receives General Government revenues in the form of an annual Emergency Management Performance Grant (EMPG reimbursement grant) from Wisconsin Emergency Management to support disaster management activities budgeted at $171,993, which remains unchanged from the 2011 budgeted amount.

Personnel costs decrease $248 due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. These savings are partially offset by cost to continue 1.30 FTE existing staff.

Operating expenses increase by $847 largely due to an increase of $1,087 maintenance of video conferencing equipment purchased in 2011. Interdepartmental charges increase by $15,492 to $70,185 largely due to increases in vehicle repair and maintenance costs of $9,208 to cover anticipated costs for maintaining 2 generators and their associated trailers. Administrative overhead charges increase by $5,050. Increases are partially offset with a reduction in phone and radio charges.

Hazardous Materials Management

County-Wide Key Strategic Outcome: An environmentally responsible county

Program Description

Hazardous Materials Management is responsible for implementing the planning and reporting requirements of the Emergency Planning and Community Right-to-Know Act (EPCRA) and staffing the Local Emergency Planning Committee. The program is also responsible for the management of the County-wide Hazardous Materials Response contract with the City of Waukesha Fire Department.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.76**	**0.76**	**0.76**	**0.76**	**0.00**
General Government	$79,883	$79,740	$80,817	$80,817	$1,077
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$5,157	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$149,772**	**$147,643**	**$147,643**	**$147,467**	**($176)**
Total Revenues	**$234,812**	**$227,383**	**$228,460**	**$228,284**	**$901**
Personnel Costs	$71,826	$74,334	$72,388	$74,452	$118
Operating Expenses	$150,174	$146,730	$146,880	$146,930	$200
Interdepartmental	$5,723	$6,319	$6,319	$6,902	$583
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$227,723**	**$227,383**	**$225,587**	**$228,284**	**$901**
Rev. Over (Under) Exp.	$7,089	-	$2,873	-	**-**

Program Highlights

Facilities that use, store, or manufacture hazardous materials are required to comply with State regulations concerning hazardous materials. This compliance included submitting annual reports identifying the hazardous materials on-site and paying a notification and inventory administration fee to Wisconsin Emergency Management. It is from these fees that the County is allocated General Government revenues of $80,817 from State Emergency Planning and Community Right-to-Know Act (EPCRA) reimbursement grant funds to support these activities. The $80,817 includes $8,823 (State grant funded) that is budgeted for Hazardous Materials Response Team equipment to fund purchases to enhance response capability.

Personnel costs are estimated to increase by $118 due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly offsets personnel cost to continue 0.76 FTE increases for 2012. Operating expenses include $145,000 for County-wide hazardous materials incident response services provided by contracting with the City of Waukesha Fire Department (Hazardous Materials Response Team) to more cost effectively provide service and save taxpayers money from funding multiple duplicative local Hazardous Materials Response Teams. Interdepartmental charges increase by $583 due to increasing computer replacement costs. This is partially offset by an $88 decrease in computer maintenance fees.

Fund Purpose

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

Financial Summary	2010 Actual (a)/(c)/(d)	2011 Adopted Budget (c)	2011 Estimate (c)	2012 Budget (c)/(e)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Charges for Services	$624,691	$522,198	$515,887	$507,320	($14,878)	-2.8%
Interdepartmental (b)	$598,718	$586,892	$591,026	$621,449	$34,557	5.9%
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (c) /(e)	$210,774	$102,297	$102,297	$89,617	($12,680)	-12.4%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,434,183**	**$1,211,387**	**$1,209,210**	**$1,218,386**	**$6,999**	**0.6%**
Expenditures						
Personnel Costs	$505,328	$532,334	$508,447	$518,270	($14,064)	-2.6%
Operating Expenses	$383,846	$329,482	$289,858	$318,594	($10,888)	-3.3%
Interdept. Charges	$112,342	$115,747	$115,553	$124,174	$8,427	7.3%
Interdept. Charges-Int Exp	$18,834	$0	$0	$0	$0	N/A
Debt GF Loan Repay (Memo) (d)	$448,434	$0	$0	$0	$0	N/A
Fixed Assets (Memo) (e)	$0	$0	$0	$66,000	$66,000	N/A
Total Expenditures (b) (c)	**$1,020,350**	**$977,563**	**$913,858**	**$961,038**	**($16,525)**	**-1.7%**
Operating Income (Loss) (c) (d) (e) (f)	$413,833	$233,824	$295,352	$257,348	$23,524	10.1%

Position Summary (FTE)					
Regular Positions	5.25	5.25	5.25	5.25	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.10	0.10	0.10	0.10	0.00
Total	5.35	5.35	5.35	5.35	0.00

(a) The 2010 actual operating income amount shown above differs from the 2010 Comprehensive Annual Financial Report (CAFR) amount due to the CAFR including depreciation expense related to county assets that were funded from non-County sources and appropriated Radio Services Fund Balance for budget purposes is not reflected as a financial transaction (revenue) by Accounting Services Division.

(b) Interdepartmental revenues for the 2010 actual and 2011 Budget are restated in order to reflect radio services revenues generated from the corresponding program area.

(c) Radio Service Fund Balance is appropriated for repayment to the General Fund for loan interest payments received from participating municipalities to acquire Trunk Radio equipment of $18,834 in 2010. In 2010, the General Fund was completely repaid. Radio Services Fund Balance of $105,798 in 2010 is budgeted to fund the County's portion of Trunk Radio Infrastructure depreciation expense. Radio Services Fund Balance of $65,000 in 2010 and $69,497 in 2011 is budgeted for depreciation expense associated with the mobile data computer infrastructure. Radio Services Fund Balance of $16,400 in 2010 and $32,800 in 2011 is budgeted to cover the capital project building improvement depreciation. 2012 Radio Services Fund Balance of $89,617 to partially offset depreciation expenses.

(d) For 2010, this includes debt repayment of General Fund loans for the radio tower, building, Trunked Radio infrastructure, and radio equipment. Repayment is funded with cash balance generated by operating revenues or repayments from municipalities. The repayment amount is excluded from the expenditure total to conform to financial accounting standards. The final repayment from Radio Services to the General Fund occurred in 2010.

(e) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. The 2012 Budget includes $66,000 for the purchase of a fixed racking system (attached to the expanded Radio Services building area) to handle radio equipment.

(f) Operating income is attributable to revenues providing funding for the County radio replacement program (2010: $224,399; 2011: $233,824; and 2012: $246,663).

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

Objective 1: Maintain uptime, performance, and reliability of the current County-wide trunked radio communications.

Key Outcome Indicator: Uptime percentage as a performance and reliability measurement.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Trunked System uptime. Percent of time the system is available overall (reliability).	99.9999%	99.9999%	99.9999%	99.9999%
Percent of time the system has unimpaired coverage (performance).	98.9%	98.1%	98.5%	98.5%

Objective 2: Maintain a reliable and scalable County-wide public-safety mobile data service for police departments. (Trunked Radio and Radio Services Operations)

Key Outcome Indicator: The mobile data system has been successfully implemented with approximately 175 units online serving 19 agencies. Coverage, throughput*, and reliability are noticeably improved versus the previous system. Need to maintain speed, reliability and coverage of the system. (Radio Services Operation)

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Geographic Coverage	>99.5%	>99.5%	>99.5%	>99.5%
Aggregate Data throughput (all sites)	192kbps	192 kbps	192kbps	192kbps

* Throughput is the amount of data that can flow through the system including all tower sites.

Current and Adopted Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '11	Estimated Net Oper. Impact	Est. Depreciation Expense
200815	Trunk Radio Digital Radio System (a)	2014	$9,515,000	0%	TBD	$475,750(a)

(a) Amount is based on County/municipal partners 50/50 county share for 10 year useful life.

Trunked Radio Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

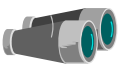
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.10**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$164,560	$150,867	$140,022	$143,231	($7,636)
Interdepartmental Rev.	$159,209	$70,546	$70,546	$71,722	$1,176
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$18,834	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues: (b)	**$342,603**	**$221,413**	**$210,568**	**$214,953**	**($6,460)**
Personnel Costs	$114,500	$123,085	$120,012	$121,227	($1,858)
Operating Expenses	$68,767	$62,811	$58,060	$62,292	($519)
Interdept. Charges	$40,145	$42,081	$42,081	$42,826	$745
Interdept. Charges - Int Exp	$18,834	$0	$0	$0	$0
Debt-Gen.Fd Loan Repay (Memo) (b)	$448,434	$0	$0	$0	$0
Fixed Assets (Memo) (c)	$0	$0	$0	$0	$0
Total Expenditures: (b) (c)	**$242,246**	**$227,977**	**$220,153**	**$226,345**	**($1,632)**
Rev. Over (Under) Exp.	$100,357	($6,564)	($9,585)	($11,392)	($4,828)

(a) Radio Service Fund Balance is mainly appropriated to repay the General Fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received interest revenue of $54,256 in 2009 and $18,834 in 2010 and repays these amounts to the General Fund in the year after receipt. 2010 is the last year of the debt repayment to the General Fund.

(b) Debt repayment of a General Fund loan for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet liability account titled "advances from other funds."

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Any Fixed Asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. None are budgeted in 2011 and 2012.

(d) Interdepartmental revenues for the 2010 actual and 2011 Budget are restated in order to reflect radio services revenues generated from the corresponding program area.



Program Highlights

Charges for Service revenue decrease $7,636 to $143,231. This decrease is consistent with the loss of service contract revenue from municipal customers as they transition to more T/M (time and materials) services to repair their equipment on an as-needed basis. Interdepartmental revenue increases remains stable.

Personnel costs decrease by $1,858 for cost to continue of 1.10 FTE staff. The department is budgeting $6,163 in overtime coverage and related benefits for 104 overtime hours. Net Operating expenses decrease by $519 partially due to reductions in travel and tuition costs based on prior year actuals. Interdepartmental charges remain stable for an increase of just under 2%. The General Fund Radio Services loan for the Trunked Radio System was paid off in 2010, therefore, Interdepartmental (for interest-expense) remains at $0.

Equipment Replacement – Trunk Radios

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Interdepartmental Revenue (a)	$229,456	$233,824	$233,824	$257,863	$24,039
Appr. Fund Balance (b)	$105,798	$0	$0	$0	$0
County Tax Levy (a)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues: (c)	**$335,254**	**$233,824**	**$233,824**	**$257,863**	**$24,039**
Operating Expenses (c)	$105,798	$0	$515	$515	$515
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures: (c) $	**105,798**	**$0**	**$515**	**$515**	**$515**
Rev. Over (Under) Exp. (c)	$229,456	$233,824	$233,309	$257,348	$23,524

(a) Amounts charged back as lease charges to departments provides a sinking fund to build up Radio Services Fund Balance reserves planned for over a nine-year/ten-year replacement period. This allows for funds to be available for necessary and timely replacements. Funding from departments include various revenue sources including Tax Levy.

(b) Appropriated Fund Balance includes Radio Service Fund Balance appropriation of $105,798 for 2010. As the General fund is paid in 2010, there is no Fund Balance appropriated for 2011 or 2012. Fund Balance is designated to offset depreciation expense related to the County's portion of the Trunked Radio infrastructure. Therefore, no sinking fund is building up for future infrastructure replacement cost. This would need to be funded from a future capital project.

(c) Expenditures to be incurred result from the depreciation expense of the County's share ($1.9 million) of the Trunk Radio infrastructure costs to be totally offset by the appropriation of Radio Services Fund Balance. Original radio purchases were made from the capital project and expensed in the year of purchase based on a $5,000 minimum capitalization level subsequent radio replacements and upgrades have been made from grant funding and the Nextel rebanding project. The anticipated plan is that replacement charges continue between now and the next system upgrade in order that funds be available for replacement radio when and if necessary.

Program Highlights

The 2012 revenue budget continues the accumulation of funds for County departments to be used as a user equipment replacement fund. The equipment fund replacement charge increases by $24,039 and provides for the radio replacements funding in the plan (included in the radio units in the table below). The 2012 expenditure budget increases slightly to $515 from last year as the trunked radio infrastructure reached its last year of depreciation in 2010 (based on a 10-year useful life).

Activity – Radio Replacement Charges

Trunked Radio System Department	2011 # of Radios	2012 # of Radios	2011 Budget	2012 Budget	2012 $ Change
Public Works	182	182	$45,759	$48,271	$2,512
Parks & Land Use	107	107	$39,200	$41,353	$2,153
Sheriff	310	314	$131,014	$141,009	$9,995
Public Works - Central Fleet	7	7	$1,737	$1,831	$94
Medical Examiner	5	5	$1,656	$1,747	$91
Emerg Prep - Emerg Mgmt	16	28	$1,197	$9,662	$8,465
Emerg Prep - Radio Services	18	18	$8,050	$8,492	$442
Health & Human Services	10	10	$4,772	$5,035	$263
Airport	1	1	$439	$463	$24
Total	**656**	**672**	**$233,824**	**$257,863**	**$24,039**

Conventional Radio Services Operation

County-Wide Key Strategic Outcome: A safe county

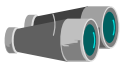
Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.25**	**4.25**	**4.25**	**4.25**	**0.00**
Charges for Services	$460,131	$371,331	$375,865	$364,089	($7,242)
Interdepartmental Rev.	$210,053	$282,522	$286,656	$291,864	$9,342
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$86,142	$102,297	$102,297	$89,617	($12,680)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$756,326**	**$756,150**	**$764,818**	**$745,570**	**($10,580)**
Personnel Costs	$390,828	$409,249	$388,435	$397,043	($12,206)
Operating Expenses	$209,281	$266,671	$231,283	$255,787	($10,884)
Interdept. Charges	$72,197	$73,666	$73,472	$81,348	$7,682
Fixed Assets (Memo) (b)	$0	$0	$0	$66,000	$66,000
Total Expenditures	**$672,306**	**$749,586**	**$693,190**	**$734,178**	**($15,408)**
Rev. Over (Under) Exp. (a)	$84,020	$6,564	$71,628	$11,392	$4,828

(a) 2010 Radio Services Fund Balance of $85,900 includes $69,500 to offset depreciation expenses for the mobile data program and $16,400 to offset depreciation expenses for the capital project building improvements anticipated to be complete in 2010. 2011 Radio Services Fund Balance of $102,297 includes $69,497 to offset depreciation expenses for the mobile data program and $34,120 to offset depreciation expenses for the capital project building improvements. 2012 Radio Services Fund Balance of $89,617 includes $69,457 to offset depreciation expenses for the mobile data program and $32,800 to offset depreciation expenses for the capital project building improvements, and $1,320 to offset ½ year depreciation expenses for a racking system attachment to the expanded Radio Services building area.

(b) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues and existing Radio Services Fund Balance. The 2012 Budget includes $66,000 for the purchase of a fixed rack system (in the newly expanded Radio Services building) to handle radio equipment.



Program Highlights

Revenues decrease by $10,580 to $745,570. Charges for services decreases $7,242 mainly due to a reduction of a couple of (non-WCC) municipalities using their own mobile data systems. Interdepartmental revenue increase $9,342 mainly due to $3,906 increase in service contracts and $5,883 increase in repair and labor charges. Radio Services Fund Balance is appropriated to offset depreciation expenses for the mobile data infrastructure upgrade which was acquired with Homeland Security grant funds in 2005 and 2006 and the capital project building improvement depreciation.

Personnel costs decrease by $12,206 to $397,043 for cost to continue 4.25 FTE staff. The department is budgeting for approximately 104 hours of overtime with a total cost (including employee benefits) of $6,163. Operating costs decrease by $10,884 to $255,787 due mainly to a $4,925 decrease in estimated depreciation expenses and other small account decreases. Interdepartmental charges increase $7,682 to $81,348. This is mainly due to an increase in End-User Technology charges by almost $2,000 reflecting higher technology usage, and an increase in indirect administrative overhead charges of $3,900. Fixed Assets increase $66,000 for the purchase of a fixed rack system (attached to the newly expanded Radio Services building) to handle radio equipment. This fixed asset appropriation is funded with Radio Services fund balance.

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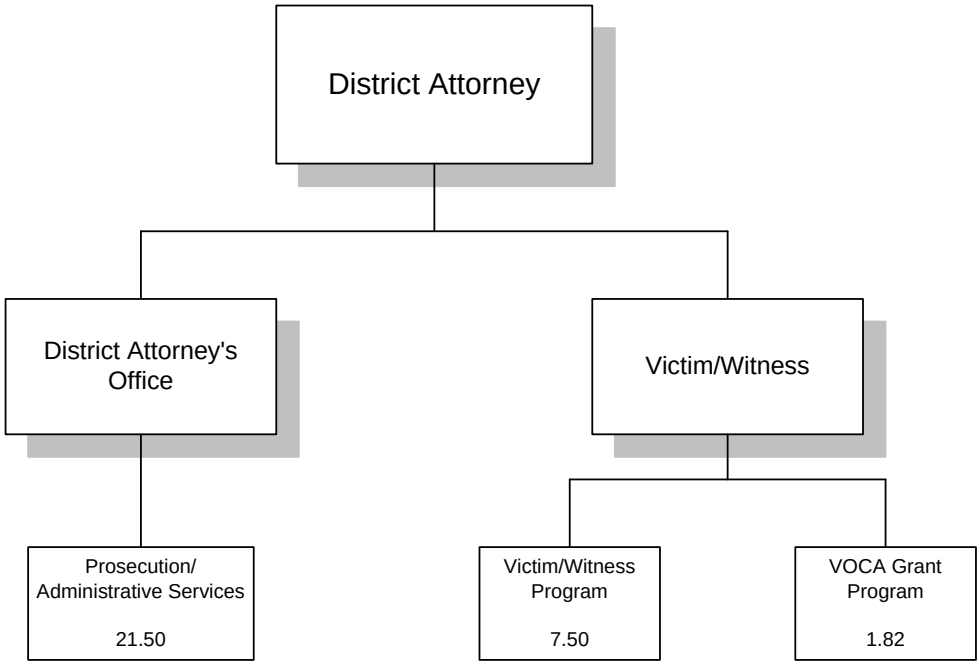
District Attorney

DISTRICT ATTORNEY'S OFFICE

FUNCTION / PROGRAM CHART



30.82 TOTAL FTE'S

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

District Attorney

Statement of Purpose

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

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (b)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$372,860	$390,949	$407,382	$375,851	($15,098)	-3.9%
Charges for Service	$63,787	$60,000	$60,000	$60,000	$0	0.0%
Interdepartmental	$127,251	$153,368	$153,368	$164,500	$11,132	7.3%
Other Revenue	$66,965	$81,050	$81,249	$81,128	$78	0.1%
Appr. Fund Balance (a)/(b)	$107,827	$61,000	$13,327	$0	($61,000)	-100.0%
County Tax Levy	**$1,707,983**	**$1,741,187**	**$1,741,187**	**$1,756,187**	**$15,000**	**0.9%**
Total Revenue Sources	**$2,446,673**	**$2,487,554**	**$2,456,513**	**$2,437,666**	**($49,888)**	**-2.0%**
Expenditures						
Personnel Costs	$1,800,252	$1,879,979	$1,858,888	$1,862,188	($17,791)	-0.9%
Operating Expenses (b)	$297,608	$329,895	$347,364	$364,385	$34,490	10.5%
Interdept. Charges	$293,864	$277,680	$211,661	$211,093	($66,587)	-24.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,391,724**	**$2,487,554**	**$2,417,913**	**$2,437,666**	**($49,888)**	**-2.0%**
Rev. Over (Under) Exp. (b)	$54,949	-	$38,600	-	-	N/A
State Funded Attorney Positions	***16.50***	***16.50***	***16.50***	***16.50***	***0.00***	
Position Summary (FTE) - County Funded						
Regular Positions	30.00	30.00	30.00	30.00	0.00	
Temp Extra Help	0.85	0.88	0.88	0.82	(0.06)	
Overtime	0.00	0.01	0.01	0.00	(0.01)	
Total County FTE's	30.85	30.89	30.89	30.82	(0.07)	

(a) General Fund Balance budgeted at $61,000 in the 2011 Budget to offset document imaging charges is not being utilized due to the 2009 completion of an outstanding backlog project. The Department has fully implemented decentralized imaging as of 2010 and feels confident that it will be able to incorporate tax levy funding for its on-going records management and imaging initiatives in its 2011 and future budgets.

(b) The 2011 Estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of people receiving services*	5,309	5,500	4,800	4,800

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

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Officer cancellations	3,586	3,400	3,500	3,500
Civilian cancellations	2,846	2,600	2,700	2,700
Total cancellations	6,432	6,000	6,200	6,200
Estimated cost avoidance	$356,976	$333,000	$344,100	$344,100

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

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Estimated Operating Impact	A=Annual T= One-Time
201001	District Attorney Renovation	2011	$580,000	100%	None	T

Prosecution / Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
County Funded Staffing (FTE)	**21.50**	**21.54**	**21.54**	**21.50**	**(0.04)**
State Funded Prosecutors	**16.50**	**16.50**	**16.50**	**16.50**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$63,787	$60,000	$60,000	$60,000	$0
Interdepartmental	$127,251	$153,368	$153,368	$164,500	$11,132
Other Revenue	$27,865	$31,950	$32,149	$32,028	$78
Appr. Fund Balance (a)	$107,500	$61,000	$13,000	$0	($61,000)
County Tax Levy	**$1,534,422**	**$1,571,950**	**$1,571,950**	**$1,580,029**	**$8,079**
Total Revenues	**$1,860,825**	**$1,878,268**	**$1,830,467**	**$1,836,557**	**($41,711)**
Personnel Costs	$1,254,185	$1,309,271	$1,295,687	$1,296,386	($12,885)
Operating Expenses	$289,646	$318,288	$337,862	$352,669	$34,381
Interdept. Charges	$271,270	$250,709	$185,283	$187,502	($63,207)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,815,101**	**$1,878,268**	**$1,818,832**	**$1,836,557**	**($41,711)**
Rev. Over (Under) Exp.	$45,724	-	$11,635	-	-

(a) General Fund Balance budgeted at $61,000 in the 2011 Budget to offset document imaging charges is not being utilized due to the 2009 completion of an outstanding backlog project. The Department has fully implemented decentralized imaging as of 2010 and feels confident that it will be able to incorporate tax levy funding for its on-going records management and imaging initiatives in its 2011 and future budgets.

Program Highlights

Charges for Services remain unchanged from 2011 at $60,000 for copy charges. Interdepartmental revenue received from the Sheriff's Department is to pay for two special drug prosecutor position salary and benefit costs budgeted at $164,500, an increase of $11,132 due to a change from single to family insurance coverage for one of the prosecutors. Other revenue totaling $32,028 includes State reimbursements for two State prosecutors electing County insurance benefits at an estimated cost of $25,428, and estimated cost recoveries from extraditions and miscellaneous revenue recoveries of $6,600. The Department is no longer utilizing General Fund Balance to offset costs incurred for records management services due to completion of an outstanding backlog project in 2009.

Personnel costs decrease by $12,885 to $1,296,386 for cost to continue 21.5 FTE County-funded positions. This decrease is due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs and fully offsetting program personnel cost increases for 2012. Overtime is no longer needed for a special project and is decreased 0.04 FTE. Operating expenses of $352,669 increase by $34,381, partially due to a change in benefit selection by a special drug prosecutor whose federal Byrne grant position will sunset in 2012. Trial preparation costs, law intern assistance, legal subscriptions, membership dues, and extradition costs are budgeted at $123,359. This is an increase of $16,723 from the 2011 budget level to be more in line with 2010 actual spending and 2011 estimated expenses.

Interdepartmental charges decrease by $63,207 to $187,502. This is primarily due to a decrease in imaging charges, which is partially offset with a $3,327 increase in the charge for one Sheriff's Department detective's position costs (specifically allocated to the Department by state statute) of $100,023.

Victim/Witness

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**7.50**	**7.50**	**7.50**	**7.50**	**0.00**
General Government	$262,886	$266,857	$288,039	$254,015	($12,842)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$39,100	$49,100	$49,100	$49,100	$0
Appr. Fund Balance	$327	$0	$327	$0	$0
County Tax Levy	**$173,561**	**$169,237**	**$169,237**	**$176,158**	**$6,921**
Total Revenues	**$475,874**	**$485,194**	**$506,703**	**$479,273**	**($5,921)**
Personnel Costs	$439,475	$451,518	$448,233	$448,918	($2,600)
Operating Expenses	$5,855	$8,407	$6,777	$8,466	$59
Interdept. Charges	$21,295	$25,269	$24,728	$21,889	($3,380)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$466,625**	**$485,194**	**$479,738**	**$479,273**	**($5,921)**
Rev. Over (Under) Exp.	$9,249	-	$26,965	-	-

Program Highlights

General government revenue is budgeted at 53% of budgeted expenditures for 2012. The reimbursement is sum-certain statewide funding that varies depending upon the amount of requests for expenditure reimbursements submitted by other Victim/Witness programs throughout the state. The revenue estimate is based on estimates provided by the State Office of Crime Victim Services. Other revenue includes bail forfeitures interest collections.

Personnel costs decreases are due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs and fully offsetting program personnel cost increases for 2012.

Slight increases in some operational and interdepartmental charges were offset by reductions in risk management and insurance charges.

VOCA Grant/Program

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.85**	**1.85**	**1.85**	**1.82**	**(0.03)**
General Government	$109,974	$124,092	$119,343	$121,836	($2,256)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$109,974**	**$124,092**	**$119,343**	**$121,836**	**($2,256)**
Personnel Costs	$106,592	$119,190	$114,968	$116,884	($2,306)
Operating Expenses	$2,107	$3,200	$2,725	$3,250	$50
Interdept. Charges	$1,299	$1,702	$1,650	$1,702	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$109,998**	**$124,092**	**$119,343**	**$121,836**	**($2,256)**
Rev. Over (Under) Exp.	(24)	-	-	-	-

Program Highlights

General Government revenue for this is projected to decrease based on federal funding assistance for this program. This program is 100% reimbursable by federal funds passed through the state.

The decrease in personnel costs is due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs and fully offsetting program personnel cost increases for 2012. Overall, staff changes total a 0.03 FTE decrease and involve small adjustments to several positions.

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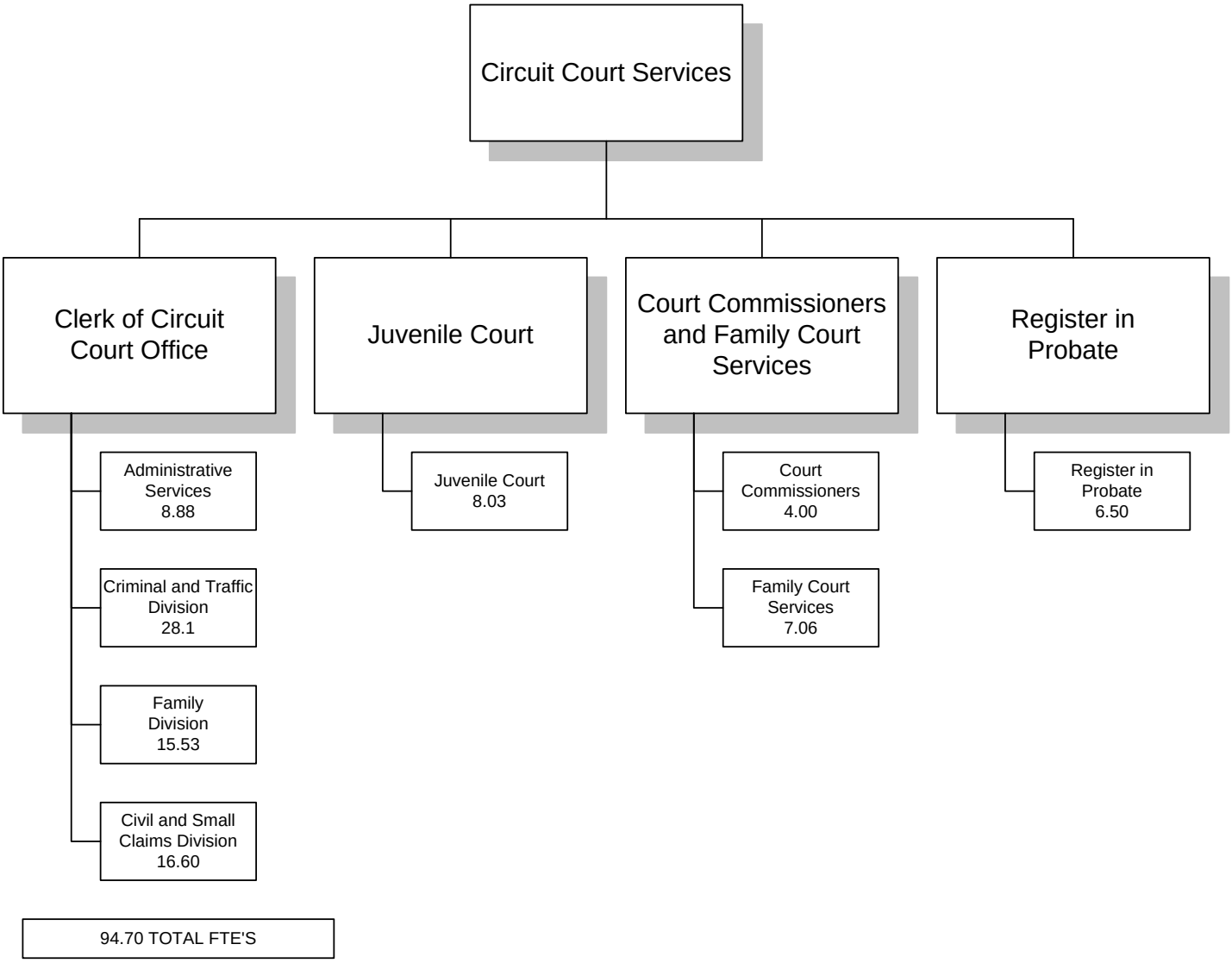
Circuit Court Services

CIRCUIT COURT SERVICES

FUNCTION / PROGRAM CHART



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

Circuit Court Services

Statement of Purpose

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

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$1,745,367	$1,772,000	$1,652,170	$1,582,000	($190,000)	-10.7%
Fines/Licenses	$707,781	$770,750	$733,000	$725,500	($45,250)	-5.9%
Charges for Services	$1,594,987	$1,712,250	$1,590,750	$1,589,250	($123,000)	-7.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$128,255	$162,000	$152,000	$151,500	($10,500)	-6.5%
Appr. Fund Balance (a)	$6,000	$6,000	$9,648	$20,000	$14,000	233.3%
County Tax Levy	**$5,002,541**	**$5,130,027**	**$5,130,027**	**$5,207,381**	**$77,354**	1.5%
Total Revenues Sources	**$9,184,931**	**$9,553,027**	**$9,267,595**	**$9,275,631**	**($277,396)**	-2.9%
Expenditures						
Personnel Costs	$6,279,042	$6,472,010	$6,170,085	$6,151,797	($320,213)	-5.0%
Operating Expenses	$1,543,827	$1,523,392	$1,519,863	$1,531,025	$7,633	0.5%
Interdept. Charges	$1,448,505	$1,557,625	$1,552,646	$1,592,809	$35,184	2.3%
Fixed Assets	$0	$0	$0	$0	$0	0.0%
Total Expenditures	**$9,271,374**	**$9,553,027**	**$9,242,594**	**$9,275,631**	**($277,396)**	-2.9%
Rev. Over (Under) Exp.	($86,443)	$0	$25,001	$0	-	N/A

Position Summary (FTE)					
Regular Positions	97.00	95.50	95.50	92.00	(3.50)
Extra Help	0.98	0.56	1.05	2.40	1.84
Overtime	0.24	0.28	0.28	0.30	0.02
Total	98.22	96.34	96.83	94.70	(1.64)

(a) General Fund Balance of $30,000 in 2009 was provided to the Department to address a records management project. General Fund Balance of $6,000 was provided in the 2010 Adopted Budget to address a timing issue experienced between the box count of records stored at the Northview facility and the destruction of those boxes. Fund balance of $6,000 was provided for the 2011 budget to initiate a furniture replacement plan. Fund balance of $20,000 is provided for the 2012 budget to continue the furniture replacement plan.

CURRENT AND ADOPTED CAPITAL PROJECTS (Refer to Capital Project Summary for additional project information)

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
200820	Update and Integrate Courtroom Technology	2012	$991,000	22%	$TBD	T

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Install high level sound systems, presentation equipment, video and telephonic appearance equipment, court record capture software and equipment, and interpretation and assisted participation support tools in all courtrooms and hearing rooms.

Key Outcome Indicators: The following items are to be completed in 2012:

- Complete the technology upgrade for 15 remaining courtrooms and hearing rooms.
- Provide adequate training for all judicial and court staff, justice partners, and court users on all aspects and capabilities of the new technology systems.
- Develop and document policies and user-friendly procedures, quick reference guides and web tools to assist users in operating the new technology systems.
- Work with judicial officials and court staff to increase the use of video appearance for in-custody case participants across all courts in an effort to reduce prisoner transport and court security costs.
- Develop consistent case management docketing procedures allowing court management to track video appearance activity through CCAP queries.

Objective 2: Implement clear and consistent policies in all court divisions in an effort to increase recoveries of court-ordered financial obligations.

Key Outcome Indicators: Understanding that consistency is the best way to establish an effective collections program, the following items are to be completed in 2012:

- Conduct a critical court-wide evaluation of all processes and procedures related to the collection of court-ordered financial obligations to identify and evaluate the effectiveness of current collection activities.
- Identify and determine what payment enforcement mechanisms will be used and when they will be applied.
- Implement best practices across all divisions that promote operations and support efficiencies and successful recovery efforts.
- Work with DOA Collections staff to review and implement improvements to the referral and data exchange process for all delinquent accounts.

Objective 3: Broaden the use of technology to improve court operations, expand services to litigants, increase operational efficiencies, and accommodate information sharing throughout the justice system.

Key Outcome Indicators: The following items are to be completed in 2012:

- Implement e-filing in the Civil Division.
- Record and display the Jury Coordinator introduction colloquy to jurors in the Jury Assembly Room.
- Expand document imaging efforts in the Family and Civil Divisions to incorporate real-time scanning.
- Review all CCAP tools and other technology solutions to determine what can offer a direct customer impact, while at the same time benefit court operations. Determine what mechanisms will be used and implement those that provide the greatest impact.

Objective 4: Evaluate and adjust calendaring and case management practices to maintain current service levels in the Court Commissioners Office despite a reduction of 1.0 FTE court commissioner.

Key Outcome Indicators: The following items are to be completed in 2012:

- Investigate and implement best practices in calendaring.
- Consider case management changes for various hearing types to create efficiencies and maintain a continuous workflow despite cancellations and no shows.
- Record the standard colloquy recited by commissioners during some hearing types to allow for the commissioners to focus their time on other matters.
- Pilot an E-Traffic Court, which will significantly reduce staff prep time, paper consumption and improve work flows.
- Introduce efficiencies by implementing new technology tools into current work processes and sharing information electronically across multiple agencies.

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

Objective 5: Enhance the Department's website to create efficiencies, reduce staff time dedicated to operations, and increase access to the Courts.

Key Outcome Indicators: The following items are to be completed in 2012 and will be indicative of success in addressing the objective.

- Work with the Information Technology Division (IT) to convert the Department's Website to the County format creating a smooth transition between the general County Website and the Circuit Courts Website.
- Design and implement an on-line Juror Exit Questionnaire thus eliminating the current manual process creating efficiencies and convenience for jurors and staff.
- Create an on-line customer satisfaction survey to allow the Department to measure satisfaction and enhance customer service.
- Implement webinars and additional tutorials on divisional web pages for the Family, Probate, Small Claims, and Juvenile Divisions to assist pro se litigants in navigating the courts system.
- Add instructional videos and tutorials to the Department's internet and intranet websites to assist users with the new courtroom technology systems.

Activities Charts

Administration Division	2008 Actual	2009 Actual	2010 Actual	2011 6 month
Gross Annual Department Receipts	$21.1 million	$23.4 million	$15.3 million	$8.1 million
Total Receipt Transactions	62,169	69,157	66,724	32,239
Total Disbursement Transactions	5,501	2,567	2,234	1,206
Net Sales by Credit Card	$928,678	$1.05 million	$962,182	$468,376
YE Funds Held in Trust per Ct. Order	$516,876	$559,142	$617,072	$627,344
Network Users Supported	133.5	136	147	140
Computer Workstations/Printers*	248	261	255	245

* The vast majority of computer hardware utilized by Circuit Court Services is provided by the State. For 2011, replacement value of the State CCAP provided computer hardware, software and technology services is estimated to exceed $348,351.

Jury Program	2008 Actual	2009 Actual	2010 Actual	2011 6 month
Total # of Jury trials Started	80	62	65	52
Total Jury Days	193	203	170	116
Total Questionnaires Returned	6,275	6,526	12,399	11,851
Total Questionnaires Returned Online	2,477	2,610	5,033	4,763
% of Questionnairres returned Online	39%	40%	41%	40%

Criminal & Traffic Division	2008 Actual		2009 Actual		2010 Actual		2011 6 months	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Felony Cases	1,216	1,294	1,318	1,357	1,260	1,137	647	666
Misdemeanor Cases	3,523	3,706	3,184	3,360	2,778	3,113	1,291	1,434
Criminal Traffic Cases	3,073	2,981	2,760	2,994	2,274	2,613	960	1,073
Traffic Forfeiture Cases	10,835	11,056	10,299	10,292	9,354	9,323	4,711	4,829
Non-Traffic Forfeiture Cases	1,368	1,385	1,428	1,408	1,404	1,396	464	503
TOTAL CASES	**20,015**	**20,422**	**18,989**	**19,411**	**17,070**	**17,582**	**8,073**	**8,505**

	2008 Actual	2009 Actual	2010 Actual	2011 6 month
C/T Jury Trials Held	35	32	30	25
C/T Jury Days	75	70	59	52

Circuit Court Services

Family Division	2008 Actual		2009 Actual		2010 Actual		2011 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Divorce/Legal Separation Cases	1,286	1,330	1,393	1,282	1,398	1,404	690	712
Paternity Cases	618	672	495	501	443	465	190	226
Other Family Cases	221	218	333	343	344	367	188	148
TOTAL CASES	**2,125**	**2,220**	**2,221**	**2,126**	**2,185**	**2,236**	**1,068**	**1,086**
Post-Judgment Family Actions		1,867		2,679		2,237		1,055
Post-Judgment Paternity Actions		1,244		1,489		901		478
TOTAL		**3,111**		**4,168**		**3,138**		**1,533**

Family Self Help Program	2008 Actual	2009 Actual	*2010 Actual	2011 6 month
Family Seminars Attendees	NA	NA	786	364
Legal Clinic Attendees	283	337	240	192
**Website Views	74,775	55,416	38,481	18,705

*Effective 1/1/10, the Self Help Program discontinued walk-in hours and introduced family court related seminars allowing staff to address the needs of a larger audience while providing more information to the customer. All self help services have been fully intergrated into the daily work of the Family Division staff.
**The Court's website was converted to Ektron in 10/08 and the external web tracking mechanism changed.

Civil Division	2008 Actual		2009 Actual		2010 Actual		2011 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Large Claim Foreclosures	1,051	849	1,410	1,181	1,569	1,477	694	937
Large Claim-All Other	3,559	3,446	3,750	3,662	3,785	3,934	1,753	1,798
Small Claim Contested	882	954	943	866	965	1,006	414	568
Small Claim Uncontested	6,177	6,177	6,344	6,344	6,190	6,190	3,197	3,197
TOTAL CASES	**11,669**	**11,426**	**12,447**	**12,053**	**12,509**	**12,607**	**6,058**	**6,500**

	2008 Actual	2009 Actual	2010 Actual	2011 6 months
Civil Jury Trials Held	38	26	34	23
Civil Jury Days	105	123	107	59

Family Court Services	2008 Actual	2009 Actual	2010 Actual	2011 6 month
Mediation Cases Opened	746	691	652	348
Custody/Visitation Studies Opened	262	254	246	107

Juvenile Division	2008 Actual		2009 Actual		2010 Actual		2011 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Delinquency	379	370	248	294	224	208	127	136
Child Protection(CHIPS)	204	199	168	181	133	170	67	49
Termination of Parental Rights	63	60	51	59	50	43	36	27
Other Juvenile	477	482	381	401	430	440	160	149
Juvenile Ordinance Violations	235	238	507	507	465	467	281	301
Adult Commitments	1,151	1,161	1,203	1,185	1,079	1,085	597	604
TOTAL CASES	**2,509**	**2,510**	**2,558**	**2,627**	**2,381**	**2,413**	**1,268**	**1,266**

	2008 Actual	2009 Actual	2010 Actual	2011 6 month
Juvenile Jury Trials Held	4	3	1	4
Juvenile Jury Days	6	8	4	5

	2008 Actual	2009 Actual	2010 Actual	2011 6 month
JV Restitution Ordered	$88,983	$38,264	$30,493	$13,067
JV Restitution Collected/Disbursed	$48,072	$32,195	$20,251	$8,882

Probate Division	2008 Actual		2009 Actual		2010 Actual		2011 6 month	
	Open	Disposed	Open	Disposed	Open	Disposed	Open	Disposed
Formal Estate Actions	42	52	38	32	32	31	11	13
Informal Estate Actions	488	494	484	498	472	498	173	209
Trusts	39	91	22	65	21	63	11	13
Guardianships	238	352	241	361	257	352	107	104
Adoptions	5	4	8	6	9	11	4	2
Other Probate	86	92	74	96	101	88	11	55
TOTAL CASES	**898**	**1,085**	**867**	**1,058**	**892**	**1,043**	**317**	**396**

	2008 Actual	2009 Actual	2010 Actual	2011 6 month
Probate Jury Trials Held	3	1	0	0
Probate Jury Days	7	1	0	0

Clerk of Courts-Administrative Services Division

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.00	7.00	8.49	8.88	1.88
General Government	$1,131,703	$1,145,000	$1,065,170	$1,000,000	($145,000)
Charges for Services	$363,455	$400,000	$365,000	$370,000	($30,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$60,148	$63,000	$60,500	$60,000	($3,000)
Appr. Fund Balance	$6,000	$4,550	$8,198	$20,000	$15,450
County Tax Levy (Credit)	**($842,238)**	**($785,065)**	**($785,065)**	**($549,290)**	**$235,775**
Total Revenues	**$719,068**	**$827,485**	**$713,803**	**$900,710**	**$73,225**
Personnel Costs	$565,871	$606,237	$635,469	$661,401	$55,164
Operating Expenses	$92,678	$96,230	$88,985	$122,900	$26,670
Interdept. Charges	$144,910	$125,018	$146,818	$116,409	($8,609)
Total Expenditures	**$803,459**	**$827,485**	**$871,272**	**$900,710**	**$73,225**
Rev. Over (Under) Exp.	($84,391)	-	($157,469)	-	-

Program Highlights

General Government revenues include State Circuit Court Support Grant funds as well as State reimbursement payments to help offset County interpreter costs. For 2012, Circuit Court Support Grant funding is expected to be reduced $140,000 or 12.8% to $950,000 as a result of reductions built into the State budget and interpreter reimbursement is budgeted to decrease $5,000 due to scheduling efficiencies that the Clerk of Courts has implemented. Charges for Services revenues are reduced $30,000 from 2011 budgeted levels to $370,000 and reflect a reduction in recoveries for bail forfeiture judgments of $20,000 and a $10,000 reduction in fees collected by the Clerk of Court's office. Additionally, a $3,000 decrease has been budgeted for investment income to reflect achievement historically. Fund balance of $20,000 is provided in the 2012 Budget to continue the furniture replacement plan.

Personnel expenditures are budgeted to increase $55,164 to $661,401, which reflects a net increase of 1.88 FTE positions due to the reallocation of a 0.5 FTE Court Reporter position, the addition of 0.38 FTE of temporary assistance for court reporting, the reallocation of the Civilian Bailiff Program from the Civil Division, and the addition of 1,040 hours (0.5 FTE) of temporary assistance for civilian jury bailiffs to provide expanded juror assistance all divisions for cases going to trial. Increases in salaries and benefits are partially offset due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs by $19,510 in this program area.

Operating expenses increase $26,670 mostly due to $20,000 for the chair replacement plan and a $10,000 increase for unplanned building repair and maintenance related to the courtroom technology upgrade capital project beginning mid-2011. Interdepartmental charges are budgeted to decrease $8,609, mostly due to an approximate $7,000 reduction in general/liability insurance.

Clerk of Courts-Criminal & Traffic Division

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	29.90	29.10	28.10	28.10	(1.00)
Fine/Licenses	$671,041	$735,000	$700,000	$695,000	($40,000)
Charges for Services	$475,357	$510,750	$460,750	$460,750	($50,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,632,360**	**$1,690,468**	**$1,690,468**	**$1,638,076**	**($52,392)**
Total Revenues	**$2,778,758**	**$2,936,218**	**$2,851,218**	**$2,793,826**	**($142,392)**
Personnel Costs	$1,637,736	$1,738,969	$1,664,663	$1,662,223	($76,746)
Operating Expenses	$470,000	$423,500	$425,225	$356,000	($67,500)
Interdept. Charges	$673,716	$773,749	$758,009	$775,603	$1,854
Total Expenditures	**$2,781,452**	**$2,936,218**	**$2,847,897**	**$2,793,826**	**($142,392)**
Rev. Over (Under) Exp.	($2,694)	-	$3,321	-	-

Program Highlights

Non-Tax Levy revenues are budgeted to decrease $90,000 overall in the Criminal and Traffic Division. Revenues for fines and licenses are reduced $40,000 to more closely reflect prior year actual achievement. Charges for Services revenues are estimated to decrease $50,000 or about 10% mostly due to a $30,000 reduction in cost recoveries for court appointed attorneys. As of June 2011, the State Public Defender (SPD) indigence standards were changed, which will reduce the number of appointments made by the Courts as well as the related expenditures and recovery revenues. The net result of these changes (reduction of $60,000 in Guardian Ad Litem (GAL) expenditures vs. reduction of $30,000 in GAL recovery revenues) is a $30,000 reduction in operating costs.

Personnel costs are budgeted to decrease $76,746 or 4.4% to $1,662,223 based on the unfunding of a 1.0 FTE Clerk Typist I/II position, reductions in insurance costs related to the new deputy and legal clerks rotating into the Division due to judicial rotation, and WRS savings of $58,990.

Operating expenditures are budgeted to decrease $67,500, mostly related to an estimated $60,000 reduction in court appointed attorney costs based on the SPD changes noted above as well as a $5,000 reduction in interpretation services due to scheduling efficiencies implemented by the Clerk of Courts Office. Interdepartmental charges are projected to increase by $1,854 due to increased postage and court security charges, partially offset by a reduction in transportation costs.

Clerk of Courts-Family Division

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	14.05	14.05	14.05	15.53	1.48
General Government	$447,149	$457,500	$435,000	$430,000	($27,500)
Charges for Services	$66,190	$84,500	$83,500	$79,000	($5,500)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$634,197**	**$667,893**	**$667,893**	**$749,932**	**$82,039**
Total Revenues	**$1,147,536**	**$1,209,893**	**$1,186,393**	**$1,258,932**	**$49,039**
Personnel Costs	$811,879	$803,047	$778,003	$811,930	$8,883
Operating Expenses	$159,183	$140,750	$163,025	$167,000	$26,250
Interdept. Charges	$250,187	$266,096	$259,536	$280,002	$13,906
Total Expenditures	**$1,221,249**	**$1,209,893**	**$1,200,564**	**$1,258,932**	**$49,039**
Rev. Over (Under) Exp.	($73,713)	-	($14,171)	-	-

Program Highlights

Family Division non-Tax Levy revenue is budgeted to decrease a total of $33,000. General government revenues decrease $27,500 to $430,000 mostly due to an expected $20,000 reduction in State/Federal Child Support IV-D Funding. Charges for services revenues are budgeted to decrease $5,500 mostly related to a $5,000 reduction in Guardian Ad Litem Cost Recovery revenue, which more closely reflects prior year actual achievement.

Personnel costs are estimated to increase $8,883 to $811,930, which reflects a net personnel increase of 1.48 FTE related to a Deputy Clerk position being transferred into the Family Division and the addition of 0.48 FTE of temporary assistance for courts records management. Increases in salaries and benefits are partially offset due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs by $29,295 in this program area.

Operating costs are budgeted to increase $26,250 to $167,000 mostly due to a projected $20,000 increase for Guardian Ad Litem fees. Interdepartmental charges increase $13,906 mostly due to an $18,460 increase for court security costs, partially offset by a $4,400 decrease in collection services expenses.

Clerk of Courts-Civil Division

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	17.69	17.60	16.60	16.60	(1.00)
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$500	$750	$500	$500	($250)
Charges for Services	$240,369	$235,000	$217,500	$220,000	($15,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$1,450	$1,450	$0	($1,450)
County Tax Levy	**$1,139,256**	**$1,185,658**	**$1,185,658**	**$1,144,873**	**($40,785)**
Total Revenues	**$1,380,125**	**$1,422,858**	**$1,405,108**	**$1,365,373**	**($57,485)**
Personnel Costs	$1,019,528	$1,077,989	$945,768	$994,755	($83,234)
Operating Expenses	$121,334	$117,087	$125,760	$121,750	$4,663
Interdept. Charges	$237,416	$227,782	$231,582	$248,868	$21,086
Total Expenditures	**$1,378,278**	**$1,422,858**	**$1,303,110**	**$1,365,373**	**($57,485)**
Rev. Over (Under) Exp.	$1,847	-	$101,998	-	-

Program Highlights

Civil Division revenues are comprised mainly of filing fees charged in conjunction with large claim and small claim litigation, and civil procedural actions budgeted in the Charges for Services revenue category. Civil court fee revenues are budgeted to decrease $15,000 to $145,000 in 2012 to better reflect achievement in prior years.

Personnel expenditures are budgeted to decrease $83,234 to $994,755, due to the transfer of 1.0 FTE Deputy Clerk position from the Civil Division to the Family Division, the under-filling of a Chief Deputy Clerk position in mid-2011, as well as the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs by $36,652 in this program area.

Operating expenses are budgeted to increase $4,663 mostly due to a projected $3,000 increase for Guardian Ad Litem Fees and a $1,500 increase for publications and subscriptions. Interdepartmental charges are estimated to increase $21,086 to $248,868 mostly related to a $21,070 increase in court security costs.

Juvenile Court

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	9.02	8.53	8.53	8.03	(0.50)
General Government	$87,500	$87,500	$85,000	$85,000	($2,500)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$58,742	$42,500	$58,500	$50,000	$7,500
Other Revenue (a)	$27,357	$49,000	$51,500	$51,500	$2,500
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,142,982**	**$1,102,933**	**$1,102,933**	**$1,105,466**	**$2,533**
Total Revenues	**$1,316,581**	**$1,281,933**	**$1,297,933**	**$1,291,966**	**$10,033**
Personnel Costs	$503,556	$500,150	$508,305	$488,609	($11,541)
Operating Expenses	$614,578	$654,500	$624,175	$668,450	$13,950
Interdept. Charges	$106,473	$127,283	$121,119	$134,907	$7,624
Total Expenditures	**$1,224,607**	**$1,281,933**	**$1,253,599**	**$1,291,966**	**$10,033**
Rev. Over (Under) Exp.	$91,974	-	$44,334	-	-

a) Other revenues for 2010 have been restated to reflect a fiscal change made in 2011 that shifted Guardian Ad Litem cost recoveries from Other Revenue to Charges for Services revenue.

Program Highlights

Non-Tax Levy revenue is budgeted to increase a total of $7,500 in 2012. Reductions in general government revenues reflect an estimated $2,500 decrease in State Guardian Ad Litem Reimbursement. Charges for services revenue increases $7,500 to $50,000 and other revenues are projected to increase $2,500 to $51,500, both of which reflect Divisional efforts to recover higher levels of legal services costs paid by the County on behalf of juveniles and their parents for a variety of legal proceedings.

Personnel expenditures decrease by $11,541 to $488,609 mostly due to the unfunding the remaining half year (0.5 FTE) of a Clerk Typist II position as well as WRS savings, partially offset by cost to continue existing staff. Operating expenses are budgeted to increase $13,950 to $668,450 due to increases of $16,000 and $10,000 for Medical Services and Guardian Ad Litem expenses respectively, partially offset by a $10,000 decrease for legal services. Interdepartmental charges are projected to increase $7,624 to $134,907 due to increases of about $3,000 each for Sheriff services related to court security and transportation.

Family Court Services

Program Description

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

Family Court Services (FCS) County Fee Schedule

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

Mediation Services	2010	2011	2012
Session 1	No Charge per state statute		
Subsequent Sessions	$200 for all	$100 for each add'l session	$100 for each add'l session

Custody and Visitation Study

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

	2010	2011	2012
Study Fees	$900	$1,100	$1,100

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.06	7.06	7.06	7.06	0.00
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$36,240	$35,000	$32,500	$30,000	($5,000)
Charges for Services	$236,325	$269,500	$253,000	$254,500	($15,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$252,480**	**$232,802**	**$232,802**	**$259,442**	**$26,640**
Total Revenues	**$525,045**	**$537,302**	**$518,302**	**$543,942**	**$6,640**
Personnel Costs	$505,878	$517,713	$516,717	$523,672	$5,959
Operating Expenses	$8,540	$13,900	$14,000	$14,750	$850
Interdept. Charges	$3,201	$5,689	$5,689	$5,520	($169)
Total Expenditures	**$517,619**	**$537,302**	**$536,406**	**$543,942**	**$6,640**
Rev. Over (Under) Exp.	$7,426	-	($18,104)	-	-

Program Highlights

Non-Tax Levy revenues in the Family Court Services program area are budgeted to decrease $20,000 from the 2011 Budget. Fines and licenses revenue is budgeted to decrease $5,000 to $30,000, reflecting a reduction in marriage/counseling fees and charges for services revenue decreases $15,000 exclusively related to a budgeted reduction in client fee revenue. In both instances, revenue projections were reduced to more accurately reflect historical achievement.

Personnel costs are budgeted to increase $5,959 to $523,672 due to cost to continue 7.06 FTE positions. Increases are partially offset by reductions in Wisconsin Retirement System pension costs related to the State Budget Repair Bill, which reduce the County's share of these costs by $20,325 in this program area. A modest increase of $850 is budgeted in the operating expenses appropriation unit for increased employee mileage reimbursement.

Court Commissioners

Program Description

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	6.00	6.00	5.00	4.00	(2.00)
General Government	$43,515	$47,000	$45,000	$45,000	($2,000)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$778,295**	**$765,816**	**$765,816**	**$587,645**	**($178,171)**
Total Revenues	**$821,810**	**$812,816**	**$810,816**	**$632,645**	**($180,171)**
Personnel Costs	$814,584	$796,461	$696,243	$616,026	($180,435)
Operating Expenses	$5,837	$8,100	$7,969	$8,100	$0
Interdept. Charges	$7,947	$8,255	$8,255	$8,519	$264
Total Expenditures	**$828,368**	**$812,816**	**$712,467**	**$632,645**	**($180,171)**
Rev. Over (Under) Exp.	($6,558)	-	$98,349	-	-

Program Highlights

General government revenue in the Court Commissioners Division is solely reflective of State/Federal IV-D Child Support Enforcement funding and is budgeted to decrease $2,000 to $45,000 for 2012 due to reductions in salary and benefit costs submitted for reimbursement.

Personnel costs in the Division are reduced by $180,435 as a result of the unfunding of a 1.0 FTE Court Commissioner position and a 0.5 FTE Court Reporter position, the reallocation of a 0.5 FTE court reporter position to the Administration Division, and reductions in Wisconsin Retirement System pension costs related to the State Budget Repair Bill, which reduce the County's share of these costs by $44,167 in this program area. In the 2012 Budget, $50,248 will remain allocated to address any scheduling/coverage needs, should they arise.

Operating expenses of $8,100 remain unchanged from 2011 budgeted levels and Interdepartmental charges increase modestly to $8,519 due to slightly higher communications charges.

Register in Probate

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

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	7.00	7.00	7.00	6.50	(0.50)
General Government	$35,500	$35,000	$22,000	$22,000	($13,000)
Charges for Services	$154,549	$170,000	$152,500	$155,000	($15,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$40,750	$50,000	$40,000	$40,000	($10,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$265,209**	**$269,522**	**$269,522**	**$271,237**	**$1,715**
Total Revenues	**$496,008**	**$524,522**	**$484,022**	**$488,237**	**($36,285)**
Personnel Costs	$420,010	$431,444	$424,917	$393,181	($38,263)
Operating Expenses	$71,677	$69,325	$70,724	$72,075	$2,750
Interdept. Charges	$24,655	$23,753	$21,638	$22,981	($772)
Total Expenditures	**$516,342**	**$524,522**	**$517,279**	**$488,237**	**($36,285)**
Rev. Over (Under) Exp.	($20,334)	-	($33,257)	-	-

Program Highlights

General government revenues are budgeted to decrease $13,000 to $22,000 due to an expected reduction in Guardian Ad Litem reimbursement in the State Budget. Charges for services revenues are reduced $15,000 to $155,000 specifically related to a reduction in recording fee revenue to more accurately reflect historical achievement levels. Court ordered recoveries, budgeted as other revenue, are projected to decrease $10,000 to $40,000 for the 2012 Budget.

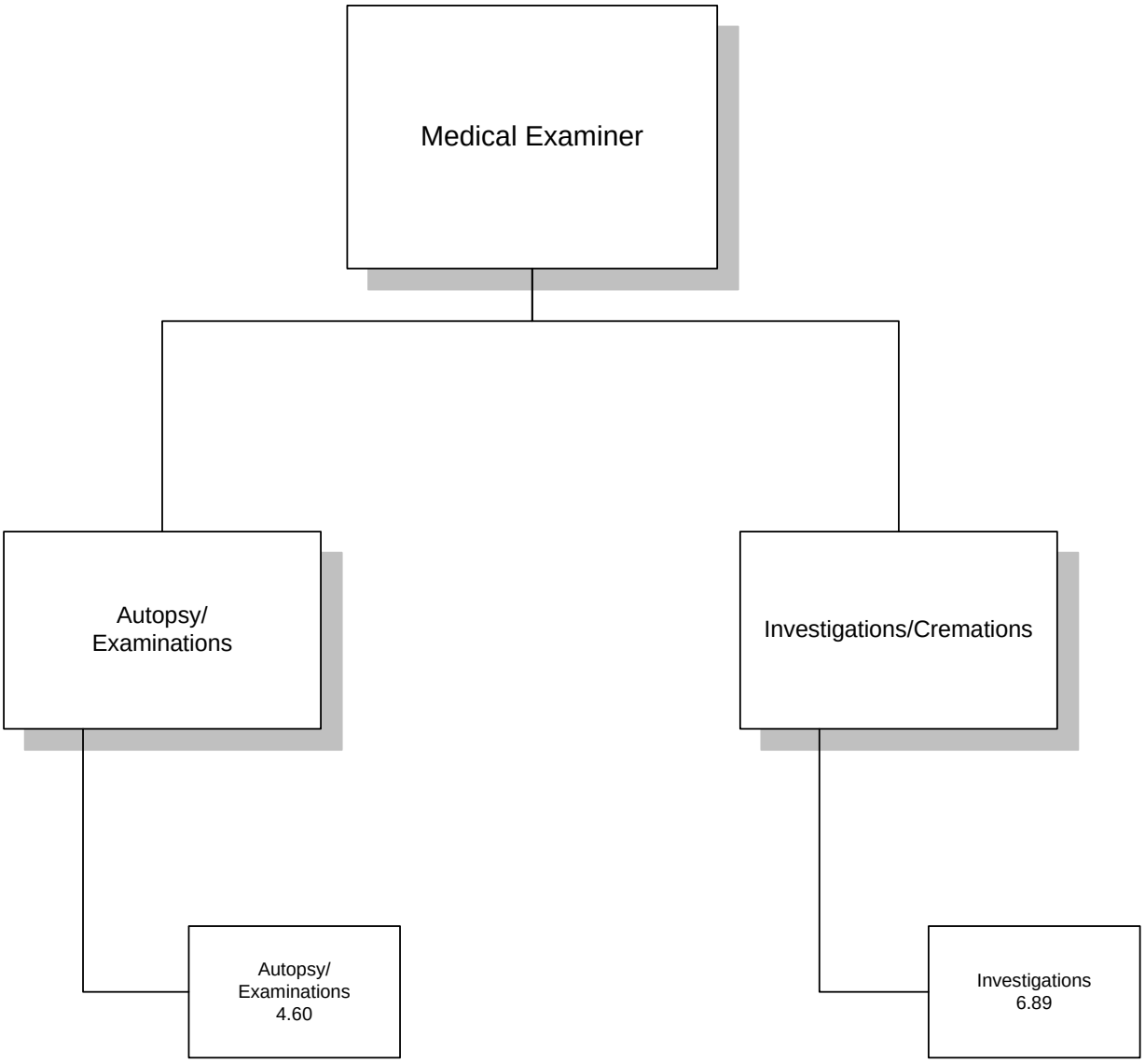
Personnel expenditures are budgeted to decrease $38,263 to $393,181 due to a 0.5 FTE reduction to a Program Assistant position and reductions in Wisconsin Retirement System pension costs related to the State Budget Repair Bill, which reduce the County's share of these costs by $17,312 in this program area.

Operating costs increase $2,750 to $72,075, mostly related to a $2,000 increase for medical examination services. Interdepartmental charges of $22,981 reflect a slight reduction from the 2011 Budget and represent modest changes across a number of interdepartmental accounts.

Medical Examiner

MEDICAL EXAMINER'S OFFICE

FUNCTION / PROGRAM CHART



11.49 TOTAL FTE'S

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

Medical Examiner

Statement of Purpose

The Waukesha County Medical Examiner's Office investigates deaths in Waukesha County as mandated by Wisconsin State Statute 979 to ensure the safety, health, and welfare of the community. The Office provides investigation, documentation, and medical evaluation of reportable cases.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
Fine/Licenses	$286,891	$238,100	$247,183	$267,600	$29,500	12.4%
Charges for Services	$273,308	$226,275	$245,107	$187,200	($39,075)	-17.3%
Other Revenue	$28,050	$33,700	$35,618	$30,050	($3,650)	-10.8%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$968,871**	**$944,183**	**$944,183**	**$949,235**	**$5,052**	**0.5%**
Total Revenue Sources	**$1,557,120**	**$1,442,258**	**$1,472,091**	**$1,434,085**	**($8,173)**	**-0.6%**
Expenditures						
Personnel Costs	$1,124,704	$1,138,787	$1,122,239	$1,137,985	($802)	-0.1%
Operating Expenses	$257,006	$201,095	$208,345	$189,053	($12,042)	-6.0%
Interdept. Charges (a)	$89,051	$102,376	$102,021	$107,047	$4,671	4.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,470,761**	**$1,442,258**	**$1,432,605**	**$1,434,085**	**($8,173)**	**-0.6%**
Rev. Over (Under) Exp.	$86,359	$0	$39,486	$0	-	N/A

Position Summary (FTE)					
Regular Positions	10.40	10.75	10.75	10.62	(0.13)
Extra Help	0.35	0.00	0.00	0.50	0.50
Overtime	0.37	0.37	0.37	0.37	0.00
Total	11.12	11.12	11.12	11.49	0.37

(a) Interdepartmental charges for 2012 increase by $4,671 partially due to End User Technology charges. Tax Levy of $5,683 is being shifted from the End User Technology Fund to this user departments' budgets for expenditure charge increases above 3% to cover the phasing-in of full technology cost allocations from the charging method as recommended by Internal Audit.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of deaths reported	46%	40%	45%	45%

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

Objective 2: Medical Examiner's Office (MEO) is collaborating with the Aging and Disability Resource Center (ADRC) staff to refer elderly widows/widowers cases to ensure that they are aware of available services and to reduce time spent by the medical examiners. (Investigations/Cremations and Autopsies/Examinations)

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of individuals over 60 living independently referred to ADRC	0	25	10	10

* The estimate reflects the department starting this effort in the 1st quarter of 2010.

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

Objective 3: Maintain agreements with other counties (Washington and Walworth) through long-term contracts to provide high quality services across a greater base of customers to reduce costs to citizens.

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Amt. of money that the Dept. generates through contract autopsy services	$219,927	$190,000	$200,000	$141,000
% of autopsy/examinations program costs covered by contracts	27%	24.0%	25%	18%

Autopsy/Examinations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.73**	**4.73**	**4.73**	**4.60**	**(0.13)**
Charges for Services	$272,674	$226,075	$244,907	$187,000	($39,075)
Other Revenue	$28,000	$33,600	$35,518	$30,000	($3,600)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$533,621**	**$533,044**	**$533,044**	**$545,500**	**$12,456**
Total Revenues	**$834,295**	**$792,719**	**$813,469**	**$762,500**	**($30,219)**
Personnel Costs	$556,659	$581,340	$570,406	$563,961	($17,379)
Operating Expenses (a)	$236,002	$172,746	$178,555	$160,493	($12,253)
Interdept. Charges	$32,423	$38,633	$38,683	$38,046	($587)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$825,084**	**$792,719**	**$787,644**	**$762,500**	**($30,219)**
Rev. Over (Under) Exp.	$9,211	-	$25,825	-	-

Program Highlights

Charges for Service revenue is decreasing by $39,075 to $187,000. This includes $82,272 decrease in contract autopsy revenue for the termination of the Racine contract partially offset with an increase of $34,900 in the Washington County contract. The contract with Walworth County for as needed autopsy work also continues at 2011 budget levels of 8 autopsies. Revenue also increases $4,765 for the Tissue Bank contract activity, however the base contract was reduced $3,600 (reflected in other revenue). The death certificate fees increase $1,500 for a change in volume with no change in fee. These fees were increased $5 in the 2010 budget.

Personnel costs are budgeted to decrease by $17,379 due to a reduction in an authorized part-time position by 0.13 FTE ($15,000). Personnel costs also include reduced retirement costs due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Operating expenses are estimated to decrease by $12,253. This includes reductions of $10,632 for variable costs of medical supplies and outside testing associated with the loss of the Racine contract to perform autopsies. Interdepartmental charges are estimated to decrease slightly. This includes Countywide indirect county cost charges decreasing by $1,900 to reflect lower indirect costs related to reduced autopsy contracts offset with increase for computer charges.

Activity - Workload Data	2006	2007	2008	2009	2010	2011 Projection	2012 Estimate
Autopsies-Waukesha Co.	158	169	163	180	193	180	184
External Exams*	167	146	168	162	181	180	180
Contract Cases	103	113	104	124	140	78	78
Total	428	428	435	466	514	438	442

* Note: Based on the time that it takes to complete an autopsy versus an external exam, one autopsy equals three external exams.

Investigations/Cremation

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.39**	**6.39**	**6.39**	**6.89**	**0.50**
Fine/Licenses	$286,891	$238,100	$247,183	$267,600	$29,500
Charges for Services	$634	$200	$200	$200	$0
Other Revenue	$50	$100	$100	$50	($50)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$435,250**	**$411,139**	**$411,139**	**$403,735**	**($7,404)**
Total Revenues	**$722,825**	**$649,539**	**$658,622**	**$671,585**	**$22,046**
Personnel Costs	$568,045	$557,447	$551,833	$574,024	$16,577
Operating Expenses	$21,004	$28,349	$29,790	$28,560	$211
Interdept. Charges	$56,628	$63,743	$63,338	$69,001	$5,258
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$645,677**	**$649,539**	**$644,961**	**$671,585**	**$22,046**
Rev. Over (Under) Exp.	$77,148	-	$13,661	-	-

Program Highlights

Fine and License revenue is budgeted to increase by $29,500 to $267,600. This is largely due to an increase cremation permit revenue due to an increase in the charge from $190 to $200 and an increase in the number of cremation permits by approximately 125 permits to 1,375.

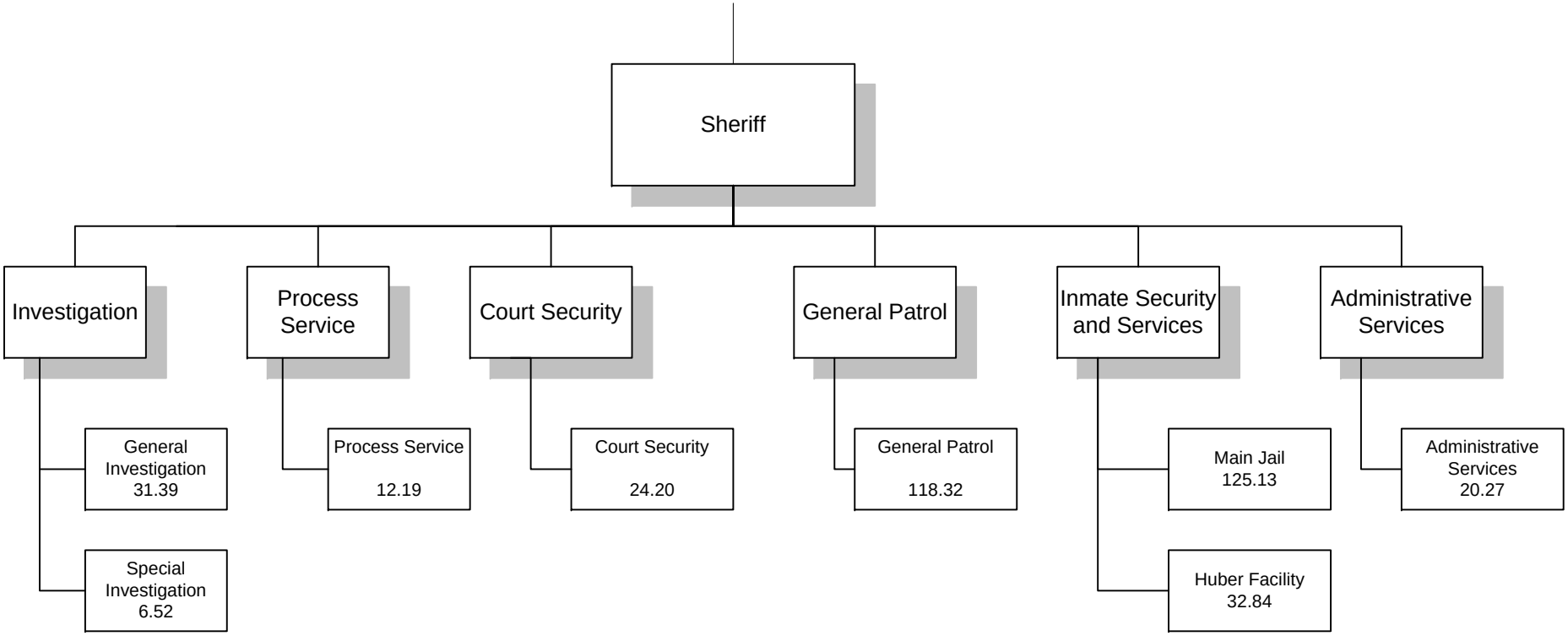
Personnel costs are increasing by $16,577 for the cost to continue of 6.39 FTE employees and increase 0.50 FTE in extra help to assist with an increasing workload in cremation permits. This is mostly offset by a reduction for WRS due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Overtime costs increase $2,204 to $24,059 for additional hours and higher rates. Operating expenses remain stable and only increase slightly. Interdepartmental charges are increasing by $5,258 due to an increase in End User Technology charges which is partially offset with additional tax levy of $5,052 as departments absorb the final year of phase-in of the total cost of ownership. The department added 5 workstations in the newly expanded autopsy area of their facility. Interdepartmental charges also include increasing fuel costs associated with the operation of the Medical Examiner fleet of four vehicles and increased communication costs associated with smart phone technology.

Activity - Workload Data	2006	2007	2008	2009	2010	2011 Projection	2012 Estimate
Non-Scene Cases Investigated	1,079	958	1,040	1,017	1,086	960	1,000
Scenes Investigated	238	293	331	303	337	310	320
Total Cases Investigated	1,317	1,251	1,371	1,320	1,423	1,270	1,320
Cremation Permits Issued	1,077	1,041	1,237	1,287	1,515	1,250	1,375

Sheriff

SHERIFF'S DEPARTMENT

FUNCTION / PROGRAM CHART



370.86 TOTAL FTE'S

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

Statement of Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (d)	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$313,417	$262,899	$526,636	$281,698	$18,799	7.2%
Fine/Licenses	$9,660	$40,000	$10,000	$10,500	($29,500)	-73.8%
Charges for Services	$7,739,684	$8,021,332	$8,151,630	$8,035,789	$14,457	0.2%
Interdepartmental (a)	$1,334,587	$1,452,990	$1,449,828	$1,499,078	$46,088	3.2%
Other Revenue (b)	$1,169,568	$1,040,005	$1,040,473	$1,046,986	$6,981	0.7%
Appr. Fund Balance (c)	$349,638	$148,419	$366,710	$318,419	$170,000	114.5%
County Tax Levy	**$25,833,938**	**$26,574,073**	**$26,574,073**	**$26,793,267**	**$219,194**	**0.8%**
Total Revenues Sources	**$36,750,492**	**$37,539,718**	**$38,119,350**	**$37,985,737**	**$446,019**	**1.2%**
Personnel Costs	$29,145,475	$30,405,947	$30,545,462	$30,268,352	($137,595)	-0.5%
Operating Expenses	$3,766,530	$3,756,209	$3,908,705	$3,999,300	$243,091	6.5%
Interdept. Charges (e)	$3,132,025	$3,345,312	$3,392,671	$3,672,335	$327,023	9.8%
Fixed Assets	$27,315	$32,250	$309,128	$45,750	$13,500	41.9%
Total Expenditures	**$36,071,345**	**$37,539,718**	**$38,155,966**	**$37,985,737**	**$446,019**	**1.2%**
Rev. Over (Under) Exp.	$679,147	$0	($36,616)	$0	-	N/A

Position Summary (FTE)					
Regular Positions (f)	355.50	356.50	356.50	354.50	(2.00)
Extra Help	5.04	4.98	4.98	6.15	1.17
Overtime	11.83	10.21	10.21	10.21	0.00
Total	372.37	371.69	371.69	370.86	(0.83)

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

(b) The 2010 Actual Other Revenue includes seized fund revenue and interest on seized fund revenue totaling $123,329 which will be designated General Fund Balance and appropriated at later dates in future budgets or by ordinance outside the budget cycle.

(c) General Fund Balance appropriations are $318,419 in the 2012 Budget and $148,419 in the 2011 Adopted Budget. The 2012 request includes: $170,000 of general fund balance to purchase vehicle equipment for the new patrol vehicles. In 2011, Ford discontinued the Crown Victoria patrol vehicle which is the main patrol vehicle for the Department. The Department is in the process of selecting a new patrol vehicle and equipment will need to be purchased as part of the replacement process. The Department is also budgeting $13,419 from federal drug seizure funds for vehicle leases for the metro drug unit; $10,000 in General Fund Balance for bulletproof vests replacement program; and $125,000 in jail assessment revenues received in prior years to partially fund the jail equipment replacement program. The 2011 Estimated Fund Balance includes $148,419 in appropriated General Fund Balance; $117,961 in Fund Balance associated with carryovers or encumbered funds; and $100,330 appropriated through the ordinance process. 2010 Actual Fund Balance appropriation of $349,638 includes: $128,642 in appropriated General Fund Balance; $76,774 for carryovers or encumbrances from 2009 to the 2010 Budget; and $144,222 appropriated through seized fund ordinances and other miscellaneous ordinances.

(d) The 2011 Estimate exceeds the 2011 Adopted Budget due to carry forward and encumbrance expenditure authority from the 2010 Budget modifying the 2011 Budget and the appropriation of expenditure authority and revenues through ordinances. The Department anticipates that it could finish the year unfavorably largely due to higher per gallon fuel costs than budgeted and higher inmate medical care costs. The Department continues to monitor budget expenditures and revenues.

(e) Interdepartmental charges increase by $327,023 or 9.8% partially due to $138,674 increase in End User Technology Fund charges to cover phasing in the full cost of technology ownership based on the charging methods, as recommended by Internal Audit. The Department is provided with $119,194 of additional levy to offset most of this cost increase. The Department is also budgeting an additional $115,116 in vehicle replacement, fuel, and repair expenses mainly due to an increase in the per gallon gasoline costs.

(f) The 2012 Budget position count includes unfunding 1.00 FTE deputy sheriff position responsible for providing security at the security screening station. Additional temporary extra help is being budgeted to partially offset the reduction in that position. The Department is also unfunding 1.00 FTE corrections supervisor position. These actions are expected to reduce expenditures a net of $131,141.

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Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

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

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

Performance Measure:	2010 Actual(a)	2011 Target	2011 Estimate	2012 Projection
Violent Crime	57	60	60	60
Burglary/Larceny	989	800	950	950

(a) The 2010 actual rate is from the Crime in Wisconsin publication from the Wisconsin Office of Justice Assistance.

Comparative County Sheriff Departments--Offense Rates per 100,000 Residents (2010 Statistics)

	Brown County	Dane County	Racine County	Eau Claire County	Kenosha County	Waukesha County
Violent Crimes	49	85	36	63	95	57
Property Crimes	1,158	1,287	1,467	786	2,085	989

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
SRO student contacts*	3,463	3,800	3,900	3,800

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

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

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

Performance Measure:	2010 Actual	2011 Target**	2011 Estimate	2012 Target
Response time to priority one calls *	10 min 36 sec	10 min 30 sec	10 min 30 sec	10 min

* Priority one calls are those involving crimes of violence, crimes in progress or serious bodily injuries. The time period is based on a department officer's acknowledgement of receipt of the call and the officer's arrival on the scene.

** The 2011 target was adjusted. The call for service report responsible for this information included traffic stop data which essentially has a 0 second response time as the officer is on the scene making the stop. Once that data was removed, the response time was significantly different than previously reported. It is anticipated that the new computer aided dispatch system will have a more robust reporting capability which will aid in the reporting of this information in the future.

Objective 4: Maintain a safe and secure facility for staff and inmates. Physical safety of both staff and inmates in the Corrections Division is of prime importance. One indicator of physical safety is assaultive behavior, both among inmates and by inmates on staff. The assumption is that the lower the number of assaults per 100,000 inmate population, the greater the physical safety level for both inmates and staff. Like any other outcome, it must always be weighed in terms of resources available for all law enforcement functions.

Key Outcome Indicator: Assaults on inmates and corrections staff.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Projection
Assaults between inmates - Actual	17	26	20	20
Assaults on Corrections Staff - Actual	0	0	0	0

Objective 5: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2010 Actual	2011 Target	2011* Estimate	2012* Projection
Number of Jail Days Saved	175	240	284	280
Value in $ of service to the County (8 hours/day, 3 to 5 days/week at $10.76/hr)	$45,224	$61,978	$24,447	$24,102

In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

*The 2011 estimate and 2012 projection are based on year to date hours worked. This program is still relatively new making it difficult to project jail days and dollars saved.

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

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

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Estimated Operating Impact	A=Annual T= One-Time
200326	Courts Project Secured Corridor	2011	$2,400,000	100%	$138,000*	A
201009	FBI/CJIS Security Audit Compliance	2011	$383,000	100%	$47,500	A
201204	Jail Holding Cells	2017	$300,000	0%	Minimal	

* Estimated operating impacts include 1.50 FTE correctional officers and annual maintenance and utility costs for the corridor.

The 2012 Sheriff's Department Budget includes funding for an equipment replacement plan for the Waukesha County Jail and the Waukesha County Huber Facility. This program is partially funded with $125,000 of prior year jail assessment revenue and $30,000 of money that the Department had budgeted for equipment repairs. Below is a summary of the items that the Department is planning on purchasing with the 2012 funding.

Jail Equipment Replacement Plan	2012 Dollar Amount
Office Equipment	$9,700
Medical Equipment	$5,900
Inmate Area Equipment	$10,650
Maintenance Items	$12,000
Kitchen Equipment	$55,300
Security Equipment	$61,450
Total 2012 Equipment Replacement Plan	$155,000

Use of Seized Funds

Program Description

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

Program	Amount	Description
Special Investigations	$13,419	Vehicle Lease (3)

Process / Warrant Service

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**12.20**	**12.19**	**12.19**	**12.19**	**0.00**
General Government	$3,990	$4,680	$4,379	$4,680	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$382,450	$419,600	$401,256	$404,600	($15,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$601,698**	**$565,757**	**$565,757**	**$618,357**	**$52,600**
Total Revenues	**$988,138**	**$990,037**	**$971,392**	**$1,027,637**	**$37,600**
Personnel Costs	$767,438	$823,279	$650,464	$847,000	$23,721
Operating Expenses	$12,869	$20,001	$16,274	$19,845	($156)
Interdept. Charges	$108,913	$146,757	$147,887	$160,792	$14,035
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$889,220**	**$990,037**	**$814,625**	**$1,027,637**	**$37,600**
Rev. Over (Under) Exp.	$98,918	-	$156,767	-	-

Program Highlights

General Government revenue is remains at the 2011 budgeted level and is based on the State of Wisconsin's reimbursement level for training. Charges for Services revenue is decreasing by $15,000 to $404,600 in an effort to bring the budgeted level closer to actual. County Tax Levy is increasing by $52,600 mainly due to expenditure increases noted below.

Personnel costs increase by $23,721 for 12.19 FTE staff for cost to continue for existing staff. The Department is budgeting $16,076 for 381 hours of overtime which is the 2011 Adopted Budget level. Operating expenses decrease by $156 to $19,845 due to a slight decrease in the amount of money budgeted for small tools and supplies. Interdepartmental charges allocated to this program increase $14,035 to $160,792 partially due to $5,534 increase in End User Technology charges to phase in the total cost of technology ownership. This increase is mostly offset with additional tax levy provided to the Department as departments absorb a 3% increase in the total cost of ownership. The Interdepartmental charge increase is also due to $5,807 increase in insurance charges based on claims experience and $1,584 increase in vehicle fuel and repair expenses.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Warrants Entered	4,167	5,700	5,600	5,550	(150)
Warrants Disposed	4,633	6,000	5,500	5,600	(400)

Court Security

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**24.04**	**24.05**	**24.05**	**24.20**	**0.15**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$818,195	$855,504	$900,789	$901,000	$45,496
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,041,753**	**$1,133,168**	**$1,133,168**	**$1,023,756**	**($109,412)**
Total Revenues	**$1,859,948**	**$1,988,672**	**$2,033,957**	**$1,924,756**	**($63,916)**
Personnel Costs	$1,783,975	$1,988,672	$1,957,622	$1,924,756	($63,916)
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,783,975**	**$1,988,672**	**$1,957,622**	**$1,924,756**	**($63,916)**
Rev. Over (Under) Exp.	$75,973	-	$76,335	-	-

Program Highlights

Interdepartmental revenue is increasing by $45,496 to $901,000 to pay for bailiff services charged to Circuit Court Services and to provide after hours security at the Health and Human Services Building. County Tax Levy for the Court Security program area decreases by $109,412 mainly due to the unfunding of the deputy sheriff position at the courthouse screening post and revenue increases noted above.

Personnel costs decrease by $63,916. This includes the unfunding of 1.00 FTE deputy sheriff position for courthouse security resulting in $75,719 in salary and benefit savings. This is partially offset by an additional 1.15 FTE temporary extra help for the screening station which costs approximately $37,013. This program includes 4.11 FTE for temporary extra help associated with controlled access screening and 0.88 FTE for security at the Health and Human Services Building. The Department is budgeting $31,056 for 736 hours of overtime which is the 2011 Adopted Budget level. Operating and Interdepartmental expenses are not being allocated to this budget but instead are budgeted in the Process/Warrant Services program for ease of Department administration.

Court Security staff continues to work with the Clerk of Circuit Courts on the expansion of the use of civilian bailiffs for jury management.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Bailiff Hours	17,858	18,998	18,500	19,400	402
Average Bailiff Cost per Hour	$42.35	$43.61	$43.61	$44.93	$1.32

General Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**31.40**	**31.39**	**31.39**	**31.39**	**0.00**
General Government	$4,145	$4,860	$4,547	$4,860	$0
Fine/Licenses	$1,000	$6,000	$1,000	$1,500	($4,500)
Charges for Services	$117,562	$106,267	$107,152	$110,081	$3,814
Interdepartmental	$93,739	$99,196	$98,225	$100,203	$1,007
Other Revenue	$62,907	$60,000	$37,300	$55,200	($4,800)
Appr. Fund Balance	$25,600	$0	$2,072	$0	$0
County Tax Levy	**$3,080,019**	**$3,152,213**	**$3,152,213**	**$3,191,482**	**$39,269**
Total Revenues	**$3,384,971**	**$3,428,536**	**$3,402,509**	**$3,463,326**	**$34,790**
Personnel Costs	$2,692,898	$2,934,195	$2,728,358	$2,925,607	($8,588)
Operating Expenses	$95,631	$80,525	$77,670	$84,598	$4,073
Interdept. Charges	$429,461	$413,816	$421,040	$453,121	$39,305
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$3,217,990**	**$3,428,536**	**$3,227,068**	**$3,463,326**	**$34,790**
Rev. Over (Under) Exp.	$166,982	-	$175,441	-	-

Program Highlights

General Government revenues of $4,860 is revenue from the State to assist with some of the costs for officer training. Fine and License revenue is decreasing by $4,500 as the department is budgeting to receive less revenue from welfare fraud citations which was approved by County Board in 2009. Charges for Services revenue is money that the Department receives for the detective position for the City of Pewaukee contract, blood test fees, and for record check fees. The increase in this revenue of $3,814 is mainly due to the Department budgeting $4,500 in new revenue from the law change allowing the Sheriff's Department to recover costs associated with intoxicated driver blood tests. Interdepartmental revenues are received from the District Attorney's Office for the allocation of one detective to their office to assist in prosecution case activity. Other Revenue of $55,200 is funding received through restitution which is anticipated to decrease by $4,800. County Tax Levy for this program area is anticipated to increase by $39,269 to address additional expenses noted below.

Personnel costs decrease by $8,588 to reflect the cost to continue wages and employee benefits for existing staff. The Department is budgeting $37,933 for 798 hours of overtime which is the 2011 budgeted level. Operating expenditures increase by $4,073 mainly due to $5,805 increase in computer licensing charges based on the Department's allocation of those expenses. Interdepartmental charges increase by $39,305 due a $20,878 increase in End User Technology charges to cover the phasing in of full cost allocations based on the new charging methods, as recommended by Internal Audit and $11,208 increase in vehicle expenditures largely due to fuel rate increase.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Investigations Assigned	1,753	1,700	1,700	1,700	0
Welfare Fraud Cases Investigated	26	50	80	80	30
Hours dedicated to cyber crime taskforce	314	300	300	300	0

Special Investigations

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.30**	**6.52**	**6.52**	**6.52**	**0.00**
General Government	$200,976	$176,399	$190,504	$190,198	$13,799
Fine/Licenses	$3,973	$19,000	$4,000	$4,000	($15,000)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$16,903	$14,780	$16,500	$16,800	$2,020
Appr. Fund Balance	$39,126	$13,419	$40,608	$13,419	$0
County Tax Levy	**$951,930**	**$939,859**	**$939,859**	**$979,844**	**$39,985**
Total Revenues	**$1,212,908**	**$1,163,457**	**$1,191,471**	**$1,204,261**	**$40,804**
Personnel Costs	$683,621	$703,211	$693,455	$714,869	$11,658
Operating Expenses	$218,711	$167,057	$200,375	$172,397	$5,340
Interdept. Charges	$239,154	$293,189	$276,264	$316,995	$23,806
Fixed Assets	$11,190	$0	$7,000	$0	$0
Total Expenditures	**$1,152,677**	**$1,163,457**	**$1,177,094**	**$1,204,261**	**$40,804**
Rev. Over (Under) Exp.	$60,232	-	$14,377	-	-

Program Highlights

General Government revenue is increasing by $13,799 to $190,198. This revenue category includes Federal Byrne Grant revenue that is budgeted at $95,818 which is $249 less than the department budgeted in 2011 and is the actual level the Department received in 2011. The Department is in the last year of budgeting for American Recovery and Reinvestment Act (ARRA) grant funding to hire an additional drug prosecutor in the District Attorney's Office. This position is resulting in a $13,968 increase in revenue and interdepartmental expense due to a change in the district attorney's benefit selection. Fines and License revenue is decreasing by $15,000 for marijuana ordinance violation fine revenue. Other revenue is increasing by $2,020 to $16,800 due to overtime utilization by DEA and reimbursement by the DEA for that overtime. County Tax Levy for this program area increases by $39,985 mainly due to expenditure increases noted below.

Personnel costs increase $11,658 which includes cost to continue for 6.52 FTE staff. The Department is budgeting $51,100 for 1,075 hours of overtime.

Operating expenses of $172,397 reflect an increase of $5,340 mainly due to $8,000 increase for computer equipment to assist evidence storage needs. Interdepartmental charges increase by $23,806 to $316,995 mainly due to an $11,133 increase for two assistant district attorney's due to cost to continue for those positions and a change in benefit selection from single to family. This program is also budgeting an additional $8,314 increase in End User Technology charges to cover the phasing in of full cost allocations based on the new charging methods, as recommended by Internal Audit.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Cases Investigated	255	300	300	300	0
Felony Counts Charged*	200	320	250	220	(100)

*The decrease in the number of felony counts charged is partially due to the types of narcotic cases that are currently being investigated combined with the number of hours that it takes to build a successful case.

General Patrol

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide primary police patrol services to unincorporated areas of the County as well as to part-time municipal police agencies. Respond to calls for service within Waukesha County. Provide transport of prisoners as required by the courts. Assist other County police agencies as required. Assist other agencies under mutual aid provisions. Provide primary patrol services to contract municipalities including Town of Delafield, Town of Waukesha, Village of Sussex, Village of Merton, Town of Merton, City of Pewaukee, and Town of Lisbon. Provide school resource officer assistance to four schools including: Arrowhead, Hamilton, Kettle Moraine, and Norris. Provide drug abuse educational programs to Waukesha County schools on a contractual basis. Instruction is by a Drug Abuse Resistance Education (D.A.R.E) certified officer on a part-time basis of approximately 300 hours in a school year. The Waukesha County Sheriff's Department continues to receive an accreditation through the Wisconsin Law Enforcement Accreditation Group.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**118.81**	**118.32**	**118.32**	**118.32**	**0.00**
General Government	$64,042	$51,580	$303,458	$56,580	$5,000
Fine/Licenses	$4,687	$15,000	$5,000	$5,000	($10,000)
Charges for Services	$4,199,662	$4,566,451	$4,599,218	$4,648,188	$81,737
Interdepartmental	$422,653	$498,290	$450,814	$497,875	($415)
Other Revenue	$31,815	$17,075	$11,957	$16,000	($1,075)
Appr. Fund Balance	$136,685	$10,000	$149,782	$180,000	$170,000
County Tax Levy	**$7,654,079**	**$7,652,394**	**$7,652,394**	**$7,789,647**	**$137,253**
Total Revenues	**$12,513,623**	**$12,810,790**	**$13,172,623**	**$13,193,290**	**$382,500**
Personnel Costs	$10,578,107	$10,726,210	$11,448,118	$10,782,366	$56,156
Operating Expenses	$411,246	$320,394	$367,143	$486,138	$165,744
Interdept. Charges	$1,663,084	$1,764,186	$1,818,479	$1,924,786	$160,600
Fixed Assets	$16,125	$0	$269,928	$0	$0
Total Expenditures	**$12,668,562**	**$12,810,790**	**$13,903,668**	**$13,193,290**	**$382,500**
Rev. Over (Under) Exp.	($154,938)	$0	($731,045)	$0	-

Program Highlights

General Government revenue increases $5,000 because the Department is budgeting $25,000 for the State Highway Safety Grant based on revenue which is an increase of $5,000 from the 2011 budget. Fine and Licenses revenue is decreasing by $10,000 for ordinance violations disturbing the peace with a vehicle based on tickets issued to date. Charges for Services revenues increases by $81,737. The Department is budgeting to receive an additional $8,707 in School Resource Officer (SRO) revenue. Total revenue from the SROs is $176,240. DARE program revenue is budgeted at $23,534 for full cost recovery of service to seven schools contracting for service in the 2011-2012 school year including Merton Intermediary, Richmond, Stone Bank, Swallow, North Lake, Lake Country, and St. Anthony's. The Department is also budgeting an additional $104,248 for municipal patrol contract revenue bringing the 2012 total contract revenue budgeted to almost $4.41 million. Theses revenue increases are partially offset by $29,447 decrease in contract overtime revenue based on experience. Interdepartmental revenue decreases by $415 mainly due to a slight decrease in transport budgets based on anticipated need. General Fund Balance of $180,000 includes $170,000 budgeted for replacement vehicle equipment that the Department has to buy as Ford is no longer making the Crown Victoria (the Department's main patrol vehicle). General fund balance also includes $10,000 for the annual purchase of replacement bulletproof vests. County Tax Levy increases by $137,253 in this program mainly due to operating and interdepartmental expenditure increases noted below.

Personnel costs increase by $56,156 for cost to continue wages and employee benefits for existing staff. The Department is budgeting $410,979 in overtime to pay for 9,740 hours which is the 2011 budgeted level. Operating expenses increase by $165,744 due to the addition of vehicle equipment purchases of $170,000 partially offset by a reduction of travel and training money by $2,475. Interdepartmental charges increase by $160,600 due to $31,603 increase in Risk Management charges based on claims experience; $38,843 increase in End User Technology Charges in order to phase in the cost of computer replacement, maintenance, and support costs due to the shift of End User Technology costs and Tax Levy to departments; and $96,857 increase in vehicle expenses largely due to fuel rate increase.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Citations	7,186	7,300	7,200	7,200	(100)
D.A.R.E Students	399	385	385	385	0
Conveyance Hours	2,389	2,700	2,450	2,500	(200)
Transport Hours	6,182	8,500	6,700	8,200	(300)

Inmate Security/Services-Jail

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**126.50**	**126.13**	**126.13**	**125.13**	**(1.00)**
General Government	$21,184	$24,840	$23,243	$24,840	$0
Charges for Services	$1,960,783	$1,677,178	$2,011,724	$1,691,202	$14,024
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$835,615	$870,000	$885,047	$879,000	$9,000
Appr. Fund Balance	$1,619	$107,840	$125,400	$100,840	($7,000)
County Tax Levy	**$9,373,405**	**$9,800,168**	**$9,800,168**	**$9,738,129**	**($62,039)**
Total Revenues	**$12,192,606**	**$12,480,026**	**$12,845,582**	**$12,434,011**	**-$46,015**
Personnel Costs	$9,053,336	$9,299,176	$9,197,088	$9,125,072	($174,104)
Operating Expenses	$2,630,964	$2,742,395	$2,847,329	$2,798,413	$56,018
Interdept. Charges	$391,165	$416,205	$413,368	$470,526	$54,321
Fixed Assets	$0	$22,250	$22,200	$40,000	$17,750
Total Expenditures	**$12,075,465**	**$12,480,026**	**$12,479,985**	**$12,434,011**	**-$46,015**
Rev. Over (Under) Exp.	$117,141	-	$365,597	-	-

Program Highlights

General Government revenue is from the State of Wisconsin for law enforcement training. Charges for Services revenue increases by $14,024 to $1.69 million. The Department continues to budget for 43.26 federal inmates resulting in $1.215 million in revenue. The Department is also budgeting to receive $120,000 from probation and parole which is the 2010 actual amount received resulting in a $20,000 increase in probation and parole revenue. The municipal hold charge is increasing from $13.00 per day to $13.74 based on the cost recovery formula. The Department is also budgeting to recover costs associated with outside medical care provided to inmates in the Waukesha County Jail on municipal holds resulting in an additional $1,500 per year. General Fund Balance of $100,840 is to partially fund the $124,800 of expenses in the equipment replacement plan. County Tax Levy for this program area decreases by $62,039.

Personnel costs decrease by $174,104 for cost to continue of wages and benefits for 125.13 FTE due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs and the Department unfunding 1.00 FTE corrections supervisor position resulting in $92,477 in salary and benefit savings. The Department is budgeting $235,851 for overtime for 6,525 overtime hours, which is the 2011 Adopted Budget level. The Department continues to be provided staffing flexibility by being allowed to overfill four correctional officer positions with vacancy and turnover cost savings funding due to the high position turnover.

Operating expenditures increase by $56,018 to $2,798,413, due to $65,113 increase in inmate medical expenses and $25,026 increase in inmate food to bring the 2012 budget to $1.51 million and $500,749 respectively. These increases are partially offset by reallocation of $26,500 of the total $155,000 jail equipment replacement plan items from operating to fixed assets and the Huber program based on equipment purchase needs.

Interdepartmental charges are increasing $54,321 due to $40,157 increase for phasing in the cost of computer replacement, maintenance, and support costs due to the shift of End User Technology costs and Tax Levy to departments. Risk management charges for this division are also increasing by $16,297 based on claims experience. The Department is also budgeting $40,000 in the fixed asset appropriation unit to purchase equipment that is anticipated to exceed the $5,000 per item fixed asset threshold.

Inmate Security/Services-Huber

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**32.83**	**32.84**	**32.84**	**32.84**	**0.00**
Charges for Services	$989,325	$1,170,151	$944,174	$1,090,718	($79,433)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$72,981	$73,200	$72,750	$72,486	($714)
Appr. Fund Balance	$28,094	$17,160	$44,853	$24,160	$7,000
County Tax Levy	**$1,459,725**	**$1,661,610**	**$1,661,610**	**$1,768,716**	**$107,106**
Total Revenues	**$2,550,124**	**$2,922,121**	**$2,723,387**	**$2,956,080**	**$33,959**
Personnel Costs	$2,237,113	$2,478,798	$2,329,412	$2,481,461	$2,663
Operating Expenses	$260,478	$328,260	$304,974	$350,317	$22,057
Interdept. Charges	$101,595	$105,063	$107,662	$118,552	$13,489
Fixed Assets	$0	$10,000	$10,000	$5,750	($4,250)
Total Expenditures	**$2,599,186**	**$2,922,121**	**$2,752,048**	**$2,956,080**	**$33,959**
Rev. Over (Under) Exp.	($49,062)	-	($28,661)	-	-

Program Highlights

Charges for Services revenue decreases $79,433 to $1,090,718. This revenue source is largely composed of the daily charge for Huber inmates. The per-day charge for 2012 is $22.00 per day which includes sales tax. (The County budgets for and retains approximately $20.93 of the $22.00 a day). The 2012 revenue is projected to decrease by $65,433 as the Department is anticipating collecting the day rate from approximately 141.4 employed inmates which is a decrease of approximately 8.6 Huber inmates from the 2011 budget. The Department has also shifted the Huber booking fee revenue from the Huber program to the jail as the consolidation of the Huber and Jail inmate management system has made this difficult to track separately. General Fund Balance of $24,160 is to partially fund the $30,200 in expenses associated with the equipment replacement plan. County Tax Levy for this program area increases by $107,106 due to revenue decreases noted above.

Personnel costs increase $2,663 for 32.84 FTE staff due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs largely offsetting cost to continue for employees. The Department is budgeting $63,711 for 1,740 hours of overtime which is the 2011 Adopted Budget level.

Operating expenses increase by $22,057 to $350,317 due to $13,000 increase associated with the equipment replacement plan; $5,029 increase in electronic monitoring costs; and $2,328 increase in inmate food to $147,686. Interdepartmental charges are budgeted to increase by $13,489 due to $8,307 increase End User Technology charges to cover the phasing in of full cost allocations based on the new charging methods, as recommended by Internal Audit and $4,378 increase in insurance costs based on claims experience.

Administrative Services

County-Wide Key Strategic Outcome: A safe county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**20.29**	**20.25**	**20.25**	**20.27**	**0.02**
General Government	$19,080	$540	$505	$540	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$89,902	$81,685	$88,106	$91,000	$9,315
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$23,019	$4,950	$16,919	$7,500	$2,550
Appr. Fund Balance	$0	$0	$3,995	$0	$0
County Tax Levy	**$1,671,329**	**$1,668,904**	**$1,668,904**	**$1,683,336**	**$14,432**
Total Revenues	**$1,803,330**	**$1,756,079**	**$1,778,429**	**$1,782,376**	**$26,297**
Personnel Costs	$1,348,988	$1,452,406	$1,540,945	$1,467,221	$14,815
Operating Expenses	$136,631	$97,577	$94,940	$87,592	($9,985)
Interdept. Charges	$198,653	$206,096	$207,971	$227,563	$21,467
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,684,272**	**$1,756,079**	**$1,843,856**	**$1,782,376**	**$26,297**
Rev. Over (Under) Exp.	$119,058	-	($65,427)	-	-

Program Highlights

Charges for Services revenue increases by $9,315 to $91,000 due to $13,315 increase in transcription revenue associated with the City of Pewaukee municipal patrol contract and the expansion of the Village of Sussex municipal patrol contract. The Department is also budgeting a $1,000 increase in revenue associated with tactical training courses. This increase is offset by $5,000 decrease in copy charges to bring budget closer to actual level. Tax Levy for this program increases by $14,432 due to expenditure increases noted below.

Personnel costs increase by $14,815 for the cost to continue for 20.27 FTE administrative staff. Temporary extra help is budgeted at $29,869 for 1.16 FTE staff for Department shuttle drivers and some clerical assistance. The Department is budgeting $5,879 for approximately 230 hours of overtime.

Operating expenses decrease by $9,985 to $87,592 largely due to a $2,200 decrease in travel costs and $7,952 decrease in computer licensing costs based on the Department's allocation across programs. Interdepartmental charges increase by $21,467 to $227,563 due to a $16,641 increase in End User Technology charges mainly due to phasing in of full cost allocations of computer ownership based on the new charging methods, as recommended by Internal Audit. The Department is also budgeting an additional $1,567 in vehicle expenses and $3,079 in insurance costs based on claims experience.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Accident Reports	2,225	1,900	2,100	2,000	200
Incident Reports	6,131	6,000	5,700	5,900	(100)

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Main Jail					
Jail Bookings	8,336	9,000	8,500	8,700	(300)
Federal Inmate Days	19,257	15,790	18,250	15,790	0
Other Inmate Days	135,711	145,000	140,000	145,000	0
Average Daily Population	423	437	435	435	(2)
Billable Probation/Parole Days	4,285	3,600	3,700	4,000	400
Billable Extended Supervision Sanct.	2,917	1,825	2,500	1,825	0
Huber Jail					
Total Huber Inmate Days	76,255	80,300	78,000	78,500	(1,800)
Avg Huber Daily Population-Housed	187	195	195	200	5
Avg Electronic Homebound	21	25	28	28	3
Meals Served for Jail and Huber facilities	671,438	660,908	665,000	677,000	16,092

Fee Schedule

		2011	2012	Change
Correction Fees				
1	Federal Inmates (per day)	$ 77.00	$ 77.00	$ -
2	DOC Extended Supervision Sanctions (per day)	$ 51.49	$ 51.49	$ -
3	Probation and Parole Holds (per day)	*	*	
4	Huber/Electronic Monitoring Charge (per day)	$ 22.00	$ 22.00	$ -
5	Municipal Holds (per day)	$ 13.00	$ 13.74	$ 0.74
6	Booking Fee (unemployed)	$ 27.50	$ 27.50	$ -
7	Booking Fee (employed)**	$ 5.50	$ 5.50	$ -
8	Huber Transfer Fee	$ -	$ 50.00	$ 50.00
9	Medical Co-pay	$ 20.00	$ 20.00	$ -
10	Parking Pass/ID tag replacement/Lock Fee	$ 5.00	$ 5.00	$ -
11	Electronic Monitoring Set Up Fee	$ 25.00	$ 25.00	$ -
12	Medtox Drug Test (if positive result)	$ 5.00	$ 5.00	$ -
13	Medtox Drug Challenge Test	$ 40.00	$ 40.00	$ -
14	Walkaway Fee	$ 100.00	$ 100.00	$ -
Administration Fees				
1	Accident Report	$ 1.80	$ 1.80	$ -
2	Bartenders License	$ 12.50	$ 12.50	$ -
3	Fingerprinting	$ 10.00	$ 10.00	$ -
4	Mugshot	$ 1.00	$ 1.00	$ -
5	Concealed and Carry ID Card	$ 10.00	$ 10.00	$ -
6	Copy Fee ($1 per page not implemented)	$ 0.35	$ 0.35	$ -
7	CD Copy	$ 10.00	$ 10.00	$ -
8	Microfilm Copy	$ 0.55	$ 0.55	$ -
9	Background Check - New	$ 5.00	$ 5.00	$ -
10	Sheriff Sale Fees--Post Sale	$ 100.00	$ 100.00	$ -
11	Sheriff Sale Fees--Hold Sale	$ 50.00	$ 50.00	$ -
12	Service for Non-Sufficient Funds	$ 30.00	$ 30.00	$ -
13	Subpoena/Temporary Restraining Order/Summons and Complaint/Warrant Fee	$ 60.00	$ 60.00	$ -
14	Notary Fee	$ 1.00	$ 1.00	$ -
15	Witness Fee	$ 16.00	$ 16.00	$ -
16	Blood Test Fee (dependant on hospital bill to department)	$ -	$ 35.00	$ 35.00
17	Parking Citation	$ 25.00	$ 25.00	$ -
18	Vehicle Lockout	$ 50.00	$ 50.00	$ -

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

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

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Health & Human Services

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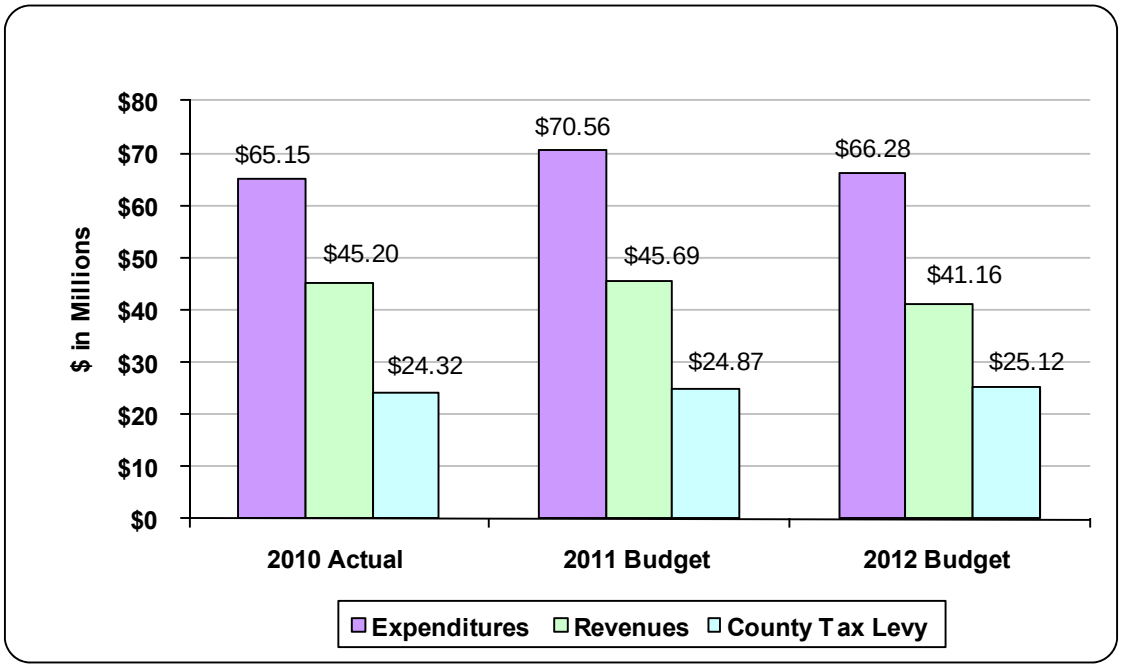
HEALTH AND HUMAN SERVICES

Functional Area Budget Highlights

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

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



The 2012 expenditure budget for this functional area totals $66,280,157, a decrease of $4,278,928 or 6.1% from the 2011 Budget. Budgeted revenues include $687,310 of fund balance appropriations. Revenues budgeted in this functional area total $41,160,610, a decrease of $4,526,075 or 9.9% from the 2011 budget. The Tax Levy necessary to fund this functional area totals $25,119,547, an increase of $247,147 or 1.0% from the 2011 Budget and is about 25% of the total County Tax Levy.

** HEALTH AND HUMAN SERVICES **

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change from 2011 Adopted Budget $	%
*** TOTAL HEALTH AND HUMAN SERVICES ***						
Revenues (a)	$45,202,370	$45,686,685	$43,774,669	$41,160,610	$(4,526,075)	-9.9%
County Tax Levy	$24,320,535	$24,872,400	$24,872,400	$25,119,547	$247,147	1.0%
Expenditures	$65,154,176	$70,559,085	$66,933,513	$66,280,157	$(4,278,928)	-6.1%
Rev. Over (Under) Exp.	$4,368,729	-	$1,713,556	-	-	NA
BREAKDOWN BY AGENCY						
CORPORATION COUNSEL - CHILD SUPPORT						
Revenues (a)	$2,166,873	$2,189,103	$2,191,283	$2,198,595	$9,492	0.4%
County Tax Levy	$317,992	$335,992	$335,992	$338,869	$2,877	0.9%
Expenditures	$2,368,131	$2,525,095	$2,501,201	$2,537,464	$12,369	0.5%
Rev. Over (Under) Exp.	$116,734	-	$26,074	-	-	NA
HEALTH & HUMAN SERVICES						
Revenues (a)	$43,035,497	$43,497,582	$41,583,386	$38,962,015	$(4,535,567)	-10.4%
County Tax Levy	$24,002,543	$24,536,408	$24,536,408	$24,780,678	$244,270	1.0%
Expenditures	$62,786,045	$68,033,990	$64,432,312	$63,742,693	$(4,291,297)	-6.3%
Rev. Over (Under) Exp.	$4,251,995	-	$1,687,482	-	-	NA

(a) The 2012 budget includes a total of $687,310 of Fund Balance appropriations, which include: Child Support of $156,800; Health & Human Services - Family Care Payment Back to the State of 268,000; and Human Health & Human Services General Funds of $262,510. The 2011 Budget includes a total of $929,224 of Fund Balance appropriations, which include: Child Support of $55,000; Health & Human Services - Family Care Payment Back to the State of $535,880; and Health & Human Services - General Funds of $338,344.

- **Corporation Counsel - Child Support** intergovernmental revenues sources are budgeted to decline by $92,308 or -4.4% to $2,041,795. The revenue decrease is mainly due to the State's across the board cut to all county's Child Support IV-D General Purpose Revenue (GPR). General Fund-Child Support Fund Balance appropriations increase $101,800 and County Tax Levy increases $2,877 to fund the costs to continue services and to leverage federal dollars and avoids the effect of losing Federal revenue reimbursement money due to State's GPR revenue reduction.

- **The Department of Health and Human Services** is budgeting the department's primary source of discretionary Intergovernmental revenue, Community Aids from the State Departments of Children and Family and Health Services, to increase by about $109,300 to $8,545,700 after adjusting out a portion of Community Aids ($2,705,400) mandated to be paid back to the State as part of the State's Family Care program initiative.

- **Health and Human Services – Economic Services Administration and Support Program** estimates a reduction in the State's Income Maintenance (IM) allocation by about $107,300 to $2.3 million, mainly due to lower reimbursable IM costs estimated for 2012. This includes the elimination of a vendor contract bringing some of those services in house for a budgeted cost savings of about $242,600. However, this budget includes two new positions, which will perform tasks previously paid for through the discontinued contract. One Economic Support Specialist and a Clerk Typist II, are estimated to cost $62,900 and $55,400, respectively. The Economic Support Specialist is budgeted to be funded with existing State Day Care Administration funding, and the Clerk Typist II will be eligible for IM 50/50 addendum funding to cover about half the position costs or about $27,700 the other half will be funded with county tax levy. Also, some functions of the terminated vendor contract are anticipated to be taken on by a new multi-county regional IM consortium the County is required to join for 2012, based on Act 32 (the State's 2011-13 Biennial Budget). Overall, net expenditure reductions are estimated at about $124,300 for this program area, however due to the revenue loss, County tax levy support increases by nearly $30,600.

- **Health and Human Services - Children with Special Needs Program** budget includes a reduction in Children's Long Term Support Waiver (CLTS) funding by about $3,769,200 to $907,200, mainly due to Act 32 (State's 2011-13 Biennial Budget) shifting responsibility and funding for administration of the CLTS program to a third-party administrator (TPA). Of the $907,200 budgeted in 2012, about $750,500 is reimbursement for County-provided case management services, and about $157,700 is budgeted for administrative cost recovery, resulting in a net decrease of $226,700 from the 2011 budget. The revenue reduction is partially offset by a decrease in payments the County makes to CLTS vendor agencies by $3,474,900, and includes eliminating payments to vendors for the state and federal match on CLTS waiver slots due to shifting responsibility to the TPA. However, the County is still responsible for paying the locally matched waiver slots, mainly funded with tax levy. Contracted case management services costs related to the CLTS program are estimated to increase by about $89,400, mainly due to budgeting for a new contracted case manager position to provide supervision of contracted staff, partially funded with about $26,000 in additional case management revenue (included in the CLTS funding mentioned above). Also, child placement costs at the State of Wisconsin Southern Center for Developmentally Disabled individuals are budgeted to increase by $56,200, to be more in-line with 2010 actual expenditures. Overall county tax levy support for this program area increases by $491,600.

- **Health and Human Services – Adolescent & Family Services Division** budget includes a significant decrease in State Youth Aids revenue of about $430,000, due to State funding reductions in Act 32 (State's 2011-13 Biennial Budget). However, the funding decrease for this program area is partially offset by shifting in about $89,000 in Youth Aids funding from the Children and Family Division, which were designated by the State to fund youth AODA services, to better reflect where these services are being provided. This revenue reduction impact is partially offset by a decrease in Juvenile Correctional Institute expenditures by about $188,000 to $312,100, based on favorable budget results from a pattern of lower juvenile correctional placements. Also, for alternative care placements, this budget anticipates a continuation of the reduced placement trends and significantly lower actual costs versus budget, which allows for decreases in foster care by $232,900 and group home placement expenditures by $51,600. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services that allow families to safely remain intact, department management expects these decreases to not adversely affect client services. These reductions are mostly offset by increasing expenditures for residential care center placement by about $217,200 to $868,200, reflecting anticipated increases in the number of placements. Overall county tax levy support for this program area increases by about $238,000.

- **Health and Human Services – Juvenile Center Program** budget implements a more cost-effective alternative to housing female juveniles in secure detention. The Department will be purchasing significantly less-costly days of care from the Washington County Juvenile Detention Center, resulting in estimated net County taxpayer levy savings of approximately $200,000 (after considering room, board and transportation costs). Savings are being invested in community-based juvenile programs to prevent costly juvenile corrections and other out of home placements.
- **Health and Human Services - Mental Health Outpatient and Support Services Program** budgets general government revenues to decline by $49,000 mainly due to reductions in federal financial participation matching funds for Medicaid-covered services and a reduction Community Recovery Services (CRS) reimbursements for a portion of facilitative care costs. Charges for Service revenues include Comprehensive Community Support (CCS) rehabilitative services program revenues, which are estimated to decrease by about $64,000 to $1,052,100, mainly due to the State Department of Health Services using a more restrictive definition of reimbursable rehabilitative expenditures. However, these decreases are more than offset by an increase in client fee revenues from direct services by $122,700 to $1,233,400, mainly to be in-line with 2010 actual client fee revenues received.
- **Health and Human Services - Mental Health Outpatient and Support Services Program** budget operating expenditures include an increase in room, board and treatment costs for the Comprehensive Community Support (CCS), Community Recovery Services (CRS) and residential care programs by about $182,400 to $4,159,400. This is based on an anticipated increase in the number of days of care by approximately 1,550 days, and an increase in contract provided mental health service costs of 2% for residential care services and 1% for all other contracted services.
- **Health & Human Services - Mental Health Center** personnel costs budget includes an increase in temporary extra help and related benefit expenditures by about $52,100 or by 0.87 FTE (about 1,810 hours), mostly for an increase in registered nursing coverage, to be budgeted closer to 2010 actual expenditure levels. Client fees revenues are budgeted to increase by $41,800 to nearly about $2.9 million, based on the 2010 actual receipts and County tax levy for this fund increase by $39,300.
- **Health & Human Services – Public Health Division** budgeted General Government revenues decrease by about $133,200 to $801,400; mainly due to the loss of the Family Foundations grant (Prevention of Child Abuse and Neglect – POCAN) due to a change in state allocation criteria granting dollars mainly to central cities and rural counties.. This grant was used to provide case management services to first-time parents who receive Medicaid, and was budgeted at $132,400 in 2011.
- **Health and Human Services - ADRC Division- Adult Protective Services program** operating expenditures includes a budgeted increase of $308,900 increase to $891,300 in anticipation of needing additional contracted protective services for adults as a result of Act 32 (State Budget) changes which caps and limits Family Care program enrollment at the June 30, 2011 levels. This increase is partially offset by a reduction of $111,855 of expenditures for clients in State of Wisconsin DD Centers as the department continues to avoid these costly placements. In addition, there is a budgeted reduction of $60,836 to $550,539 for the payment to Marsh Country Consortium for 26 County clients residing in Dodge County's Clearview Extensive Care Facility for the Mentally Retarded (ICFMR).
- **Health and Human Services - ADRC Division- Nutrition program** net operating expenditures are budgeted to increase $49,300 mostly related to an increase in home delivered meals ordered and an increase in overall meal costs related to a 2.1% vendor meal cost increase partially offset by lower costs from few meal provide to managed care organization clients. As a result, County Tax Levy support for the Nutrition program is budgeted to increase $77,600.
- **HHS – Criminal Justice Collaborating Council (CJCC)** General Government revenues are budgeted to increase $39,416 to $547,935, mostly related to a new Adult Drug Court grant from the Federal Department of Justice – Bureau of Justice Assistance. The CJCC has been awarded $350,000 over a three year period beginning (10/1/11) of which $114,000 is budgeted for 2012. The department management estimates that approximately 75 participants will be served (25 per year over the three year period). This is partially offset by lower budgeting for year 2 of the 3-year joint Federal grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT) which began as of October 2010 and totaled $1,239,097. Department management estimates that the grant will allow approximately 50 additional participants (3rd and 4th offenders) to be served each year.

BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND

HEALTH AND HUMAN SERVICES (b)

Agency	Fund	2010 Year End	2011 Adopted Budget (a)	2011 Modified Budget (a)	2012 Budget	11-12 Change
CORPORATION COUNSEL	Child Support	27.60	27.60	27.60	27.60	-
HEALTH & HUMAN SERVICES	Human Services - General Fund (a)	255.06	257.48	257.48	255.93	(1.55)
	Mental Health Center - General Fund	42.45	42.95	42.95	42.95	-
	General Fund - Public Health - General Fund	37.64	37.84	37.84	37.84	-
	Criminal Justice Collaborating Council - General Fund	1.00	1.00	1.00	1.00	-
	Veterans Services - General Fund	3.70	3.70	3.70	3.70	-
	ADRC - General Fund (a)	20.14	18.04	18.04	17.55	(0.49)
	Elderly Nutrition - General Fund (a)	7.65	7.10	7.10	7.09	(0.01)
	Aging and Disability Resource Center Grant Fund (a)	24.26	23.91	23.91	24.40	0.49
	H&HS Subtotal	391.90	392.02	392.02	390.46	(1.56)
	TOTAL REGULAR POSITIONS	419.50	419.62	419.62	418.06	(1.56)
	TOTAL EXTRA HELP	17.08	19.07	19.10	16.46	(2.61)
	TOTAL OVERTIME	2.15	2.17	2.17	2.50	0.33
	TOTAL BUDGETED POSITIONS	438.73	440.86	440.89	437.02	(3.84)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.

Note: The Community Development program was shifted from the Health and Human Services Functional Area in the County Executive Department to the Parks, Environment, Education And Land Use functional area in the Parks and Land Use department in the 2012 Budget. History has been restated for comparative purposes.

2012 BUDGET ACTIONS

Corporation Counsel - Child Support
Increase 0.24 FTE temporary extra help
Increase 0.05 FTE overtime

Human Services General Fund
Abolish 1.0 FTE Office Services Coordinator
Create 1.0 FTE Senior Financial Analyst
Create in 1.0 FTE Clerk Typist II
Create 1.0 FTE Economic Support Specialist
Unfund/Abolish 3 Regular Full-Time (3.0 FTE) Juvenile Center Workers
Unfund/Abolish 1 Regular Part-Time (0.7 FTE) Juvenile Center Worker
Reduce 1 Regular Part-Time Juvenile Center Worker from 0.9 FTE to 0.6 FTE
Reclass 1.0 FTE Senior Mental Health Counselor to a 1.0 FTE Clinical Therapist
Increase Regular Part-Time Senior Mental Health Counselor from 0.55 FTE to 1.0 FTE
Decrease Extra Help by 1.39 FTE
Increase Overtime by 0.28 FTE

Mental Health Center General Fund
Increase Extra Help by 0.87 FTE

Public Health General Fund
Abolish 1.0 FTE Clerk Typist II (Sunset Position)
Create 1.0 FTE Community Health Educator (Sunset Position)
Decrease Extra Help 1.36 FTE

Criminal Justice Collaborating Council General Fund
Decrease Extra Help by 1.00 FTE

ADRC - General Fund
Transfer out 0.49 FTE Sr. ADRC Specialist to ADRC Grant Fund

ADRC - Nutrition General Fund
Decrease Senior Dining Manager by 0.01 FTE
Increase Temporary Extra Help by 0.03 FTE

Aging and Disability Resource Center Grant Fund
Reclass 1.0 FTE Clerk Typist I to a Clerk Typist I/II
Transfer in 0.49 FTE Sr. ADRC Specialist to ADRC General Fund

2011 CURRENT YEAR ACTIONS

Public Health General Fund
Increase Extra Help by 0.03 FTE (Enrolled Ordinance 166-18)

Corporation Counsel - Child Support
Increase 0.40 FTE Attorney reallocated from Corporation Counsel General Legal Services program to Child Support
Decrease 0.40 FTE Senior Attorney reallocated from Child Support program to General Legal Services

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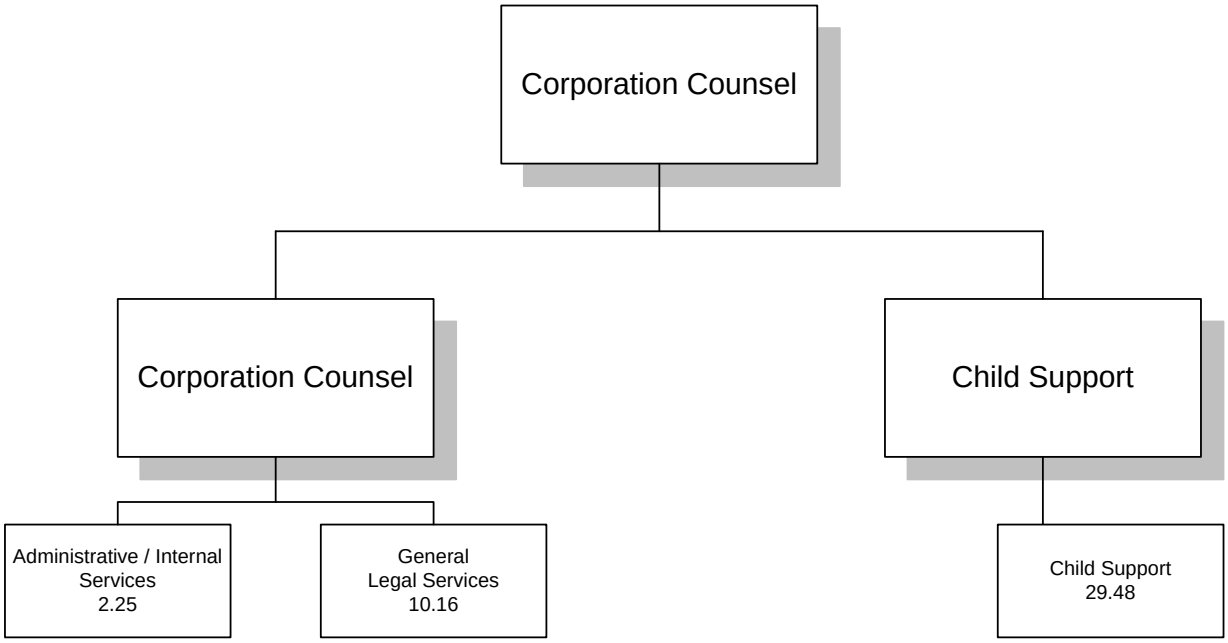
Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.89 TOTAL FTE'S

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

Child Support

Statement of Purpose

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

Program Description

In the 2011 Budget, Child Support was changed from a special revenue fund to a general fund based on the new Governmental Accounting Standards Board (GASB) Statement No. 54 which significantly changes how governments classify and report fund balance. The new standards make it clear that special revenue funds are created only to report revenue sources that are all restricted or committed to a special purpose. As a division of the Corporation Counsel department, Child Support provides financial, legal, case management, and clerical services in child support activities. Legal and case management activities include investigating child support cases; locating absent parents; establishing paternity; establishing court-ordered obligations for child support and health insurance; modifying obligations as required by law and enforcing obligations through a variety of administrative and judicial processes for Wisconsin and interstate cases. Financial and clerical support activities include performing court order entry in the Kids Information Data System (KIDS) computer system; generating wage assignments to employers; conducting case audits; updating demographic information; making financial adjustments; researching suspended payments; resolving issues with the Wisconsin Support Collections Trust Fund; and answering customer service inquiries. Revenues are primarily generated from the administrative cost reimbursements from Federal funding passed through the State contract; performance-based incentive funding is also federal funding passed through the State contract; incentives from the medical support liability collections; and miscellaneous revenues which are made up of blood test fees; client fees; copy fees and vital statistics fees, etc.

Financial Summary	2010 Actual (a)	2011 Adopted Budget (a)	2011 Estimate (a)	2012 Budget (a)(b)	Change From 2011 Adopted Budget $	%
General Government (a) (c)	$2,062,439	$2,094,403	$2,105,447	$2,002,095	($92,308)	-4.4%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$38,948	$39,700	$29,515	$39,700	$0	0.0%
Interdepartmental	$486	$0	$1,321	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)	$65,000	$55,000	$55,000	$156,800	$101,800	185.1%
County Tax Levy (b)	**$317,992**	**$335,992**	**$335,992**	**$338,869**	**$2,877**	**0.9%**
Total Revenue Sources	**$2,484,865**	**$2,525,095**	**$2,527,275**	**$2,537,464**	**$12,369**	**0.5%**
Personnel Costs	$1,980,978	$2,063,600	$2,041,205	$2,046,375	($17,225)	-0.8%
Operating Expenses (c)	$211,246	$273,105	$278,105	$310,255	$37,150	13.6%
Interdept. Charges	$175,907	$188,390	$181,891	$180,834	($7,556)	-4.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,368,131**	**$2,525,095**	**$2,501,201**	**$2,537,464**	**$12,369**	**0.5%**
Rev. Over (Under) Exp (d)	$116,734	$0	$26,074	$0	$0	N/A
Position Summary (FTE)						
Regular Positions	27.60	27.60	27.60	27.60	0.00	
Extra Help	1.38	1.56	1.52	1.80	0.24	
Overtime	0.01	0.03	0.01	0.08	0.05	
Total	28.99	29.19	29.13	29.48	0.29	

(a) In 2012, the performance funds will not be matched as the federal 2005 Deficit Reduction Act (2005 DRA) is back in effect. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 DRA. The department includes $116,009 of state GPR which will provide $341,203 of expenditures authority. It is 50.9% reduction compared to 2011. The non-match performance funding is budgeted for $305,144.

(b) General Fund Balance is budgeted to use prior unused Tax Levy for operations to help reduce the new Tax Levy need. The department is budgeted $156,800 of General Fund Balance which will minimize the affect of 50.9% reduction of state GPR. Budget for Tax levy is $338,869.

(c) In 2011 and 2012 budgets, the department includes Children First Program adopted by the County Board approved ordinance 165-085 in early February 2011 for $36,400 per year, of which 100% will be reimbursed by the state, the County receives net administrative cost recovery.

(d) The Child Support Program is estimating to finish 2011 favorably mainly due to lower projected spending than budgeted.

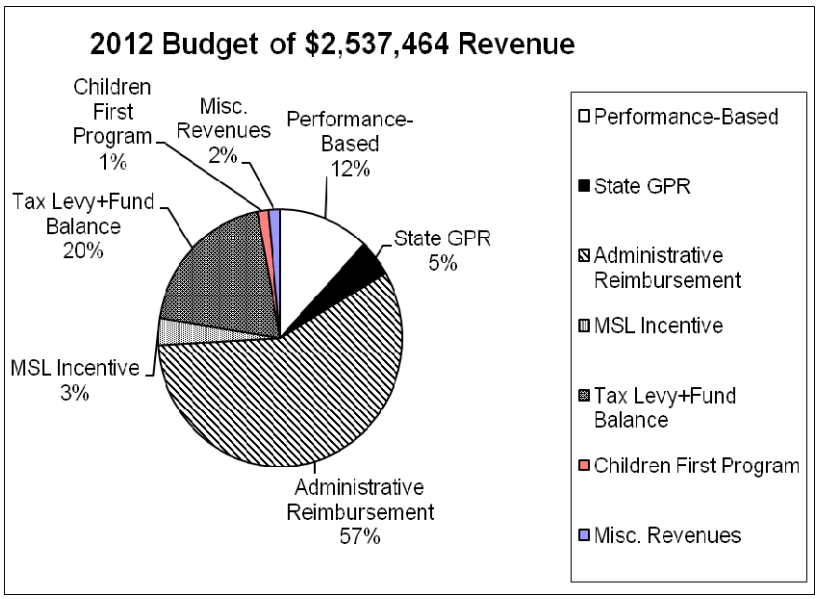
Program Highlights

General government revenues decrease $92,308 or 4.4% to $2,041,795. The revenues decrease is mainly due to State's across the board cut to all counties Child Support IV-D General Purpose Revenue. The resulting reduction to Waukesha County's Child Support program is estimated to be $120,218 or 50.9%. In addition, the IV-D state contracts for expenditures reimbursements decrease $8,490 or .6% due to reduction in spending. Charges for services, including copy and duplicating fees, vital records, blood tests, and client fees, are budgeted at 2011 levels. In 2012, revenue from State Children First Program is included at $36,400. Its expenditure is also budgeted at $36,400. General Fund Balance increases $101,800 and Tax Levy increases $2,877 in order to assist the department with costs to continue and to reduce the affect of losing Federal revenue reimbursement money due to State's GPR revenue reduction noted above.

Personnel Costs decrease $17,225 or -.8% to $2,046,375 for 29.48 FTEs mostly due to the State Budget Repair Bill that requires most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases of salaries and health insurance for 2012. Temporary extra help is budgeted to increase $7,675 to $62,075 which is a 0.24 FTE increase and overtime cost is budgeted to increase $3,700 to $6,200 which is a 0.05 FTE increase. Department management indicates that the additional help is needed as caseloads continue to increase. Also, there is pending legislation regarding Administrative Paternity, which if it passes, will require more administrative work.

Operating expenses increase $37,150 or 13.6% to $310,255, mainly for The Children First Program which began in 2011 as approved by enrolled ordinance 165-84 is budgeted to increase $36,400 in the 2012 budget. This program engages an outside vendor to assist non-custodial parents to obtain employment and pay Court-ordered child support. Postage costs incurred from the customer service Call Center for mailing information requested by child support clients increases to $800.

Interdepartmental charges decrease $7,556 or -4.0% to $180,834 mainly due to End User Technology charges decrease of $8,301, reflecting the cost allocation recommended by Internal Audit to allocate costs based on IT resources usage for the total cost of computer ownership. Also, records storage and retrieval charges decrease $510. The reductions are partially offset by increases in workers compensation of $731, general liability insurance of $253, and telephone-fixed of $264.



The chart represents the Child Support Division's various revenue funding components for 2012 including: performance-based funding of $305,144, administrative reimbursement of $1,403,442, the Medical Support Liability (MSL) incentive of $85,000 which is funded by the Federal Government through the State Department of Workforce Development, and the Children First Program of $36,400. The estimated amount for State GPR is $116,009. Miscellaneous revenues are $39,700 including copy fees, vital statistics fees, genetic test fees, and client fees. Tax Levy for 2012 is $338,869 and General Fund Balance use is planned at $156,800.

Major Departmental Strategic Outcomes and Objectives for 2012

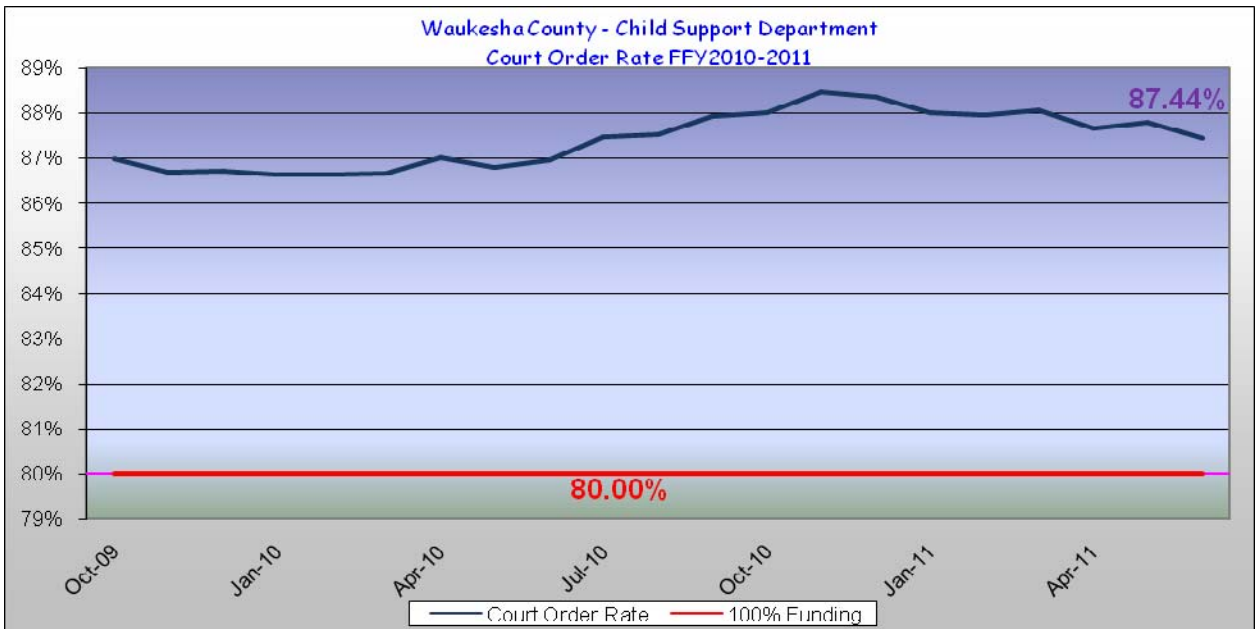
County-Wide Key Strategic Outcome: A county that assists at-risk citizens

Objective 1: Bring increased economic stability to families in need and at risk by collecting consistent monthly child support in a cost-effective manner. (Legal and Case Management)

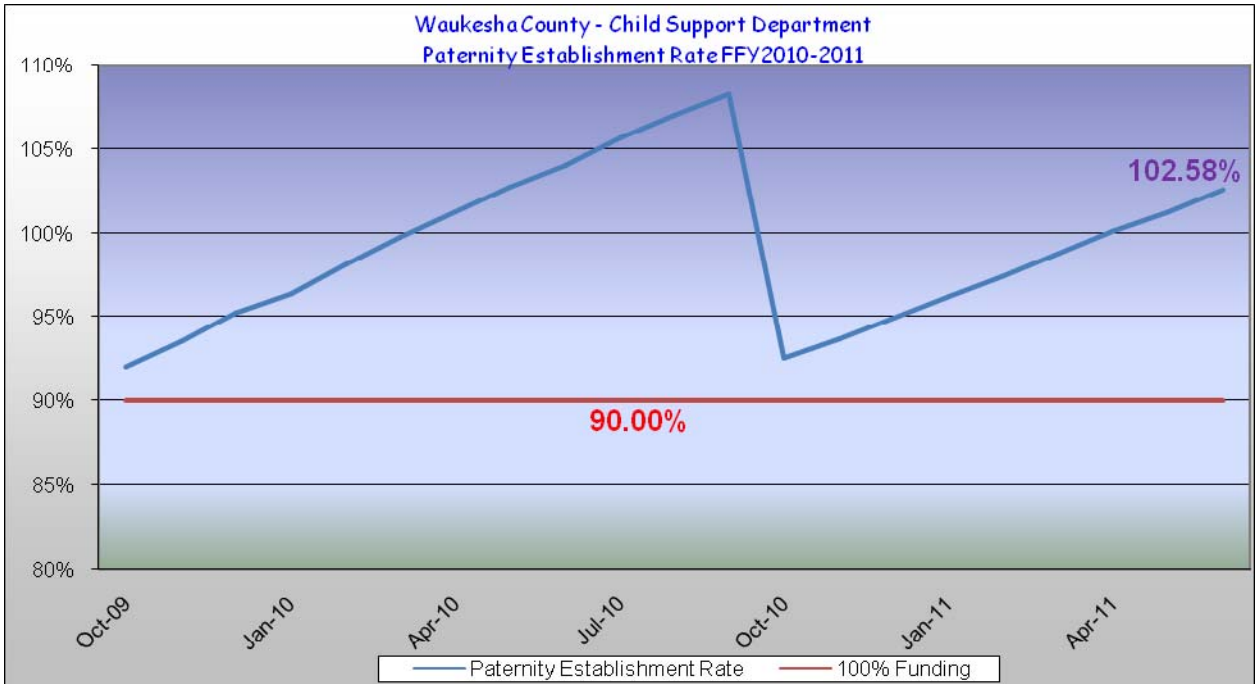
Key Outcome Indicator: Strive to meet the four performance targets set by the State Department of Workforce Development for improvement on paternity establishment; court order rate; child support collection; and arrears (past due) collection. Improve effectiveness in collecting consistent monthly payments to families and, thus, improve the economic stability of these families in need.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Court order rate	87.79%	>80%	>80%	>80%
Paternity establishment	101.21%	>90%	>90%	>90%
Child support collection rate	77.68%	>77.11%	>77.11%	>=2011 baseline
Arrears collection rate	69.11%	>72.31%	>72.31%	>=2011 baseline

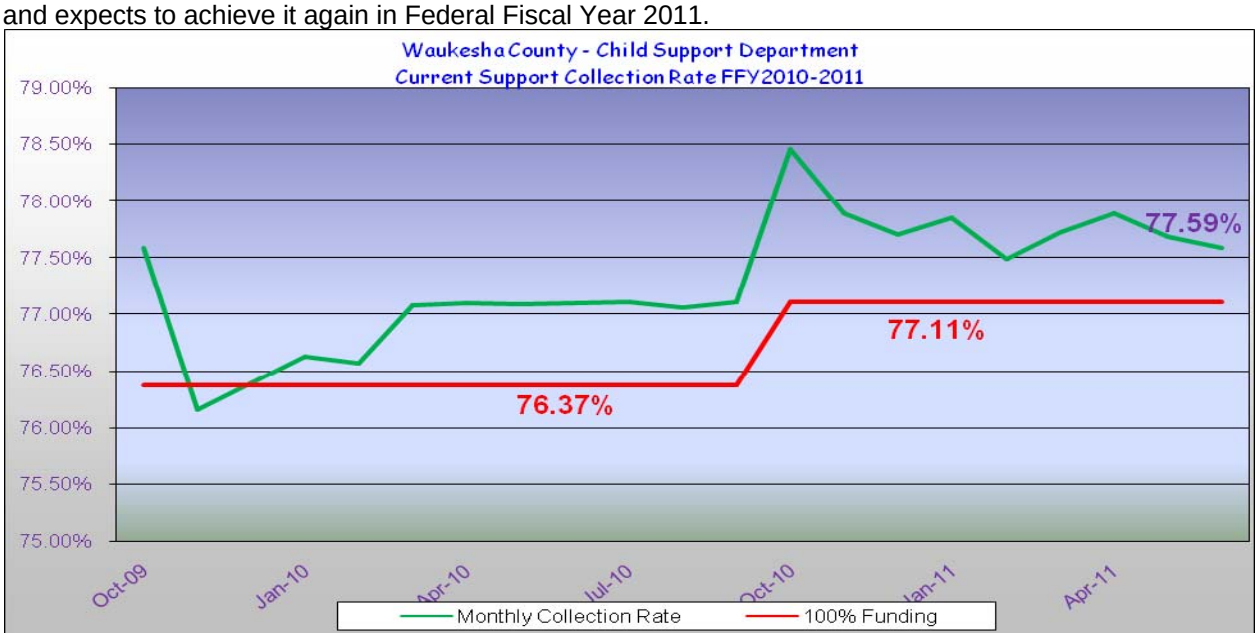
Performance Measure 1: Court Order Rate. The Court Order Rate compares the number of cases with support orders to the total number of cases. In 2010, Waukesha County earned 100% of the total performance funding possible, which was $103,519. To collect 100% of the performance funding budgeted in 2011, Waukesha County must attain a court order rate above 80% by September 30, 2011. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



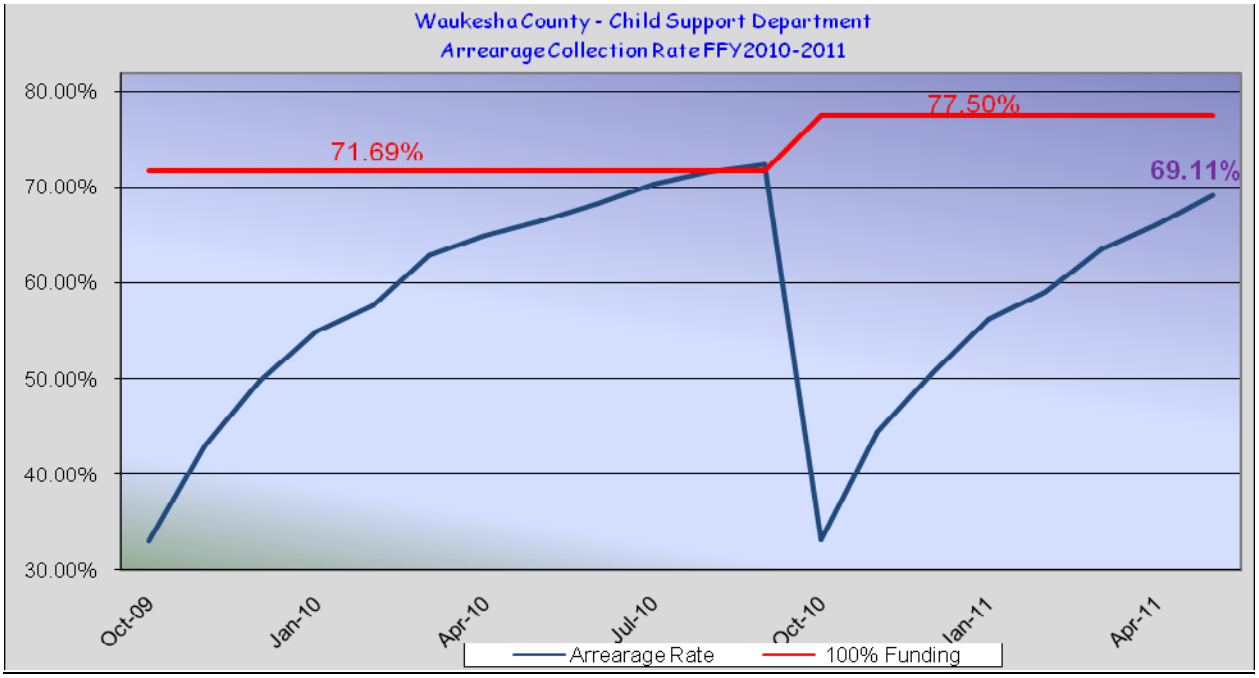
Performance Measure 2: Paternity Establishment Rate. This measure directly compares the total number of non-marital children for whom paternity has been established to the total number of non-marital children. In 2010, Waukesha County earned 100% of the total performance funding possible, which was $77,639. To collect 100% of performance funding budgeted in 2011, Waukesha County must attain a Paternity Establishment Rate above 90% by September 30, 2011. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



Performance Measure 3: Current Support Collection Rate. This measure is the ratio of the total dollar amount of child support due compared to the total dollar amount of child support paid to the custodial parent. This measure is cumulative for each month of the Federal Fiscal Year. In 2010, Waukesha County earned 100% of the total performance funding possible, in the amount of $38,820. To collect 100% of performance funding budgeted in 2011. Waukesha County must end the year with at least a 77.11% collection rate. The County achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



Performance Measure 4: Arrearage Collection Rate. This measure is the percentage of cases receiving a payment on past due child support each year. In 2010, Waukesha County earned 100% of the total performance funding possible in the amount of $38,820. To collect 100% of performance funding budgeted in 2011, Waukesha must end the year with a 77.5% collection rate. Waukesha achieved this performance measure for Federal Fiscal Year 2010 and expects to achieve it again in Federal Fiscal Year 2011.



County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Reduce use of paper orders by using scanned orders for Court Order Entry.

Key Outcome Indicator: Track the number of paper copies given to Court Order Entry.

The Department enters financial terms of all family court orders into the computer system. Historically, Corporation Counsel sent paper copies of all orders to Child Support Division for court order entry. With the new scanning software and dual monitors, the Child Support Division has been transitioning toward use of scanned orders.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of paper copies received from Corporation Counsel	0	0	0	0

Objective 3: Convert from paper files to electronic files.

Key Outcome Indicator: Track the number of boxes sent for storage and the number of paper files maintained in Department.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of boxes sent to storage	35	0	0	0
Number of paper files maintained in Department	June 2010 9,546	June 2011 8,176	June 2011 8,176	June 2012 <8,176

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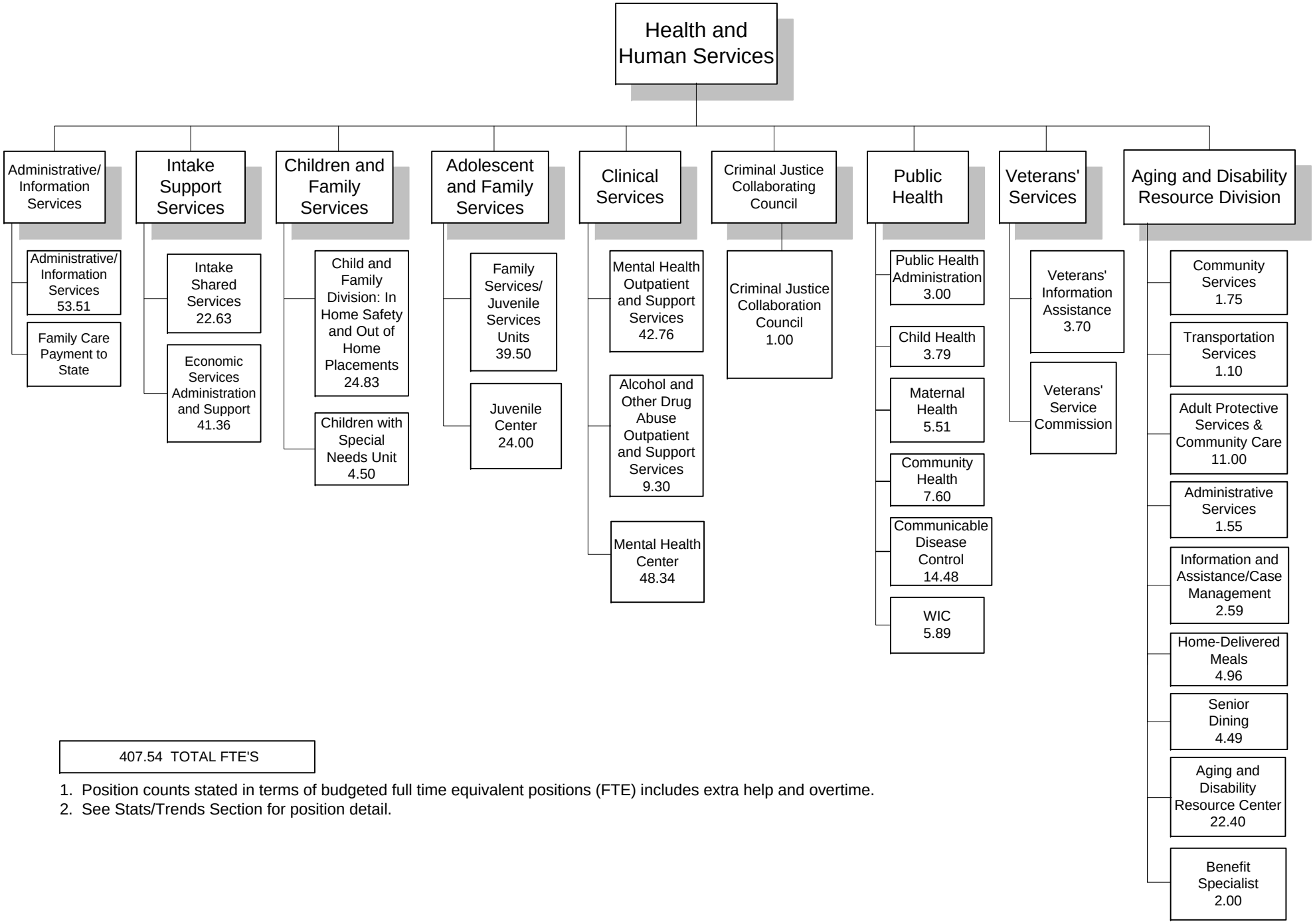
Health & Human Services

HEALTH AND HUMAN SERVICES

FUNCTION / PROGRAM CHART



407.54 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.

General Fund and Aging Disability Resource Center Grant Funds (Combined)						
		2011			Change from 2011	
Financial Summary	2010 Actual	Adopted Budget	2011 Estimate	2012 Budget	Adopted Budget $	%
Revenues						
General Government	$32,546,554	$34,112,924	$32,243,279	$29,666,123	($4,446,801)	-13.0%
Fine/Licenses	$464,132	$475,000	$396,900	$435,000	($40,000)	-8.4%
Charges for Services	$6,605,673	$6,183,487	$6,237,058	$6,292,663	$109,176	1.8%
Interdepartmental	$3,220	$4,105	$1,605	$3,050	($1,055)	-25.7%
Other Revenue	$2,138,569	$1,847,842	$1,862,006	$2,034,669	$186,827	10.1%
Appr. Fund Balance	$1,277,349	$874,224	$842,538	$530,510	($343,714)	-39.3%
County Tax Levy	$24,002,543	$24,536,408	$24,536,408	$24,780,678	$244,270	**1.0%**
Total Revenues Sources	**$67,038,040**	**$68,033,990**	**$66,119,794**	**$63,742,693**	**($4,291,297)**	**-6.3%**
Expenditures						NA
Personnel Costs	$30,784,415	$32,369,964	$31,350,858	$31,783,723	($586,241)	-1.8%
Operating Expenses	$28,682,742	$32,200,141	$29,625,592	$28,266,225	($3,933,916)	-12.2%
Interdept. Charges	$3,278,298	$3,441,665	$3,433,862	$3,682,745	$241,080	7.0%
Fixed Assets	$40,590	$22,220	$22,000	$10,000	($12,220)	-55.0%
Total Expenditures	**$62,786,045**	**$68,033,990**	**$64,432,312**	**$63,742,693**	**($4,291,297)**	**-6.3%**
Rev. Over (Under) Exp.	$4,251,995	-	$1,687,482	-	-	N/A
Position Summary (FTE)						
Regular Positions	391.90	392.02	392.02	390.46	(1.56)	
Extra Help	15.70	17.51	16.51	14.66	(2.85)	
Overtime	2.14	2.14	2.14	2.42	0.28	
Total	409.74	411.67	410.67	407.54	(4.13)	

General Fund and Aging Disability Resource Center Grant Funds (By Fund)						
		2011			Change From 2011	
Financial Summary	2010 Actual	Adopted Budget (a)	2011 Estimate	2012 Budget	Adopted Budget $	%
General Fund						
Revenues (a)	$40,116,990	$40,373,833	$38,794,158	$36,029,452	($4,344,381)	-10.8%
County Tax Levy/(Credit) (a)	$23,995,510	$24,536,408	$24,536,408	$24,780,678	$244,270	1.0%
Expenditures (a)	$60,195,460	$64,910,241	$61,643,084	$60,810,130	($4,100,111)	-6.3%
Rev. Over (Under) Exp.	$3,917,040	-	$1,687,482	-	-	N/A
Aging and Disability Resource Center Grant Fund						
Revenues (a)	$2,918,507	$3,123,749	$2,789,228	$2,932,563	($191,186)	-6.1%
County Tax Levy/(Credit)	$7,033	-	-	-	-	N/A
Expenditures (a)	$2,590,585	$3,123,749	$2,789,228	$2,932,563	($191,186)	-6.1%
Rev. Over (Under) Exp.	$334,955	-	-	-	-	N/A

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2012 budget to reflect the shifting of 0.30 FTE programs and projects analyst positions (and related expenditure authority and revenues), to the Human Services General Fund from the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) Budget.

HHS Financial Summary (By Division)

	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Administrative/Information Services (Includes Long Term Care - Payments to State)						
Revenues (a)	$11,356,560	$11,336,920	$11,706,475	$11,320,697	($16,223)	-0.1%
County Tax Levy/(Credit) (a)	($3,190,270)	($3,155,467)	($3,155,467)	($3,681,385)	($525,918)	-16.7%
Expenditures (a)	$8,112,959	$8,181,453	$7,952,292	$7,639,312	($542,141)	-6.6%
Rev. Over (Under) Exp.	$53,331	-	$598,716	-	-	N/A
Intake Support Services						
Revenues	$4,552,571	$4,406,922	$4,545,774	$4,306,910	($100,012)	-2.3%
County Tax Levy	$2,169,967	$2,269,872	$2,269,872	$2,305,638	$35,766	1.6%
Expenditures	$6,564,631	$6,676,794	$6,533,140	$6,612,548	($64,246)	-1.0%
Rev. Over (Under) Exp.	$157,907	-	$282,506	-	-	N/A
Children and Family Services						
Revenues	$6,287,846	$6,607,789	$4,707,442	$2,601,387	($4,006,402)	-60.6%
County Tax Levy	$3,400,827	$3,530,415	$3,530,415	$4,012,341	$481,926	13.7%
Expenditures	$9,302,644	$10,138,204	$8,194,951	$6,613,728	($3,524,476)	-34.8%
Rev. Over (Under) Exp.	$386,029	-	$42,906	-	-	N/A
Adolescent and Family Services						
Revenues	$4,396,551	$4,343,508	$4,220,494	$3,999,226	($344,282)	-7.9%
County Tax Levy	$4,492,338	$4,514,744	$4,514,744	$4,554,217	$39,473	0.9%
Expenditures	$8,158,094	$8,858,252	$8,359,303	$8,553,443	($304,809)	-3.4%
Rev. Over (Under) Exp.	$730,795	-	$375,935	-	-	N/A
Clinical Services (incld MHC)						
Revenues	$8,752,076	$8,805,521	$8,718,300	$9,140,431	$334,910	3.8%
County Tax Levy	$11,003,642	$10,922,042	$10,922,042	$10,972,981	$50,939	0.5%
Expenditures	$18,162,145	$19,727,563	$19,836,818	$20,113,412	$385,849	2.0%
Rev. Over (Under) Exp.	$1,593,573	-	($196,476)	-	-	N/A
Public Health						
Revenues	$1,559,528	$1,394,451	$1,360,823	$1,207,129	($187,322)	-13.4%
County Tax Levy	$2,200,902	$2,305,559	$2,305,559	$2,305,559	$0	0.0%
Expenditures	$3,750,967	$3,700,010	$3,568,904	$3,512,688	($187,322)	-5.1%
Rev. Over (Under) Exp.	$9,463	-	$97,478	-	-	N/A
Criminal Justice Collaborating Council						
Revenues	$54,868	$584,594	$646,364	$604,935	$20,341	3.5%
County Tax Levy	$932,699	$993,666	$993,666	$1,030,833	$37,167	3.7%
Expenditures	$969,239	$1,578,260	$1,629,204	$1,635,768	$57,508	3.6%
Rev. Over (Under) Exp.	$18,328	-	$10,826	-	-	N/A
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$280,847	$280,847	$280,847	$282,105	$1,258	0.4%
Expenditures	$257,034	$293,847	$269,780	$295,105	$1,258	0.4%
Rev. Over (Under) Exp.	$36,813	-	$24,067	-	-	N/A
Aging and Disability Resource (General Funds & Special Revenue Fund)						
Revenues (a)	$6,062,497	$6,004,877	$5,664,714	$5,768,300	($236,577)	-3.9%
County Tax Levy (a)	$2,711,591	$2,874,730	$2,874,730	$2,998,389	$123,659	4.3%
Expenditures (a)	$7,508,332	$8,879,607	$8,087,920	$8,766,689	($112,918)	-1.3%
Rev. Over (Under) Exp.	$1,265,756	-	$451,524	-	-	N/A
Total All H&HS Divisions						
Revenues (a)	$43,035,497	$43,497,582	$41,583,386	$38,962,015	($4,535,567)	-10.4%
County Tax Levy (a)	$24,002,543	$24,536,408	$24,536,408	$24,780,678	$244,270	1.0%
Expenditures (a)	$62,786,045	$68,033,990	$64,432,312	$63,742,693	($4,291,297)	-6.3%
Rev. Over (Under) Exp.	$4,251,995	-	$1,687,482	-	-	N/A

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.

Fund Purpose

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

Health and Human Services - General Fund Summary

Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$29,730,810	$30,989,325	$29,454,126	$26,733,660	($4,255,665)	-13.7%
Fine/Licenses	$464,132	$475,000	$396,900	$435,000	($40,000)	-8.4%
Charges for Services	$6,605,673	$6,183,487	$6,237,058	$6,292,663	$109,176	1.8%
Interdepartmental	$3,220	$4,105	$1,605	$3,050	($1,055)	-25.7%
Other Revenue	$2,035,806	$1,847,692	$1,861,931	$2,034,569	$186,877	10.1%
Appr. Fund Balance	$1,277,349	$874,224	$842,538	$530,510	($343,714)	-39.3%
County Tax Levy (a)	**$23,995,510**	**$24,536,408**	**$24,536,408**	**$24,780,678**	**$244,270**	**1.0%**
Total Revenues Sources	**$64,112,500**	**$64,910,241**	**$63,330,566**	**$60,810,130**	**($4,100,111)**	**-6.3%**
Expenditures						NA
Personnel Costs	$28,882,995	$30,267,098	$29,297,352	$29,650,025	($617,073)	-2.0%
Operating Expenses (a)	$28,390,334	$31,554,115	$29,262,585	$27,824,470	($3,729,645)	-11.8%
Interdept. Charges	$2,881,541	$3,066,808	$3,061,147	$3,325,635	$258,827	8.4%
Fixed Assets	$40,590	$22,220	$22,000	$10,000	($12,220)	-55.0%
Total Expenditures	**$60,195,460**	**$64,910,241**	**$61,643,084**	**$60,810,130**	**($4,100,111)**	**-6.3%**
Rev. Over (Under) Exp.	$3,917,040	-	$1,687,482	-	-	N/A

Position Summary (FTE)					
Regular Positions (a)	367.64	368.11	368.11	366.06	(2.05)
Extra Help	15.70	17.51	16.51	14.66	(2.85)
Overtime	2.14	2.14	2.14	2.42	0.28
Total	385.48	387.76	386.76	383.14	(4.62)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2012 budget to reflect the shifting of 0.30 FTE programs and projects analyst positions (and related expenditure authority and revenues), to the Human Services General Fund from the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) Budget.

Health and Human Services - General Fund Summary

Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Human Services						
Revenues (a)	$32,662,270	$32,916,821	$31,310,943	$28,739,212	($4,177,609)	-12.7%
County Tax Levy (a)	$14,659,391	$14,833,436	$14,833,436	$14,876,358	$42,922	0.3%
Expenditures (a)	$44,729,400	$47,750,257	$45,060,679	$43,615,570	($4,134,687)	-8.7%
Rev. Over (Under) Exp.	$2,592,261	-	$1,083,700	-	-	NA
Mental Health Center						
Revenues	$2,683,334	$2,583,839	$2,587,542	$2,629,439	$45,600	1.8%
County Tax Levy	$3,217,113	$3,248,170	$3,248,170	$3,287,434	$39,264	1.2%
Expenditures	$5,571,073	$5,832,009	$5,815,825	$5,916,873	$84,864	1.5%
Rev. Over (Under) Exp.	$329,374	-	$19,887	-	-	NA
Public Health						
Revenues	$1,559,528	$1,394,451	$1,360,823	$1,207,129	($187,322)	-13.4%
County Tax Levy	$2,200,902	$2,305,559	$2,305,559	$2,305,559	$0	0.0%
Expenditures	$3,750,967	$3,700,010	$3,568,904	$3,512,688	($187,322)	-5.1%
Rev. Over (Under) Exp.	$9,463	-	$97,478	-	-	NA
Criminal Justice Collaborating Council						
Revenues	$54,868	$584,594	$646,364	$604,935	$20,341	3.5%
County Tax Levy	$932,699	$993,666	$993,666	$1,030,833	$37,167	3.7%
Expenditures	$969,239	$1,578,260	$1,629,204	$1,635,768	$57,508	3.6%
Rev. Over (Under) Exp.	$18,328	-	$10,826	-	-	NA
Veterans' Services						
Revenues	$13,000	$13,000	$13,000	$13,000	$0	0.0%
County Tax Levy	$280,847	$280,847	$280,847	$282,105	$1,258	0.4%
Expenditures	$257,034	$293,847	$269,780	$295,105	$1,258	0.4%
Rev. Over (Under) Exp.	$36,813	-	$24,067	-	-	NA
ADRC - General						
Revenues	$2,019,136	$1,836,908	$1,873,985	$1,809,765	($27,143)	-1.5%
County Tax Levy (a)	$2,500,238	$2,613,915	$2,613,915	$2,659,931	$46,016	1.8%
Expenditures (a)	$3,631,245	$4,450,823	$3,975,125	$4,469,696	$18,873	0.4%
Rev. Over (Under) Exp.	$888,129	-	$512,775	-	-	NA
ADRC - Nutrition						
Revenues (a)	$1,124,854	$1,044,220	$1,001,501	$1,025,972	$0	0.0%
County Tax Levy (a)	$204,320	$260,815	$260,815	$338,458	$77,643	29.8%
Expenditures (a)	$1,286,502	$1,305,035	$1,323,567	$1,364,430	$59,395	4.6%
Rev. Over (Under) Exp.	$42,672	-	($61,251)	-	-	NA
Total HHS General Fund						
Revenues (a)	$40,116,990	$40,373,833	$38,794,158	$36,029,452	($4,326,133)	-10.7%
County Tax Levy (a)	$23,995,510	$24,536,408	$24,536,408	$24,780,678	$244,270	1.0%
Expenditures (a)	$60,195,460	$64,910,241	$61,643,084	$60,810,130	($4,100,111)	-6.3%
Rev. Over (Under) Exp.	$3,917,040	-	$1,687,482	-	-	NA

Position Summary (FTE)					
Regular Positions	367.64	368.11	368.11	366.06	(2.05)
Extra Help	15.70	17.51	16.51	14.66	(2.85)
Overtime	2.14	2.14	2.14	2.42	0.28
Total	385.48	387.76	386.76	383.14	(4.62)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) (0.30 FTE), the General Fund ADRC (1.45 FTE) and Nutrition (0.25 FTE) Funds.

Health & Human Services

Statement of Purpose

This General Fund operation provides for the County's administration of Human Service programs funded under the State Contract, mainly from community aids and other earmarked federal and state funding. This includes services to at-risk citizens including children and families in which child abuse/neglect, delinquency, and/or serious family dysfunction exists. In addition, this fund administers a variety of Economic Support and social service programs. Also included are alternative placement and placement support services for the juvenile center, group homes, foster homes, and institutional settings. Services to the developmentally disabled, mentally ill or chronically mentally ill and services to individuals who are drug or alcohol dependent are also provided. Administrative support services are provided to coordinate and support service delivery.

Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$26,139,594	$27,156,796	$25,497,110	$22,971,718	($4,185,078)	-15.4%
Fine/Licenses	$464,132	$475,000	$396,900	$435,000	($40,000)	-8.4%
Charges for Services	$3,491,361	$3,127,439	$3,152,506	$3,217,509	$90,070	2.9%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$1,511,908	$1,354,906	$1,461,747	$1,630,185	$275,279	20.3%
Appr. Fund Balance	$1,055,275	$802,680	$802,680	$484,800	($317,880)	-39.6%
County Tax Levy (a)	**$14,659,391**	**$14,833,436**	**$14,833,436**	**$14,876,358**	**$42,922**	**0.3%**
Total Revenue Sources	**$47,321,661**	**$47,750,257**	**$46,144,379**	**$43,615,570**	**($4,134,687)**	**-8.7%**
Expenditures						
Personnel Costs (a)	$19,746,171	$20,799,544	$20,079,397	$20,401,061	($398,483)	-1.9%
Operating Expenses	$23,269,874	$25,083,022	$23,103,867	$21,195,520	($3,887,502)	-15.5%
Interdept. Charges	$1,713,355	$1,867,691	$1,877,415	$2,018,989	$151,298	8.1%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$44,729,400**	**$47,750,257**	**$45,060,679**	**$43,615,570**	**($4,134,687)**	**-8.7%**
Rev. Over (Under) Exp.	$2,592,261	-	$1,083,700	-	-	N/A

Position Summary (FTE)					
Regular Positions (a)	255.06	257.48	257.48	255.93	(1.55)
Extra Help	5.90	5.90	5.90	4.51	(1.39)
Overtime	1.67	1.67	1.67	1.95	0.28
Total	262.63	265.05	265.05	262.39	(2.66)

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services General Fund budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund), the General Fund ADRC and Nutrition Funds.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: A safe county

Objective 1: Provide effective assessment and intervention services to minimize likelihood of recurrence of juvenile crime. (Juvenile Services Units)

Key Outcome Indicator: Percentage of juvenile offenders served who re-offend while under court supervision. Department standard is < 25%. (Office of Juvenile Justice and Delinquency Prevention (OJJDP) recognized recurrence benchmark rate at 50%)

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Recurrence rate	29.3%	≤ 25%	29%	≤ 25%

Objective 2: Maintain standards to prevent the recurrence of maltreatment of all children who were victims of a substantiated or indicated maltreatment allegation. (Intake and Shared Services and Children and Family Division: In-home Safety and Out of Home Placement Services)

Key Outcome Indicator: Percentage of all children who were not victims of another substantiated or indicated maltreatment allegation within the 6-month period following a maltreatment incident will meet or exceed the Federal Standard of 94.6%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Children NOT Abused or Neglected*	95.4%	≥ 94.6%	95%	≥ 94.6%

* (This is a Federal outcome. Data obtained from eWiSACWIS Dashboard Report, 01/01/10-12/31/10; (In 2010 165 out of 173 children were not victims of another substantiated maltreatment allegation.)

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

Objective 3: Maintain State licensing standards for care and supervision of children who are in the care or custody of Waukesha County Department of Health and Human Services. (Juvenile Center Program)

Key Outcome Indicator: 100% licensing compliance as reflected in annual shelter care and secure detention on-site reviews conducted by the State of Wisconsin.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Compliance Rating	100%	100%	100%	100%

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

Objective 4: Meet all Federal and State compliance requirements for accuracy in benefit determination. (Economic Services Administration and Support)

Key Outcome Indicator: It is critical to maintain Waukesha County food share accuracy rate at or above the statewide rate to avoid potential for fiscal sanction. The current minimum State standard is 94.5% (per State contract). If sanctioned, there would be a $93 penalty for every $1 error, (e.g. for a $100 incorrect issuance, a $9,300 sanction would be applied).

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Food Share Error Rate				
▪ State accuracy rate	98%	98%	98%	98%
• Waukesha County	96%	98%	98%	98%

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

Objective 5: Divert at-risk populations from high cost placements into alternative lower cost, safe, and more effective community based services. (Juvenile Services Units, Family Services Units, Children and Family Division: In-home Safety and Out of Home Placement Services)

Key Outcome Indicator 5a: Percentage of Waukesha County youth referred for delinquency or as juveniles in need of protection or service who require placement into more expensive settings ranging from treatment foster care (based on 2010 Actual average cost per year/per youth of $35,241/year) to residential care centers (based on 2010 Actual average cost per year/per youth of $113,070/year). Department Standard ≤ 2.0%.

Performance Measure 5a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Placement rate of Children referred for Truancy and Delinquency	1.92%	≤ 2.0%	1.8%	≤ 2.0%

Key Outcome Indicator 5b: Percentage of all Waukesha County children requiring placement into more expensive settings ranging from foster care (based on 2010 Actual average cost per year/per child of $6,253/year) to residential care centers (based on 2010 Actual average cost per year/per child of $112,807/year). Department Standard ≤ 0.20%.

Performance Measure 5b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Placement rate of Waukesha County Child Population*	0.23%	0.20%	0.20%	0.20%

*Out of Home Care Caseload Count For December 2010 (211 out of 92,305 children under age 18.); Data Sources: Wisconsin Department of Children and Family Division of Safety and Performance Placement Detail Report – Out of Home Care Placement Summary (Report ID: SM10A32) which is based on data taken from Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS); Source: Wisconsin Demographic Services Center – January 1, 2010 Final Population Estimate for Wisconsin Counties.

Objective 6: Comply with all State and Federal program and reporting requirements with no major audit findings resulting in disallowance. (Children With Special Needs Unit (Birth to Three) and Administrative Services)

Key Outcome Indicator 6a: Percentage of Birth to Three individual family service plans (IFSP) developed within the required timeline of 45 days. Federal/State standard is 100%.

Performance Measure 6a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of IFSP's developed within 45 days.*	98%	95%	97%	100%

*There are factors that prevent completing 100% of IFSPs within 45-day standard (e.g., delays in State reporting).

Key Outcome Indicator 6b: Department standard is to have no major audit findings resulting in disallowances.

Performance Measure 6b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Major Audit Finding Resulting in Disallowance	0.0	0.0	0.0	0.0

Objective 7: Provide thorough, comprehensive, and timely assessments and dispositional services which meet all State and Federal rules and requirements for Detoxification programs. (Alcohol and Other Drug Abuse - Clinical Services)

Key Outcome Indicator: Individuals in need of detoxification require a comprehensive assessment to determine a level of treatment intervention beyond medical detoxification. Human Service staff will provide Alcohol and other Drug Abuse (AODA) assessment and referral within 72 hours for 95% of all detoxification clients who present at local hospitals, emergency rooms and at the Mental Health Center.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Clients Assessed within 72 Hours/ Total Clients Assessed	139/140	206/210	139/140	139/140
Percent of AODA Detox Clients Assessed and given referral within 72 hours	99%	98%	98%	98%

Objective 8: Provide well-documented, high quality and recorded case management services to the Department's clientele. (Mental Health Outpatient - Community Support Program (MHO-CSP))

Key Outcome Indicator: Percentage of total available staff time spent on providing (MHO-CSP) case management services, which impacts services received by clientele as well as fiscal reimbursement to the Department. Department standard is 75% for case managers and 60% for Registered Nurses.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Case management hours provided by MHO Community Support Program Case Management Staff	80%	75%	75%	75%
Case management hours provided by Community Support Program RN's	57%	60%	60%	60%

Current and Adopted Capital Projects (a)

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
200615	HHS Office Building (b)	2013	$36,180,000	20%	TBD	A
201212	Mental Health Center Chiller Upgrades	2015	$631,000	0%	($2K - $4K)(c)	A
200706	Juvenile Center Boiler Controls (b)	2011	$220,000	100%	TBD	A
200109	Implement HHS Automated System	2012	$3,305,000	10%	$188,250	A
200414	County-wide Cashiering (d)	2012	$970,000	60%	$43,250	A
200710	Collection System Interface	2012	$100,000	75%	$15,000	A

(a) The Capital Project Information shown is for Countywide Capital Projects.
(b) The operating impact specifically related to HHS will be determined at a later date.
(c) Updated equipment is estimated to be 10% to 20% more energy efficient than existing equipment, estimated to save between $2,000 and $4,000 in utility costs annually.
(d) Project is coordinated by Department of Administration. Estimated operating costs reflect annual county-wide costs to be built into the End User Technology Fund budget to be built into the End User Technology Fund budget.

Administrative Services

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

Program Description

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

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

	2010 Actual	2011 Budget (b)	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**50.09**	**53.51**	**53.51**	**53.51**	**0.00**
General Government (a)	$6,912,729	$7,462,799	$7,830,254	$7,953,817	$491,018
Charges for Services	$11,471	$16,200	$18,700	$17,700	$1,500
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$245,969	$153,821	$153,421	$163,821	$10,000
Appr. Fund Balance	$275,550	$262,000	$262,000	$212,000	($50,000)
County Tax Levy/(Credit) (b)	**($3,190,270)**	**($3,155,467)**	**($3,155,467)**	**($3,681,385)**	**($525,918)**
Total Revenues	**$4,255,449**	**$4,739,353**	**$5,108,908**	**$4,665,953**	**($73,400)**
Personnel Costs (b)	$3,441,737	$3,834,814	$3,641,332	$3,739,183	($95,631)
Operating Expenses	$220,227	$280,311	$241,600	$268,084	($12,227)
Interdept. Charges	$540,154	$624,228	$627,260	$658,686	$34,458
Total Expenditures	**$4,202,118**	**$4,739,353**	**$4,510,192**	**$4,665,953**	**($73,400)**
Rev. Over (Under) Exp.	$53,331	-	$598,716	-	-

(a) The major State funding source for HHS, Community Aids, is accounted for in this program area. Within the guidelines of the State of Wisconsin Allowable Cost Policy Manual, the Community Aids can be used to fund a broad range of services, as it is not earmarked for any single purpose or program.

(b) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget to include 2.0 FTE programs and projects analyst positions (and related expenditure authority and revenues), shifted to the Human Services budget from the following H&HS budgets: the Aging & Disability Resource Center (ADRC) Grant fund, the ADRC General Fund and Nutrition.

Program Highlights

General Government revenues include about $7,378,600 of State Community Aids Basic County Allocation (BCA) funding, which represents an increase of about $310,200. This includes a shift of $200,900 of BCA to this program because of the reduction of the scheduled Family Care payment to the State. The remaining increase of BCA revenue of $109,300 is due to a higher overall allocation to the County estimated for 2012, based on the current year state contract allocation amount. General Government revenues also include the direct budgeting of administrative cost recovery reimbursements expected from the Public Health Division and the Aging and Disability Resource grant funded programs, which are budgeted to increase by about $174,800, mainly due to a higher reimbursements expected from the ADRC grant by about $185,300 (from $143,300 to $328,600), based on a new methodology that more accurately reflects Human Services administrative support. This is partially offset by lower departmental administrative cost recovery from Public Health Division grant revenues by $10,500, based on lower grant funding levels anticipated. State Income Maintenance revenue of $115,000, from eligible indirect cost recovery, continues at the same level as the 2011 budget.

Charges for services revenue from record copy services are budgeted to increase $1,500 to $17,700 reflecting recent history.

Other Revenues increase by $10,000 to $163,800, mainly due to a $10,000 increase in prior-year recovery revenues from reconciling vendor audits budgeted at $20,000. Other Revenues that remain at the 2011 budgeted level, including revenues from the Wisconsin Medicaid Cost Report (WIMCR) of about $128,200, and reimbursements for providing protective payee services for Supplemental Security Income (SSI) clients at $15,600.

Fund Balance appropriation decreases by $50,000 to $212,000, based on a planned phase-down of H&HS General fund balance use. The tax levy credit change of about $525,900 mainly results from higher General Government revenues and lower expenditures, described next.

Administrative Services (cont.)

Personnel costs decrease by about $95,600 to $3,739,200, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012. Budgeted personnel costs include the creation of a senior financial analyst position, partially offset by the abolishment of an office services coordinator position, estimated to result in a net expenditure increase of $6,900. It is anticipated that the new senior financial analyst position will help better manage claims reimbursement denials and increase client fee revenues to offset these additional position costs (discussed later in Mental Health Outpatient and Support Services program highlights).

Operating expenses decrease by about $12,200 to $268,100, mainly from reduced printing and office supply costs to be more in line with lower prior year spending. The 2012 budget base includes about $128,900 for computer hardware and software purchases, service/license fees and contracted system analysis work. Operating expenses also includes about $37,200 for audit services; $35,800 for office supplies and materials; $23,600 for tuition, training and travel-related expenditures; $16,600 for printing costs; $11,700 for equipment, repair and maintenance; and $10,800 for bank fee charges related to electronic processing where the County is the protective payee for individual client accounts.

Interdepartmental charges are estimated to increase by about $34,500, mostly due to an increase in End User Technology Fund (EUTF) by about $23,600 to $215,600, which reflects the allocation method for the total cost of computer ownership and the Information Technology resources being used by departments. A tax levy adjustment has been provided to mostly mitigate the impact of these increases to 2%. Also, Risk Management insurance cost allocations increase by about $7,600, mainly reflecting the Department's higher claims experience. Legal charges for services provided by Corporation Counsel are estimated at about $217,300, an increase of about $2,150.

Family Care Payments to the State

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

Program Description

This program reflects the 2012 required (mandated) back to the State as part of the local maintenance of effort base for the State Family Care initiative, which began July of 2008 for Waukesha County.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$3,156,200	$2,906,220	$2,906,220	$2,705,359	($200,861)
Appr. Fund Balance	$754,641	$535,880	$535,880	$268,000	($267,880)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues:	**$3,910,841**	**$3,442,100**	**$3,442,100**	**$2,973,359**	**($468,741)**
Operating Expenses	$3,910,841	$3,442,100	$3,442,100	$2,973,359	($468,741)
Total Expenditures:	**$3,910,841**	**$3,442,100**	**$3,442,100**	**$2,973,359**	**($468,741)**
Rev. Over (Under) Exp.	-	-	-	-	-

Program Highlights

General Government revenues of $2,705,359 reflect a portion of State Community Aids – Basic County Allocation (BCA) received from the State Department of Health Services. In addition, Long Term Care Fund Balance of $268,000 is utilized to offset the required payment back to the state. Operating expenses include the fourth year required payment of $2,973,359 back to the State Department of Health Services to meet the scheduled county contribution – maintenance of effort (phased down over five years until the County reaches the legislated 22% contribution level in 2013) to help pay for the expansion of the State's Family Care Program

Year		Due Date	Amount
Year 1a	7/1/08 to 12/31/08	January 31, 2009	$ 1,255,624
Year 1b	1/1/09 to 6/30/09	June 30, 2009	$ 2,189,791
			$ 3,445,415
Year 2	7/1/09 to 6/30/10	June 30, 2010	**$ 3,910,841**
Year 3	7/1/10 to 6/30/11	June 30, 2011	**$ 3,442,100**
Year 4	7/1/11 to 6/30/12	June 30, 2012	**$ 2,973,359**
Year 5	7/1/12 to 6/30/13	June 30, 2013	**$ 2,504,618**
Year ~	Years following 2013	June 30~	**$ 2,504,618**

Intake and Shared Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**22.30**	**22.63**	**22.63**	**22.63**	**0.00**
General Government	$1,067,927	$1,068,859	$1,050,606	$1,049,316	($19,543)
Charges for Services	$12,619	$14,100	$11,500	$12,619	($1,481)
Other Revenue	$3,337	$2,000	$2,590	$2,700	$700
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,933,434**	**$2,057,177**	**$2,057,177**	**$2,062,354**	**$5,177**
Total Revenues:	**$3,017,317**	**$3,142,136**	**$3,121,873**	**$3,126,989**	**($15,147)**
Personnel Costs	$1,702,511	$1,781,519	$1,731,951	$1,771,761	($9,758)
Operating Expenses	$1,247,106	$1,283,059	$1,217,884	$1,273,602	($9,457)
Interdept. Charges	$73,476	$77,558	$77,270	$81,626	$4,068
Total Expenditures:	**$3,023,093**	**$3,142,136**	**$3,027,105**	**$3,126,989**	**($15,147)**
Rev. Over (Under) Exp.	($5,776)	-	$94,768	-	-

Program Highlights

General Government revenues are budgeted to decrease by about $19,500 to $1,049,300, mainly due to a decrease in pass-through State Kinship Care payments to caretakers by $24,000 to $525,000, based on new state rules that require court-ordered kinship guardians to apply for foster care licenses instead. This is partially offset by an increase of $4,400 in H&HS administrative cost recovery for kinship care assessments budgeted at $49,300. General Government revenues remaining at the 2011 budgeted level include Child Care Administration revenues at about $370,100 and federal/state Safe and Stable Families funding at $103,000.

Personnel costs decrease by about $9,800 to $1,771,800, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012.

Operating expenses decrease by about $9,500 to $1,273,600, including a decrease in pass-through payments to Kinship Care relative providers by about $24,000 (mentioned above), and several smaller decreases in operating expense accounts. This is partially offset by an increase in contract services by $28,600 to $492,700, mainly due to budgeting $22,500 to promote the use of day care services and recruit additional day care providers. In addition, the budget includes appropriations to pay for respite care service for families in crisis at $142,600, which remains unchanged from the 2011 budget level.

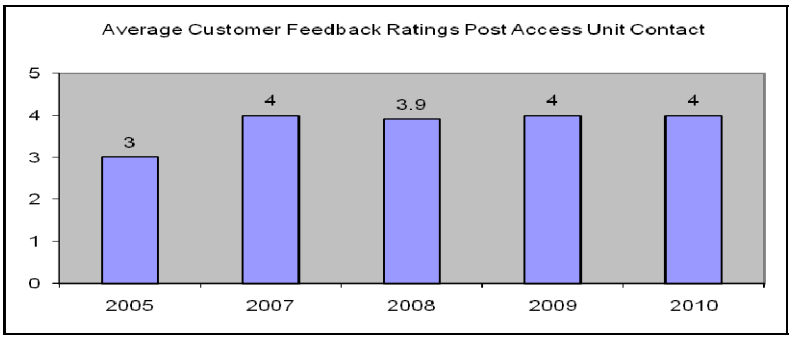
Intake and Shared Services (cont.)

Activities-(Workload data)	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Intake (Access) # of Referrals	5,763	5,840	5,800	5,800	(40)
Child Abuse/Neglect Reports	1,755	1,725	1,740	1,750	25
Children Assessed For Abuse/Neglect	802	800	750	795	(5)
Home & Financial Management Cases	25	25	25	25	0
Kinship Care Assessments	164	175	101	125	(50)
Kinship Care Funded Placements (Avg. Monthly)	209	215	225	215	0
Kinship Care Waiting List	45	20	49	40	20
Crisis Intervention: Adult Protective /Mental Health	511	550	550	550	0
Crisis Intervention: Child Protective /Health Welfare	456	300*	414	420	120
Crisis Respite Child Day Care (Children)	75	100	110	100	0
Family Day Care: # Certified Homes	45	50	50	50	0
Volunteer Transportation: Miles Driven	84,792	90,000	90,000	90,000	0

*The 2011 Budget was underestimated based on prior-year 2009 activity at 320 and the 2010 estimate of 296.

Key Activities Highlights

Customer Feedback ratings remain positive.



A random sampling of customers is routinely conducted following customer contact with Access, and includes indicators such as respect, professionalism, and pre/post opinion of the Department.

5 - Excellent
4 - Good
3 - Fair
2 - Needs Improvement
1 - Extremely Poor

Economic Services Administration and Support

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

Program Description

Administers a variety of Economic Support (ES) programs including Medical Assistance, FoodShare (Food Stamps), Child Care, a fraud elimination program, and the Low-Income Energy Assistance Program. Services are provided either directly or through a purchase of service contract. ES services for adults, elderly, blind, disabled, and BadgerCare Plus clients are provided at the Human Services Center while ES services for families with children requesting multiple programs are generally provided at the Workforce Development Center (WDC).

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**40.19**	**39.36**	**39.36**	**41.36**	**2.00**
General Government	$3,295,415	$3,288,963	$3,459,978	$3,220,775	($68,188)
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$148,823	$33,000	$21,100	$21,500	($11,500)
Appr. Fund Balance	$24,450	$0	$0	$0	$0
County Tax Levy/(Credit)	**$236,533**	**$212,695**	**$212,695**	**$243,284**	**$30,589**
Total Revenues	**$3,705,221**	**$3,534,658**	**$3,693,773**	**$3,485,559**	**($49,099)**
Personnel Costs	$2,360,925	$2,443,171	$2,379,919	$2,570,974	$127,803
Operating Expenses	$1,020,267	$912,649	$950,251	$720,588	($192,061)
Interdept. Charges	$160,346	$178,838	$175,865	$193,997	$15,159
Total Expenditures	**$3,541,538**	**$3,534,658**	**$3,506,035**	**$3,485,559**	**($49,099)**
Rev. Over (Under) Exp.	$163,683	-	$187,738	-	-

Program Highlights

General Government revenues decrease about $68,200 to $3,220,800, primarily due to an estimated reduction in state Income Maintenance (IM) allocation, by about $107,300 to $2.3 million. This decrease is based on lower reimbursable IM costs estimated in 2012, including the elimination of a vendor contract of about $242,600 (partially offset by the creation of two new positions, estimated to be less costly, described below). In addition, this budget eliminates $74,200 in mostly pass-through grant funding to private sector vendors providing Medical Assistance (MA) funded transportation services to qualified individuals, due to the 2011-13 State biennial budget shifting responsibility for administering this responsibility to a third-party administrator. These decreases are partially offset by an increase of $75,000 in federal pass-through funding for the Low Income Housing Energy Assistance Program (LIHEAP), budgeted at $325,000 and for indigent burial funding increased by $38,300, budgeted at $210,000.

Personnel costs are budgeted to increase by about $127,800 to nearly $2,571,000, primarily due to the addition of an economic support specialist (ESS) and a clerk typist II (CTII) position, estimated to increase personnel costs $62,900 and $55,400, respectively. These additional positions are a response to the State Income Maintenance (IM) redesign model and federal rules prohibiting use of contract employees to administer various IM functions. The ESS position is expected to work with child care providers, monitoring child care vendor accuracy and reporting child care eligibility determinations. The CTII is expected to help pre-screen applicants for BadgerCare Plus, FoodShare and Child Care. These functions were previously provided through a vendor contract of $242,600, which is being eliminated for the 2012 budget (discussed below), for a net expenditure reduction of $124,300. The ESS position is budgeted to be funded with existing State Day Care Administration funding, and the CTII position will be eligible for 50/50 addendum reimbursement, of $27,700, with the other half funded with County tax levy. Personnel costs also include several changes in employee health plans (from no coverage or single coverage to family coverage), estimated to increase costs by about $62,000. Higher estimated personnel costs are partially offset by lower Wisconsin Retirement System Pension costs associated with the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Operating expenditures are budgeted to decrease by about $192,100 to $720,600 mostly related to the elimination of a vendor contract of $242,600, mentioned above, since some of these functions will be brought in house through two additional county staff (discussed above). Also, some functions of the terminated vendor contract are anticipated to be taken on by a new multi-county regional IM consortium that is planned to include Washington, Ozaukee, Fond du Lac, Walworth and Waukesha Counties, as required for 2012, based on Act 32 (the State's 2011-13 Biennial Budget). Operating expenditures also include the elimination of payments to vendors for the MA Transportation program of $72,200, partially offset by higher LIHEAP and higher Indigent Burial payments of $75,000 and $38,300 (all previously mentioned above). Interdepartmental charges increase by about $15,200, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.

Economic Services Administration and Support (cont.)

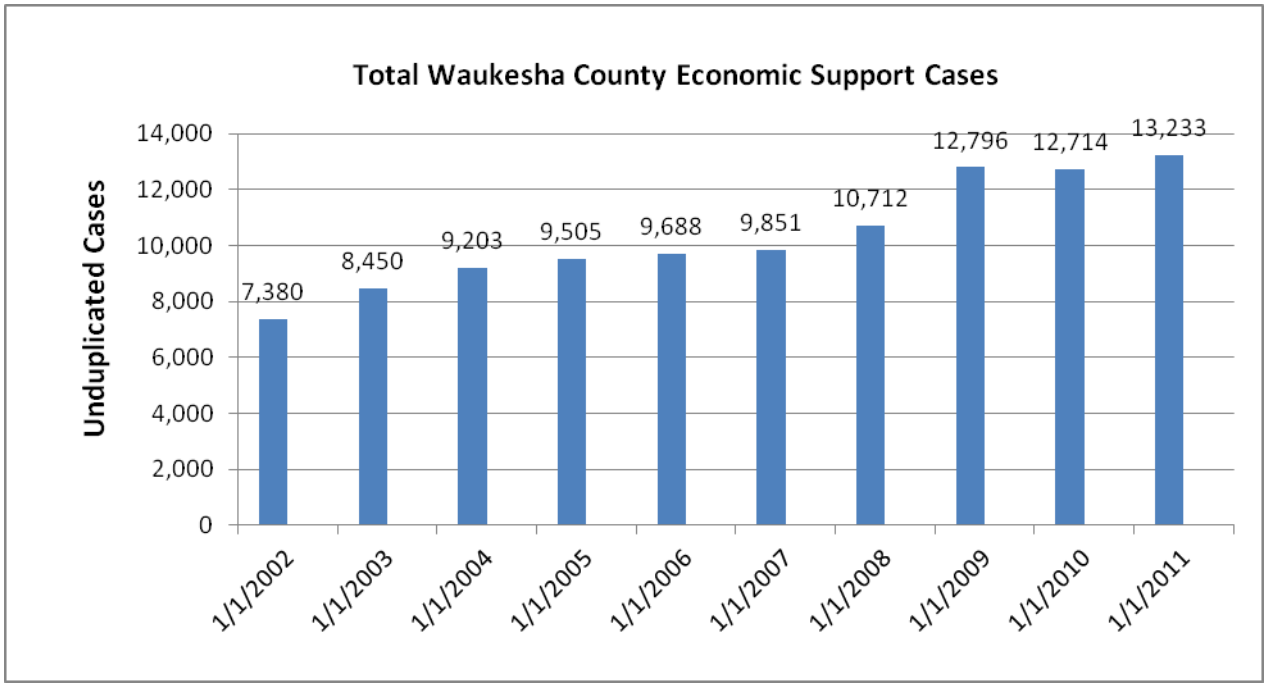
Activity

Human Services Center (HSC) Caseload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Average monthly unduplicated caseload	7,000	7,000	7,863	8,863	1,863
Medical Assistance average monthly cases	9,265	10,000	10,000	10,800	800
Food Share average monthly cases	2,614	1,900	2,900	3,350	1,450

Activity

Workforce Development Center (WDC) Caseload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Bud (a)	Budget Chng (a)
Average Monthly Unduplicated Caseload (a)	6,228	5,650	6,000	7,400	1,750 (a)
Avg. Monthly Unduplicated Caseload/Worker (a)	479	403	465	569	166 (a)
Medical Assistance Average Monthly Cases (a)	8,891	7,500	9,300	10,400	2,900 (a)
Food Share Average Monthly Cases (a)	2,527	2,600	2,900	3,300	700 (a)
W-2 Child Care Average Monthly Cases (a)	966	975	975	975	0 (a)
Annual Child Care Benefits (a)	$7,606,510	$8,200,000	$7,700,000	$7,700,000	($500K) (a)

(a) In 2012, a new Income Maintenance (IM) model will be adopted. One aspect of this change is the disbanding Enrollment Services Center in Madison, which is estimated to result in approximately 2,000 cases being shifted from the State to County to be managed by local IM staff. These cases consist of childless adults who are not elderly, blind or disabled.



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

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**23.83**	**24.83**	**24.83**	**24.83**	**0.00**
General Government	$531,034	$526,390	$408,601	$390,935	($135,455)
Charges for Services	$138,808	$187,675	$155,087	$181,218	($6,457)
Other Revenue	$161,456	$145,965	$167,450	$146,700	$735
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$3,319,987**	**$3,341,763**	**$3,341,763**	**$3,332,076**	**($9,687)**
Total Revenues	**$4,151,285**	**$4,201,793**	**$4,072,901**	**$4,050,929**	**($150,864)**
Personnel Costs	$2,030,310	$2,138,155	$2,054,655	$2,088,415	($49,740)
Operating Expenses	$1,268,011	$1,790,450	$1,600,722	$1,678,598	($111,852)
Interdept. Charges	$277,522	$273,188	$272,546	$283,916	$10,728
Total Expenditures	**$3,575,843**	**$4,201,793**	**$3,927,923**	**$4,050,929**	**($150,864)**
Rev. Over (Under) Exp.	$575,442	-	$144,978	-	-

Program Highlights

General Government revenue decrease nearly $135,500, from $526,400 to $390,900, and includes the shifting of about $89,700 of State Youth Aids funding for AODA services to the Family Services and Juvenile Services program area to better match where the service is provided and the related costs, and a decrease of $29,000 in pass-through HealthCheck services provided to children placed at the Residential Care Facilities (from $60,000 to $31,000), based on lower prior-year spending. Lower General Government revenue also include a decrease of about $16,600 of State/Federal Title IV-E reimbursements for legal services related to Children in Need of Protection Services (CHIPS) proceedings; out-of-home care (OHC); termination of parental rights (TPR) and adoption, budgeted at $55,500.

Charges for Services consist of client fee for service revenues, which decrease about $6,500 to expected levels for 2012, but still above current-year estimates and 2010 actuals. Other Revenues consist of clients' Social Security Income (SSI) benefit pay for partial cost recovery for out of home placement costs.

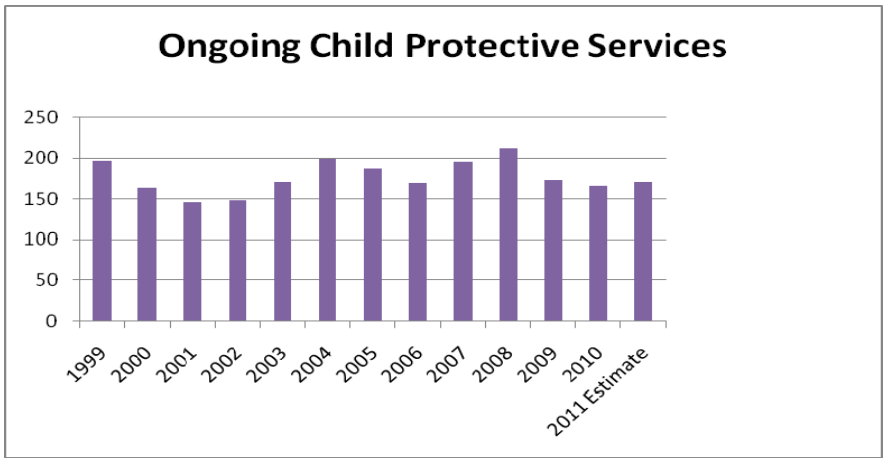
Personnel costs decrease by about $49,700 to $2,088,400, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets this program's personnel cost increases for 2012.

Operating expenditures are budgeted to decrease by about $111,900 to $1,678,600, including lower residential care center costs by $55,000, due to lower current year estimates and recent past year trends (based on 3-year average spending); lower pass-through HealthCheck payments at residential care centers by $29,000 (mentioned previously); lower tuition, training and travel-related costs by $15,500 to $58,900; and lower foster care expenditures by $10,000, based on prior-year actuals and current-year estimates. Decreasing operating expenditures are partially offset by an increase in the Family Partnership Initiative, which is a program that provides "wrap-around" services (e.g., mentoring, living skills education) for kids at-risk for out-of-home placement or already in out-of-home placement, increasing by $15,000, from $25,000 to $40,000. Interdepartmental Charges increase by about $10,700 to $283,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.

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

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total children in foster care	94	109	104	117	8
Days of Care	18,934	20,658	24,252	20,745	87
$ Foster Care	$382,982	$532,194	$477,452	$522,194	($10,000)
Total children in group homes	1	1	1	1	0
Days of Care	148	131	334	143	12
$ Group Homes Care	$11,840	$25,000	$41,600	$25,000	$0
Total children in Residential Care Centers	2	8	4	5	(3)
Days of Care	320	965	760	813	(152)
$Residential Care Centers	$96,962	$283,806	$216,813	$228,806	($55,000)
Terminations of parental rights	12	15	12	14	(1)

Child and Family Unit Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total # Families Served	166	160	166	163	3
Number of new cases					
Voluntary	16	24	25	20	(4)
Court Action	48	84	60	64	(20)
Total	64	108	85	84	(24)



Note: The fluctuation in families served from year to year reflects new referrals and open cases. Cases remain open until child safety concerns are addressed.

Children with Special Needs Unit

(Includes Birth to Three Program)

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

Program Description

The Children with Special Needs unit includes the following three (3) program areas. The Birth to Three program is a joint County/Lutheran Social Services (LSS) partnership program which provides early intervention services to parents with children from birth to age three with special needs who demonstrate at least 25% delay in one or more areas of development or have a diagnosed condition which will likely result in developmental delays. Examples include Down syndrome, autism, spina bifida, and cerebral palsy.

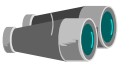
The Children with Special Needs Unit (CSN) through the Federal/State Medicaid Home and Community Based Service Waiver for Children's Long Term Support (CLTS Waiver funding) provides fully funded and locally-matched tax levy funding for children diagnosed with Autism, Asperger's and Pervasive Developmental Disorder Not otherwise specified (NOS); Developmentally Disabled (DD), Seriously Emotionally Disturbed (SED) clients, and their families.

The Family Support Program (FSP) provides fully fund State funding to parents of children with disabilities (up to $3,000 per child) to purchase services to enable the child to remain safely living at home.

	2010 Actual	2011 Budget	2011 Estimate (b)	2012 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.50**	**4.50**	**4.50**	**0.00**
General Government (b)	$5,228,651	$5,572,759	$3,807,479	$1,713,534	($3,859,225)
Charges for Services	$221,945	$175,000	$168,825	$169,000	($6,000)
Other Revenue	$5,952	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (a)	**$80,840**	**$188,652**	**$188,652**	**$680,265**	**$491,613**
Total Revenues	**$5,537,388**	**$5,936,411**	**$4,164,956**	**$2,562,799**	**($3,373,612)**
Personnel Costs	$371,737	$368,004	$337,459	$372,731	$4,727
Operating Expenses (b)	$5,337,511	$5,538,290	$3,899,452	$2,149,119	($3,389,171)
Interdept. Charges	$17,553	$30,117	$30,117	$40,949	$10,832
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,726,801**	**$5,936,411**	**$4,267,028**	**$2,562,799**	**($3,373,612)**
Rev. Over (Under) Exp.	($189,413)	-	($102,072)	-	-

(a) The Birth to Three Program Maintenance of Effort includes tax levy of $277,600.

(b) Lower 2011 estimated General Government revenues and operating expenditures are mostly due to the 2011-13 State Biennial budget shifting responsibility and funding for administering the Children's Long-Term Support Waiver (CLTS) program from the County to a third-party administrator beginning mid-2011.



Program Highlights

General Government revenues are budgeted to decrease by about $3,859,200 to $1,713,500, mainly due to a decrease of $3,769,200 for Children's Long Term Support Waiver (CLTS) funding, budgeted at $907,200. This decrease is due to the State Biennial Budget shifting responsibility and funding for administration of the CLTS program to a third-party administrator (TPA). Of the $907,200 in remaining CLTS funding budgeted, about $750,500 is reimbursement for County-provided case management services, an increase of $26,600 from the 2011 budget. Also, about $157,700 is budgeted for administrative cost recovery, a decrease of $253,300 from the 2011 budget. Higher case management reimbursements are mainly due to an estimated increase in billable hours resulting from a new state system (Compass Wisconsin - Threshold) that will take over intake and assessment work, freeing up staff time to perform more case management work. Also, the budget includes an additional contracted case management supervisor position, who will also provide additional case management services (discussed later).

General Government revenues also include the elimination of $90,000 of Birth to Three Medicaid waiver funding, since this waiver funding did not materialize in 2011, as expected. This waiver funding and related expenditures may be requested for appropriation through an ordinance if the waiver funding is provided in 2012. The base Birth to Three grant and Family Support funding remain at the 2011 budgeted level of $551,000 and $225,300, respectively.

Charges for Services revenue reflect a decrease of $6,000 to $169,000, representing the current-year estimate at $168,825.

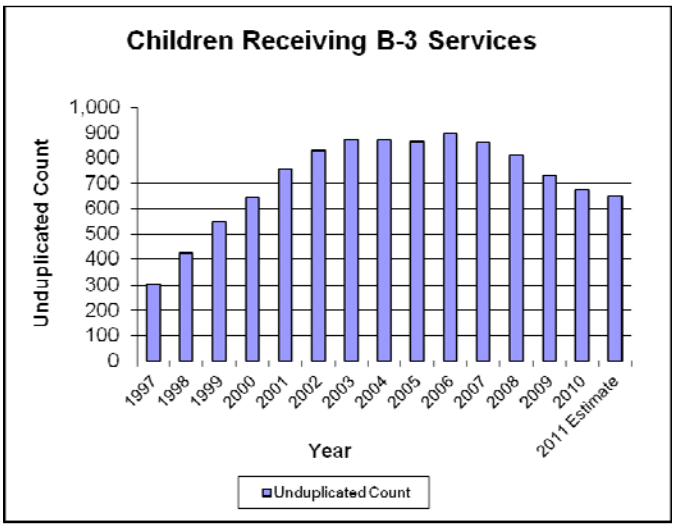
Children with Special Needs Unit (cont.)

(Includes Birth to Three Program)

Personnel costs increase slightly by about $4,700 or 1.2% to $372,700, mainly due to the cost to continue 4.5 FTE staff and a change in employee health plan selection from single to family coverage, but are mostly offset by lower Wisconsin Retirement System pension costs due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to their pension costs.

Operating expenditures are budgeted to decrease by about $3,389,200, from $5.54 million to $2.15 million, mainly due to a decrease in payments to CLTS vendors by $3,474,900. This decrease includes the elimination of $3,190,800 in payments to vendors for the state and federal match on CLTS waiver slots, due to the state shifting administrative responsibility for CLTS to a TPA (mentioned previously). However, the County will still be responsible for paying for locally-matched waiver slots, funded with tax levy, budgeted at $379,500, a decrease of $284,100 from the 2011 budget. Operating expenditures also include a reduction of $90,000 related to the Birth to Three waiver funding not received as anticipated in the 2011 budget, mentioned previously. Decreasing operating expenditures are partially offset by an increase in contracted case management expenditures related to the CLTS by about $89,400, budgeted at $409,400, mainly due to budgeting for a new contracted case management supervisor position to provide supervision of LSS staff, partially funded with additional case management reimbursements of about $26,000 (mentioned previously). Operating expenditures also include child placement costs at the State of Wisconsin Southern Center for Developmentally Disabled individuals, which increase by about $56,200, budgeted at $143,800, to be more in-line with 2010 actual expenditures. Interdepartmental Charges increase by about $10,800 to $40,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase.

Birth to Three Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total # children enrolled on Oct. 1st	296	285	296	295	10
Total # children served	676	710	630	675	(35)



The number of birth to three clients increased significantly from 1997 through 2006, but continues to decline due to lower birth rates, families opting out of services and less physician referrals.

Childrens Long Term Support (CLTS) Waiver Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
* Total # of Children Served (with or without a Waiver Slot)	383	370	375	350	(20)
Number of New Autism Waiver Slots (1)	33	32	32	32	-
Number of Closed Autism Waiver Slots	17	15	15	15	-
Total Number of Children in preparation for or on Waiting List for State approval of a slot	35	40	35	NA	NA
Number of Non-autism Waiver Slots (census, crisis, local match, transition slots)	Not tracked	Not tracked	100	110	NA
* * Total Number of Children Served with a Waiver Slot	348	330	340	350	20

* Note: Beginning June, 1, 2011, The State of Wisconsin began a demonstration project with CompassWisconsin: Threshold, which became the intake point for the application process for CLTS, MA Waivers and other programs. As a result, only children with waiver slots will now be served by this Division.
* * Note: This includes different types of waiver slots – i.e., Autism, Census Slots, and Locally-Matched Waiver Slots
(1) Based on actual waiver slots & trends provided by the State Department of Health Services

Family Services & Juvenile Services

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

Program Description

Provide court and custody intake services, court supervision and treatment to delinquent youth, as well as juveniles and children in need of protection and community based services. Services to these children and their families are directed at maintaining the children in their own homes and communities, reducing delinquency recidivism and promoting family and public safety. Services include intake assessments and physical custody determinations; regularly scheduled family and individual meetings; collaboration with schools and academic programs; monitoring compliance with court orders and school attendance; conflict resolution; case coordination and group counseling; School-based community day treatment; educational support program; in-home treatment team services, intensive tracking; home detention; youth accountability groups; mediation; electronic monitoring; and independent living training/preparation are provided through contracts.

In addition to these in-home services, monitoring and coordination of Correctional and Correctional Aftercare placements, and monitoring and coordination of Foster Care, Group Home and Residential Care Center placements of delinquent youth and juveniles in need of protection and services are also provided.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**40.50**	**39.50**	**39.50**	**39.50**	**0.00**
General Government	$4,044,612	$4,037,667	$3,883,673	$3,695,289	($342,378)
Charges for Services	$126,329	$97,480	$86,265	$97,101	($379)
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$1,327	$0	$0	$0	$0
County Tax Levy	**$2,795,522**	**$2,751,191**	**$2,751,191**	**$2,989,200**	**$238,009**
Total Revenues	**$6,967,790**	**$6,886,338**	**$6,721,129**	**$6,781,590**	**($104,748)**
Personnel Costs	$3,237,675	$3,289,048	$3,273,366	$3,303,785	$14,737
Operating Expenses	$2,951,903	$3,462,234	$3,126,292	$3,320,888	($141,346)
Interdept. Charges	$119,076	$135,056	$134,399	$156,917	$21,861
Total Expenditures	**$6,308,654**	**$6,886,338**	**$6,534,057**	**$6,781,590**	**($104,748)**
Rev. Over (Under) Exp.	$659,136	-	$187,072	-	-

Program Highlights

General Government revenues are budgeted to decrease by about $342,400 to $3,695,300, mainly due to a decrease in the State's allocation of Youth Aids Funding by about $430,000 to $3,438,400. However, the funding decrease for this program area is partially offset by shifting about $89,000 in base budget Youth Aids funding from the Children and Family Division, which is designated by the State to fund youth AODA services, to better reflect where these services and related costs are being provided (mentioned previously). General Government revenues also include the Community Intervention Program grant of about $101,400; Child Abuse and Neglect funding of $89,000; Independent Living funds of $48,300 and the Juvenile Accountability Block Grant (JABG) of $18,200.

Charges for Services consist of client fee revenue budgeted to remain essentially unchanged at about $97,100. The monthly Juvenile Court Supervision fee, remains at $80/month for all cases, which was effective as of January 1, 2010. The actual fee charges are determined by each client's ability to pay, based upon the State's Uniform Fee Schedule.

Personnel costs increase by about $14,700 or less than 1% to $3,303,800, mainly due to the cost to continue 39.50 FTE, including a couple of changes in employees' selection of health plan coverage, estimated to cost about $17,100. The remaining increase in health insurance costs of about $27,300 amounts to a 6.5% increase, which is in-line with health insurance cost increase throughout county departments. Most of the 2012 personnel cost to continue increases are offset by the cost savings from the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Family Services & Juvenile Services (cont.)

Operating expenditures decrease by about $141,300 to $3,320,900, and include a reduction of $188,000 in State Secure Correctional placement costs, which are budgeted to decrease to $312,100, anticipating a continuation of the recent historical pattern of low numbers of Correctional placements. Foster care and group home placement costs are budgeted to decrease by $232,900 and $51,600, respectively, in anticipation of a continuation of the recent placement levels. By continuing the longstanding efforts to provide a broad array of intensive, in-home family services to allow families to safely remain intact, department managements anticipates these decreases will not affect client services.

Decreasing operating expenditures are partially offset by an increase of $217,200 for residential care center placement costs budgeted at $868,200, reflecting an anticipated increase in these placements. Approximately $144,700 is invested in community based prevention services as an alternative to juvenile corrections and other out of home placements, of which about $122,700 from cost savings generated by contracting with Washington County for more cost-effective secure female juvenile detention services, (discussed later in the Juvenile Center program), and $20,000 is shifted in from the Children and Family Division. Other savings from the Juvenile Center (about $75,000) are being used to fund the cost of other Human Services programs.

Base 2012 contracted services include contracted intensive in-home team services of about $460,800; intensive tracking services of $261,800; educational support services of $209,700; school-based day treatment services increases of $157,600; homebound detention services of $130,500; and mediation services of $38,100. Family Partnership Initiative expenditures, budgeted at $62,600, decrease by $15,000, based on lower utilization of this service.

Interdepartmental charges increase by about $21,900 to $156,900, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the cost increase.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of families served (Family Services)	428	410	470	480	70
Number of families served (Juvenile Services)	250	285 (a)	251	250	(35) (a)
Custody Intake decisions by Juvenile Court Intake	432	450	588*	550	100
Court Intake Referrals	553	575	757**	750	175
Average daily population of juveniles in State correctional institutions	2.3	4.5	2.1	3.0	(1.5)
Total State charges for correctional institution placement	$203,505	$500,111	$208,725	$312,086	($188,025)***

*The 2011 Custody Intake estimate increase primarily reflects a limited youth population that has engaged in repeated runaways from home. Historically this number can fluctuate significantly, dependent upon the activity level of this particular population.

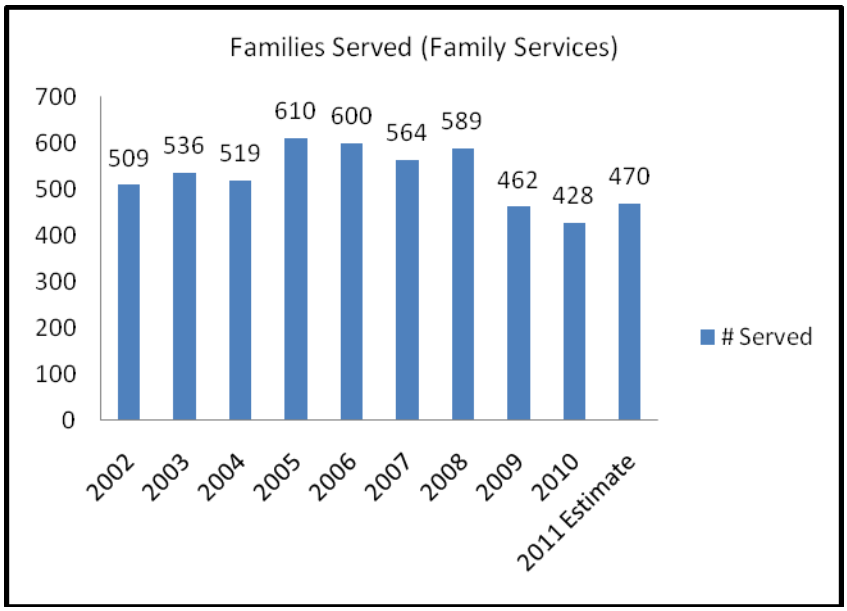
** The 2011 Court Intake estimate increase primarily reflects the procedural change in 2011 in which parent/teen conflict situations are now handled by Juvenile Court Intake. Previously they were handled by the Access Units.

***The $188,025 decrease is due to an anticipated lower average daily population at State Correctional Institutions in 2012.

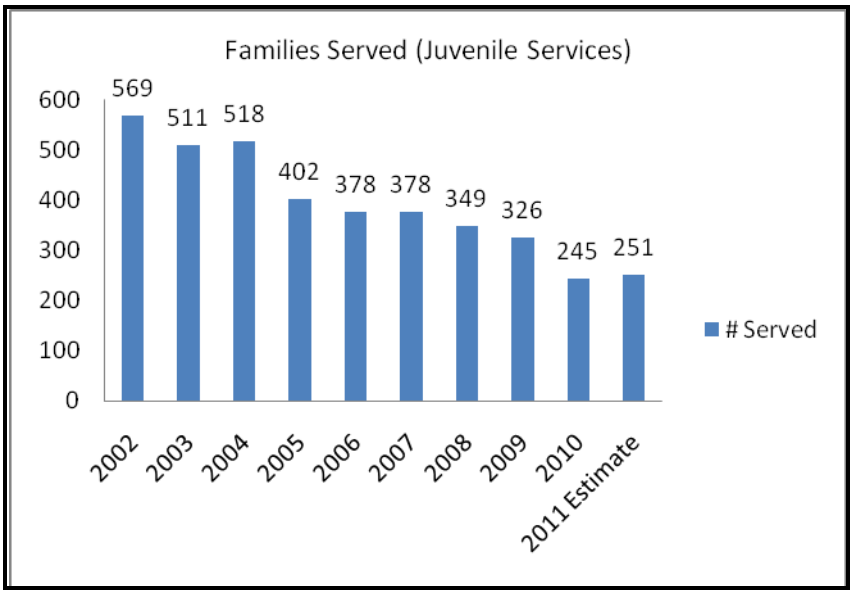
These decreases reflect Waukesha County, Wisconsin and national trends of reduced numbers of juveniles being referred to the juvenile justice system.

(a) Reduced to be more in line with 2010 actual and 2011 estimate. The 2011 budget appears to be overestimated.

Family Services & Juvenile Services (cont.)

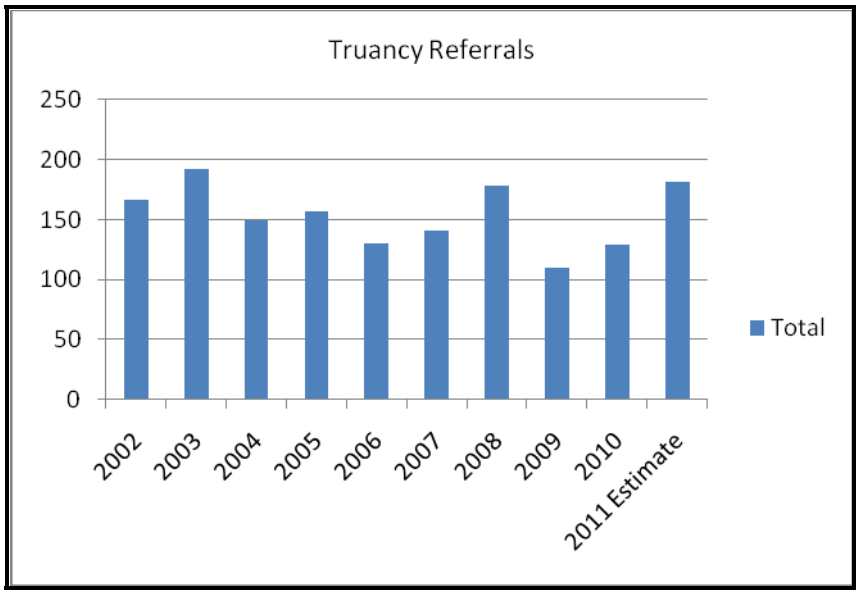


The number served in 2009 and 2010 was lower than in previous years. A significant reduction in the number of truancy referrals in 2009 and 2010 was a factor in the reduced number of families served. It is projected that 2011 truancy referrals will return to the general range prior to the recent lower rate. It is anticipated the number of families served over the next several years will continue at the lower end of the general range of the last ten years.

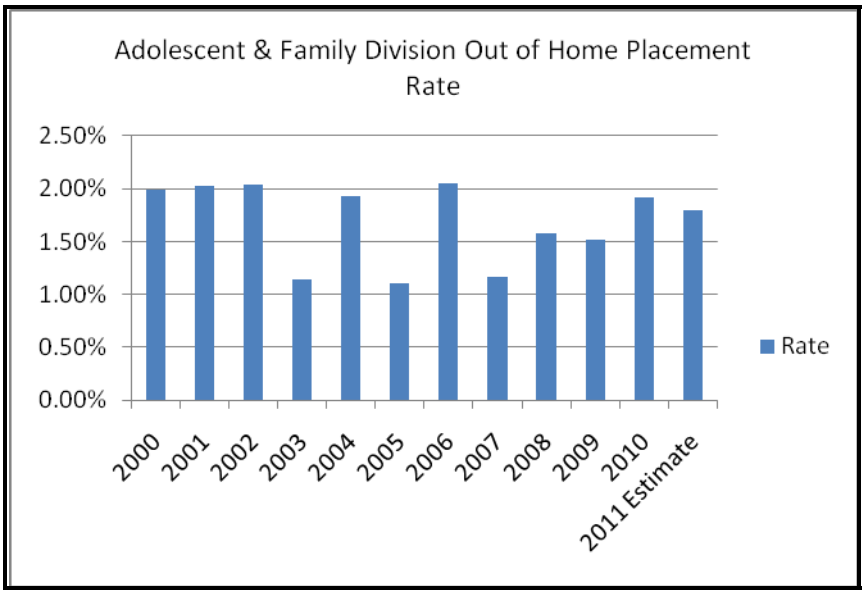


While the number of families served in Juvenile Services has decreased significantly over the past 10 years, the rate of this decrease has slowed over the past 4 years and the number in 2011 is projected to be slightly higher than that in 2010. The reduced caseload size reflects a Federal and statewide trend of reduced youth delinquency over that 10 year period

Family Services & Juvenile Services (cont.)

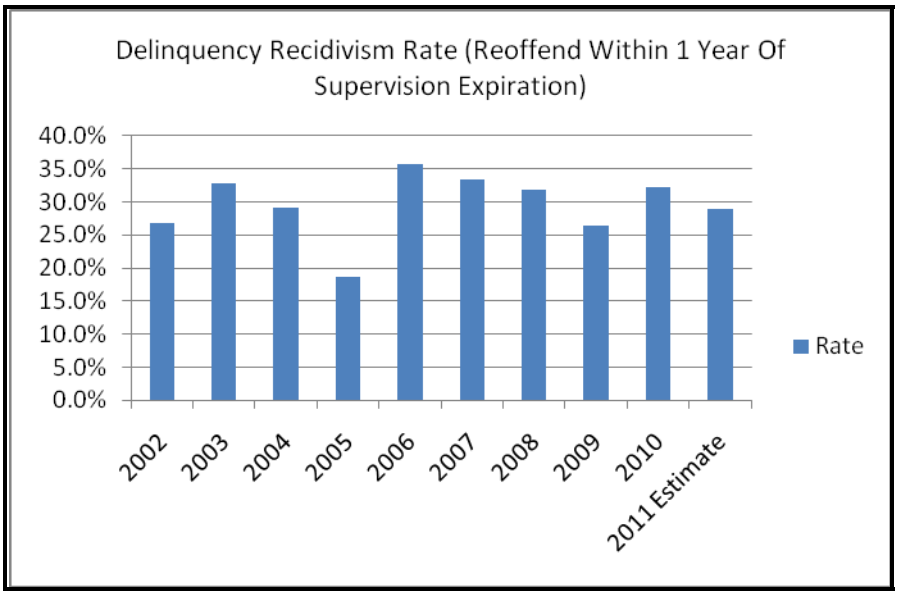


The number of truancy referrals, which had been relatively stable from 2004-2007, increased significantly (26%) in 2008 and subsequently decreased by 38% in 2009. Since 2009 it has trended upwards, with a more significant increase in the 2011 estimate. Among the factors that can affect these numbers are the use of municipal truancy citations, which are not referred to the Department, and the use of computer-based home school programs, reducing the likelihood of truancy referrals in those cases.



Through the use of a broad array of community-based services, the Division has maintained an extremely low out of home placement rate over the past 10 years. Although various reductions were required due to reduced State and Federal funding, staff and providers continue to achieve results that have maintained the placement rate below the target of 2%. Diligent efforts continue to be made to maintain young people in their homes whenever appropriate and to minimize the length of time in placement.

Family Services & Juvenile Services (cont.)



The recidivism rate shows the percentage of youth who reoffend during their period of court supervision and within one year after supervision ends. This rate has consistently been below the nationally recognized benchmark rate of 50%.

Alternate Care Activity (a)	2010 Actual	2011 Budget (b)	2011 Estimate (b)	2012 Budget (a)	Budget Change (a)
Total children in foster care	25	25	24	23	(2)
Days of Care	4,961	7,260	5,853	5,575	(1,685)
$ Foster Care (b)	$353,795	$628,613	$395,720	$395,720	($232,893)
Total youth in group homes	8	8	6	6	(2)
Days of Care	873	897	1,060	1,009	112
$ Group Home (b)	$163,195	$171,438	$119,824	$119,824	($51,614)
Total youth in Residential Care Centers	14	13	16	14	1
Days of Care	2,695	1,955	2,999	2,706	751
$ Residential Care Centers	$834,856	$650,967	$916,226	$868,161	$217,194

(a) Through the ongoing efforts of Agency and contracted staff to maintain young people in their own homes, utilize the least restrictive, appropriate placement options, and minimize the length of time in out of home placements, the overall 2012 budget for these placements has been reduced, with the increase in the Residential Care Center budget being more than offset by decreases in the Foster Care and Group Home budgets.

(b) These ongoing efforts have resulted in the 2011 estimated expenditures for these services being below the 2011 budgeted amounts. The 2011 budget amounts appear to be overestimated.

Juvenile Center

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

Program Description

Provides 24-hour care and supervision to delinquent and status offender youth who are court-ordered to be held in secure or non-secure detention at the Juvenile Center. Non-secure detention (Shelter Care) has 18 beds and secure detention has 18 beds. On grounds schooling is provided, as well as daily structured activities. Nursing and physician services are provided through contracts. Beginning in 2012, female secure detention services will be purchased from the Washington County Juvenile Detention facility.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**29.11**	**29.11**	**29.11**	**24.00**	**(5.11)**
General Government	$56,217	$54,401	$53,056	$52,876	($1,525)
Charges for Services	$162,749	$153,960	$197,500	$153,960	$0
Other Revenue	$4,717	$0	$0	$0	$0
Appr. Fund Balance	$600	$0	$0	$0	$0
County Tax Levy	**$1,696,816**	**$1,763,553**	**$1,763,553**	**$1,565,017**	**($198,536)**
Total Revenues	**$1,921,099**	**$1,971,914**	**$2,014,109**	**$1,771,853**	**($200,061)**
Personnel Costs	$1,739,445	$1,837,720	$1,708,095	$1,563,592	($274,128)
Operating Expenses	$59,294	$81,835	$64,761	$147,360	$65,525
Interdept. Charges	$50,701	$52,359	$52,390	$60,901	$8,542
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,849,440**	**$1,971,914**	**$1,825,246**	**$1,771,853**	**($200,061)**
Rev. Over (Under) Exp.	$71,659	-	$188,863	-	-

Program Highlights

The 2012 budget implements a more cost-effective alternative to housing female juveniles in secure detention. The Department will be purchasing significantly less-costly days of care from the Washington County Juvenile Detention Center, resulting in estimated net County taxpayer levy savings of approximately $200,000 (after considering room and board & transportation costs). Savings are being re-invested in community-based juvenile programs to prevent costly juvenile correction and other out of home placements (see Family Services and Juvenile Services program highlights).

General Government revenues decrease by $1,525 due to a small reduction in the Nutritional Grant funding. Charges for Service revenues are unchanged, to reflect historical trend. The Juvenile Center daily fee increased from $261 to $267 per day, effective January 1, 2011, for secure and non-secure placement. Actual fees charged are based upon the client's ability to pay, as determined by the State Uniform Fee Schedule.

Personnel costs decrease by about $274,100 to $1,563,600, mainly due to purchasing more cost-effective female secure detention services from Washington County, resulting in unfunding a total of 4.0 FTE Juvenile Center workers (abolishing 3 full-time and 1 part-time positions (3.7 FTE) and reducing one part-time position by 0.30 FTE or about 620 hours); reducing temporary extra help by 1.39 FTE; partially offset by an increase in overtime by 0.28 FTE or about 580 hours.

Operating expenditures increase by about $65,500 to $147,400, mainly due to budgeting about $70,500 for transportation and room and board charges associated with utilizing the Washington County facility for secure female detention.

Interdepartmental charges increase by $8,500, mainly due to an increase in Collections Division charges for collection of past due accounts receivable to be more in-line with 2010 actual costs for these expenses.

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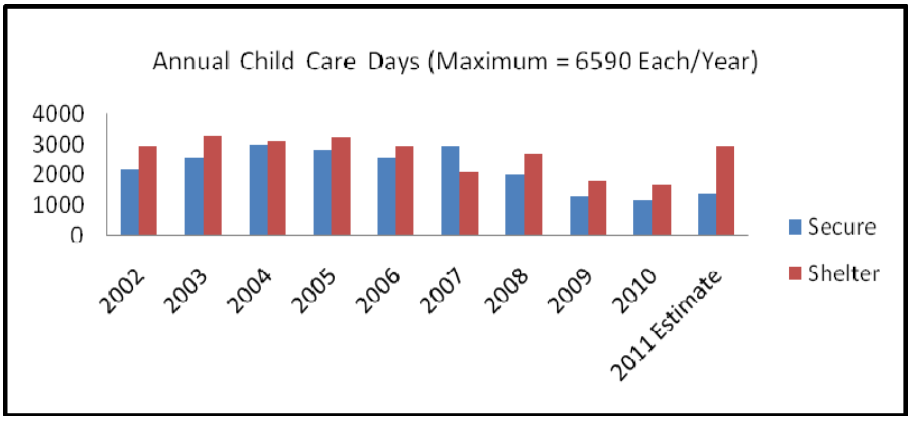
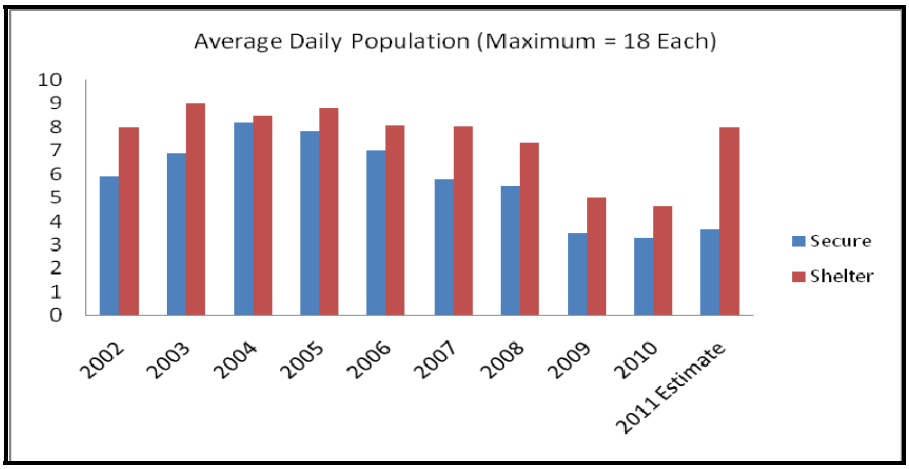
Juvenile Center

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Shelter Care					
# of child care days	1,699	2,076	2,920	3,000	924
Average daily population	4.7	5.7	8.0	8.2	2.5
Secure Detention					
# of child care days provided	1,156	1,542	1,364	1,132	(410)
Average daily population at center	3.2	4.2	3.7	3.1	(1.1)
# of child care days purchased	0	0	0	218	218
Average daily population purchased	0	0	0	Less than 2/3 children/day	Less than 2/3 children/day
Other County Placements at Waukesha Co. Juv. Center					
# of child care days	39	15	216	216	201



Since 2002, the number of Child Care Days (total number of days in care) had remained relatively low and stable, with a more significant decrease in 2009 and 2010. The 2011 estimate includes an estimated increase in Child Care Days for Shelter Care (non-secure custody). One reason is due to a higher number of out of county placements through the first half of the year. Charges for Service revenues have not been increased based on the assumption that the monthly trend in 2011 may not continue in 2012. The number of days in Shelter Care has generally been higher than Secure Detention. Due to declining census in female Secure Detention, this service will be purchased from Washington County, beginning in 2012.



The Average Daily Population for both Shelter Care and Secure Detention has generally maintained a downward trend over the past 10 years, with a significant increase in the 2011 estimated Shelter Care Population. The population in Shelter Care has tended to be slightly higher than that for Secure Detention.

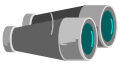
Mental Health Outpatient and Support Services

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

Program Description

The Clinical Services Division operates a comprehensive outpatient mental health clinic offering a variety of innovative programs as well as more traditional clinic services. Contract services complement County provided programs ranging from inpatient care, work related services, outpatient social/recreational services, prevention, education, and intervention (24 hour crisis phone service) to adult family homes, group homes, and residential care. Keeping clients in the community is the goal. Day Services and the Community Support Programs (CSP) are provided after and as prevention to inpatient services for the chronically mentally ill. Day Services provide therapeutic programs at the Mental Health Center. Community Support serves the more resistive client through community outreach. Both programs are at or near capacity; however, demand for these services remains high.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**42.81**	**42.31**	**42.31**	**42.76**	**0.45**
General Government	$996,143	$1,630,336	$1,488,841	$1,581,415	($48,921)
Charges for Services	$2,559,479	$2,226,824	$2,250,229	$2,285,511	$58,687
Other Revenue	$916,530	$1,020,120	$1,117,186	$1,295,464	$275,344
Appr. Fund Balance	$34	$4,800	$4,800	$4,800	$0
County Tax Levy	**$7,416,776**	**$7,166,235**	**$7,166,235**	**$7,214,185**	**$47,950**
Total Revenues	**$11,888,962**	**$12,048,315**	**$12,027,291**	**$12,381,375**	**$333,060**
Personnel Costs	$4,039,117	$4,276,112	$4,148,420	$4,181,152	($94,960)
Operating Expenses	$6,397,427	$7,306,117	$7,526,175	$7,689,680	$383,563
Interdept. Charges	$449,953	$466,086	$477,307	$510,543	$44,457
Total Expenditures	**$10,886,497**	**$12,048,315**	**$12,151,902**	**$12,381,375**	**$333,060**
Rev. Over (Under) Exp.	$1,002,465	-	($124,611)	-	-



Program Highlights

General Government revenue is budgeted to decrease by about $48,900 to $1,581,400, and includes a reduction in federal financial participation matching funds for Medicaid-covered services by about $20,300 to $182,900. This funding is planned to be used to encourage alternative planning for children and elderly clients and to partially offset state mental health institute cost charges. Also, federal reimbursement revenues for habilitative care provided through the Community Recovery Service (CRS) program are budgeted at $671,900, which is a decrease of about $14,200. The base 2012 budget includes state/federal Community Options funding of about $399,600, which remains at the 2011 budgeted level; mental health funding of $181,400, which decreases by about $8,000; and Community Support funding of $146,700, which decreases about $6,500.

Charges for Service include client fees for the Comprehensive Community Support (CCS) program, which provides psycho-rehabilitative treatment and residential care to clients with more intensive needs than the Community Support Program (CSP). CCS client fees are budgeted to decrease by about $64,000 to the $1,052,100 level, mainly due to the state using a more restrictive definition of reimbursable rehabilitative expenditures. However, this is more than offset by an increase in other client fee revenues by $122,700, budgeted at $1,233,400, to be more in-line with 2010 actual revenues received. Also, higher client fee revenues are anticipated to result from the creation of senior financial analyst position (discussed earlier in the Administrative Services program highlights) by allowing for better management and following up on claim reimbursement denials.

Other Revenues increase by about $275,300 to $1,295,500, mainly due to an increase in state collections for county resident placement costs at the state mental health institutes by $239,300, from $100,000 to $339,300, and is mostly offset by higher placement costs for youth and elderly placements at the institutes. These higher institute expenditures and revenues are mainly due to the state now billing the county for the full cost of these placements, then providing a federal reimbursement estimated at about 60% (previously the State billed the County for the net placement costs). Other Revenues also include $25,000 budgeted for the first time in 2012 as reimbursement revenues for costs related to mental health crisis intervention training of local law enforcement officers SSI collections revenues, where the County is the protective payee for mental health and developmentally disabled clients, increases by about $11,000 to $616,900. State of Wisconsin MA Cost Reporting program (WIMCR) reimbursements remain at the 2011 budgeted level of $314,200.

Mental Health Outpatient and Support Services (cont.)

Personnel costs are budgeted to decrease by about $95,000 to $4,181,200, and include the creation of a 1.0 FTE clinical therapist position, partially offset by the abolishment of a 1.0 FTE senior mental health counselor, estimated to increase net personnel costs by about $6,500. This position is expected to take the lead role in implementation and maintenance of the Community Recovery Services (CRS) program, and is anticipated to expedite client enrollment and generate sufficient CRS reimbursements to offset these additional position costs. Also, this budget includes an increase in a senior mental health counselor position from 0.55 FTE to 1.0 FTE, estimated to increase net personnel costs by $42,600. This position is anticipated to work on information and referral, initial client crisis response, coordination of staff schedules and mandatory staff training, among other tasks. Increasing this position to full-time is anticipated to free up time for a part-time Substance Abuse Counselor in the Alcohol and Other Drug Abuse (AODA) program area (currently sharing this work), to perform more direct AODA client treatment, estimated to generate sufficient client fee revenues to offset these additional position costs. Overall position costs decrease, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost to continue increases for 2012.

Operating expenditures increase by about $383,600 to $7,689,700, and includes an increase in room, board and treatment costs for CCS, CRS and residential care programs by about $182,400 to $4,159,400, based on an anticipated increase in the number of days of care by approximately 1,550 and an estimated increase in of 2% for residential care services and 1% for all other contracted services. State mental health institute costs increase by about $155,000 to $1,205,500, mainly due to an estimated increase in youth and elderly placement costs by $189,300 to $409,300, offset with additional collections revenue (discussed previously). This is partially offset by a decrease in anticipated adult placement costs at the State mental health institutes by about $34,400, budgeted at $796,100, based on an estimated decrease in the number of days of care by 72, down to 772 days.

Interdepartmental charges increase by about $44,500 to $510,500, including an increase in End User Technology charges by $22,700, mainly for allocated technology costs based on computer resources being used, with tax levy provided to fund all but 2% of the increase. Interdepartmental charges also include higher building maintenance and housekeeping charges by about $8,800 and higher Collections Division charges for collection of past due accounts receivable by about $7,000.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Community Support: number of clients	195	195	195	195	0
Case Management Clients (Non-CCS)	71	75	75	75	0
Residential Care: days of Care	30,688	29,565 (a)	30,759	31,110	1,545 (a)
Outpatient Clients	3,878	3,800 (a)	4,105	4,000	200 (a)
Comprehensive Community Services Clients	99	97 (a)	99	99	2 (a)
State Institutes Payments: Days of Care (Children)	425	218	166	163	(55)
State Institutes Payments: Days of Care (Adults)	342	844	795	772	(72)

(a) The 2011 budgeted amount appears to have been under estimated based on the 2010 actual results and 2011 estimate.

Alcohol & Other Drug Abuse Outpatient Clinic & Support Services

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

Program Description

The Alcohol and Other Drug Abuse (AODA) programs provide intervention and treatment services to Waukesha County residents at-risk due to alcohol and drug usage and addiction. Education, support, and outpatient programs are designed to meet both interdepartmental and community needs. The Intoxicated Driver Program (IDP), Wisconsin Chapter 20, mandates assessment for all individuals convicted of operating a motor vehicle while intoxicated. The convicted driver pays assessment fees. Assessment revenues are used to partially cover the cost of the assessment program. Programs are contracted with community agencies, hospitals, and the County operated clinic in the least restrictive and most cost effective setting possible. Those persons who qualify for Intoxicated Driver Program funds are allocated funding through State surcharge revenues.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**9.30**	**9.30**	**9.30**	**9.30**	**0.00**
General Government	$850,666	$608,402	$608,402	$608,402	$0
Fines/Licenses	$464,132	$475,000	$396,900	$435,000	($40,000)
Charges for Services	$257,961	$256,200	$264,400	$300,400	$44,200
Other Revenue	$23,797	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$369,753**	**$507,637**	**$507,637**	**$471,362**	**($36,275)**
Total Revenues	**$1,966,309**	**$1,847,239**	**$1,777,339**	**$1,815,164**	**($32,075)**
Personnel Costs	$822,714	$831,001	$804,200	$809,468	($21,533)
Operating Expenses	$857,287	$985,977	$1,034,630	$974,242	($11,735)
Interdept. Charges	$24,574	$30,261	$30,261	$31,454	$1,193
Total Expenditures	**$1,704,575**	**$1,847,239**	**$1,869,091**	**$1,815,164**	**($32,075)**
Rev. Over (Under) Exp.	$261,734	-	($91,752)	-	-

Program Highlights

General Government revenues remain at the 2011 budget level of about $608,400, and include $521,500 in AODA block grant funding, $48,900 in Child Abuse and Neglect funding, and $38,000 in Child Day Care funding. Fines and licenses revenues, which consist of Intoxicated Driver Program surcharge revenues, and are budgeted to decrease by $40,000 to $435,000, based on prior-year revenues received and current-year estimates. Charges for Service consist of client fee revenues, which are budgeted to increase by $44,200 to $300,400. By increasing the part-time senior mental health counselor position in the Mental Health Outpatient and Support Services program (mentioned previously), more time is expected to be freed up for direct substance abuse treatment in this program area, which is anticipated to help generate additional client fee revenue.

Personnel costs decrease by about $21,500 to $809,500, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which more than fully offsets personnel cost to continue increases for 2012.

Operating Expenditures decrease by about $11,700 to $974,200, mainly due to a reduction in contracted medical services as a result of the closing of the Lawrence Center and discontinuing opiate detoxification treatment. Operating expenses also include a 2% increase to residential programs.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Clients Receiving Detox	140	210 (a)	140	140	(70) (a)
Detoxification: Days of Care	289	335 (a)	280	280	(55) (a)
Outpatient Clients	1,688	1,710	1,750	1,750	40
AODA Halfway House: Days of Care	5,604	4,392 (b)	6,400	5,800	1,408 (b)

(a) The 2011 budgeted amounts were over estimated based on the 2010 actual results and 2011 estimate.
(b) The 2011 budget amount was underestimated based on 2010 actual results and 2011 estimate.

Statement of Purpose

With the support of the Chief Judge, County Executive, and County Board, the Waukesha County Criminal Justice Collaborating Council (CJCC) was established in the fall of 2002. The Council was formed with several goals in mind including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of local government, clearer objectives and priorities, more effective resource allocation, and the creation of additional criminal justice programming. The Council feels that taken together, these results can increase public confidence in and support for criminal justice processes, and enhance system performance.

The mission of the Waukesha County CJCC is to enhance public safety and promote the effective and efficient administration of the criminal justice system through community collaboration by ensuring offender accountability and providing rehabilitative services, while recognizing the rights and needs of victims.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$19,920	$508,519	$583,519	$547,935	$39,416	7.8%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$27,358	$44,075	$62,505	$57,000	$12,925	29.3%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (b)	$7,590	$0	$340	$0	$0	N/A
Appr. Fund Balance	$0	$32,000	$0	$0	($32,000)	-100.0%
County Tax Levy	**$932,699**	**$993,666**	**$993,666**	**$1,030,833**	**$37,167**	3.7%
Total Revenue Sources	**$987,567**	**$1,578,260**	**$1,640,030**	**$1,635,768**	**$57,508**	3.6%
Expenditures						
Personnel Costs	$93,558	$130,198	$98,229	$100,462	($29,736)	-22.8%
Operating Expenses (a)	$868,046	$1,437,271	$1,519,896	$1,482,507	$45,236	3.1%
Interdept. Charges	$7,635	$10,791	$11,079	$52,799	$42,008	389.3%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$969,239**	**$1,578,260**	**$1,629,204**	**$1,635,768**	**$57,508**	3.6%
Rev. Over (Under) Exp.	$18,328	$0	$10,826	$0.00	-	N/A

Position Summary (FTE)					
Regular Positions	1.00	1.00	1.00	1.00	0.00
Extra Help	0.00	1.00	0.00	0.00	(1.00)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	1.00	2.00	1.00	1.00	(1.00)

(a) The 2011 estimate includes $75,000 for the State Office of Justice Assistance (OJA) for a Crisis Intervention Training Incentives grant approved ordinance 166-17 for $100,000 which was awarded in 2011.
(b) The 2010 actual for Other Revenues include $7,590 of one-time Social Security Income (SSI) reimbursements for expenditures related to a community transition client.

Program Highlights

General Government Revenue is budgeted to increase $39,416 to $547,935, mostly related to a new Adult Drug Court grant from the Federal Department of Justice – Bureau of Justice Assistance. The CJCC has been awarded $350,000 over a 3-year period (beginning (10/1/11) of which $114,000 is budgeted for in 2012. The department management estimates that approximately 75 participants will be served (25 per year over the three-year period). This is partially offset by lower budgeting for year 2 of the 3-year joint Federal grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT), which began as of October 2010 for $1,239,097 to expand the Alcohol Treatment Court (ATC) Program. $421,800 is budgeted for the ATC grant, which is $71,800 lower than year 1, which included start up costs. Department management estimates the grant will allow approximately 50 additional participants (4th OWI offenders) to be served each year. In 2012, 140 3rd and 4th OWI offenders are budgeted to participate in the ATC program.

Charges for Services are budgeted to increase $12,925 to $57,000 in anticipation of higher client fee revenues from the Alcohol Treatment Court Program participants based on prior and current year estimates. Participants are charged a monthly fee using an income-based fee scale, which was implemented in June 2009 and is mandatory for all program participants. In addition, the Day Report Center Program fees are estimated to increase by $4,025 to $16,080 based on the current year estimate. Participants are charged a flat fee based on length of stay in the program, which was implemented in October 2010 and is mandatory for all program participants.

One-time General Fund balance of $32,000 is removed from the budget as the temporary extra help/security screener position was not necessary as a result of a change in location of the expanded Day Report Center program at the Huber facility.

Personnel costs are estimated to decrease by $29,736 to approximately $100,462, which includes the $32,000 decrease in temporary extra help for the Day Report Center expansion. The State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs reduces the County's share of these costs, which mostly offsets the CJCC Coordinator's personnel cost to continue increases for 2012.

Operating Expenses increase by $45,236 or 3.1% to $1,482,507 mostly related to the new Adult Drug Court grant which increases operating expenses by $95,100. This includes a contracted clinical case manager, drug testing of participants, program evaluation services and contracted treatment providers for physical and Mental Health evaluations. Also, the Day Report Center operating budget includes an increase of $12,400 for the full year cost of the part-time Community Service Coordinator position added in the 2nd half of 2011. These increases are offset by a lower allocation of the 3-year joint Alcohol Treatment Court Grant from the Bureau of Justice Assistance (BJA) and the Center for Substance Abuse Treatment (CSAT) for year 2 as previously noted. The budgeted Alcohol Treatment Court grant includes contracted services budgeted at $211,300 for substance abuse treatment and case management services (provided by WCS); and program evaluation are budgeted at $72,700.

A summary of the CJCC programs changes are noted in the chart below:

		Total Contracted Program Expenditures			
CJCC Contracted Programs	**2010 Actuals**	**2011 Budget**	**2012 Budget**	**Change**	**% Change**
WCS - Alcohol Treatment Court	$113,382	$117,067	$119,409	$2,342	2.0%
WCS - Day Report Center	$116,459	$206,613	$223,281	$16,668	8.1%
WCS - Intoxicated Driver Intervention	$153,525	$148,089	$151,051	$2,962	2.0%
WCS - Pretrial Supervision	$122,893	$126,887	$129,425	$2,538	2.0%
WCS - Pretrial Screening	$104,025	$107,406	$109,554	$2,148	2.0%
WCS - Community Service Options	$41,125	$42,660	$43,514	$854	2.0%
WCS - Reentry Employment Program at Huber	$0	$0	$25,000	$25,000	100.0%
Sub-Total WCS Contracted Service	$651,409	$748,722	$801,234	$52,512	7.0%
Alcohol Treatment Court Grant (includes operating expenses (various including WCS Case Management costs), interdepartmental charges and personnel costs)	$0	$493,600	$421,800	($71,800)	-14.5%
Adult Drug Court Grant	$0	$0	$114,000	$114,000	N/A
Community Transition	$83,318	$82,182	$83,580	$1,398	1.7%
Jail Adult Basic Education	$70,000	$72,318	$70,000	($2,318)	-3.2%
Jail AODA Services (Education Services)	$32,742	$33,397	$31,884	($1,513)	-4.5%
Total Program costs	**$837,469**	**$1,430,219**	**$1,522,498**	**$92,279**	**6.5%**

Interdepartmental Charges are budgeted to increase by $23,108 to $33,899 mostly as a result of budgeting County and HHS Administrative indirect costs related to the Alcohol Treatment Court Grant.

Note: The CJCC has applied for a federal grant solicitation in June 2011 with the Bureau of Justice Assistance (BJA) for a total of $350,000 over 3 years to start a drug court program. The project proposes to serve 75 nonviolent, high-risk, drug dependent participants in a post-plea, predisposition, deferred prosecution model. Decision regarding the award is not anticipated until September 2011. If selected as a grant recipient, an ordinance or budget amendment may be proposed to accept and appropriate these grant funds for the project, with the grant anticipated to begin in the 4th Quarter of 2011.

Major CJCC Strategic Outcomes and Objectives for 2012

Countywide Key Strategic Outcome: A safe county

Objective 1: Promote the effective and efficient administration of the criminal justice system through community collaboration.

Key Outcome Indicator: Demonstrate criminal justice system cost savings/cost avoidance as a direct result of programming implemented through the CJCC.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Jail Days Saved – Intoxicated Driver Intervention Program (OWI Program)	20,206	16,000	18,000	19,000
Number of Jail Days Saved – Pretrial Supervision Program	5,819	6,000	6,500	6,000
Number of Jail Days Saved – Alcohol Treatment Court Program*	4,092	5,000	5,400	6,000
Number of Jail Days Saved – Day Report Center Program**	10,493	12,802	13,000	13,000
Number of Jail Days Saved – Community Service Options Program	809	1,000	950	1,000

** Beginning in 2011 4th offenders are allowed to participate in the Alcohol Treatment Program.*
***2011 reflects the Day Report Center (DRC) expansion.*

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

Objective 2: Provide effective programming for at-risk offenders that promote accountability while enhancing public safety.

Key Outcome Indicator: Decrease impact at-risk offenders have upon criminal justice system resources through high rates of compliance.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Participants Compliant with Intoxicated Driver Intervention Program Requirements	82%	80%	81%	80%
% of Participants Successful in Reinstating their Drivers License in the OAR Program *	49%	N/A	N/A*	N/A*
% of Participants Compliant with Pretrial Supervision Program Requirements**	74%	N/A	80%	80%

**January – June 2010; Program discontinued as of 6/30/10*
***New Performance Measure*

Criminal Justice Collaborating Council (cont.)

Objective 3: Continue to sustain the Day Report Center Program expansion of an estimated 125 client contacts per week (for at least 60 clients) in 2012. Review program fee scale to determine if adjustments are possible to recover additional costs of expansion.

Key Outcome Indicator: High rates (in the range of 80% to 90%) of compliance with Day Report Center conditions of supervision, thereby justifying an increase in the utilization of the program as an alternative to incarceration.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Participants Successful in Completing Day Report Center Supervision Requirements	80%	75%	85%	80%

Objective 4: Provide cost effective and results-driven programming to offenders that complies with evidence-based, best practice standards, demonstrating a significant return on investment.

Key Outcome Indicator: Formal evaluation of CJCC programs by a team of evaluators from Temple University, UW-Milwaukee, and the Public Policy Forum to assess program goals, effectiveness, and resulting cost savings/cost avoidance.

Performance Measures to be determined as part of the evaluation process in 2012 for the 2013 budget

Activity Workload Data

Alcohol Treatment Court Program

Provides intensive supervision and case management of 3rd & 4th offense drunk drivers post-conviction with intensive judicial oversight and an emphasis on treatment, in an effort to help offenders break the cycle of drunk driving, improve the chances of a sober and healthy lifestyle, and contribute to a safe community.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Participants*	93	125	110	140
Number of Program Graduates**	32	30	30	40

** The increase in clients served in 2011 is a result of the County being awarded a three year federal grant to expand the Alcohol Treatment Court program, effective 10/1/10 – 9/30/13.*

*** The program length is approximately 12-18 months*

Community Service Options Program

Provides support with site placement and tracking/reporting community service hours worked for adult offenders who are court ordered to complete community service as a condition of their sentence or as a condition of probation, as well as to adults confined in the Huber facility who wish to reduce their jail sentence by performing community service.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Community Service Hours Completed	25,581	25,000	25,500	25,000
Total Clients Served	401	550	500	500

Community Transition Program

Provides supportive services to individuals who have transitioned from the jail into the community.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Average Caseload	50	75	40	40
Total Served	148	300	125	125

Criminal Justice Collaborating Council (cont.)

Operating After Revocation Program (OAR)

Screens all defendants pending OAR charges for eligibility of license reinstatement and assists those who may be eligible. All information is reported to the Court to assist in determining whether a defendant will be given time to reinstate or go directly to an adjudication hearing if not eligible, with the goal of moving these cases through the court system in an efficient manner.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of Closed Cases	106*	N/A**	N/A**	N/A**
Number of Participants Receiving Drivers License	52* (49%)	N/A**	N/A**	N/A**

**January – June 2010*

***This program was phased out on 6/30/10 due to the new law, effective 7/1/09, which decriminalized a majority of OAR offenses.*

Day Report Center Program*

Intensive supervision and monitoring of adults post conviction, providing an alternative to incarceration with the goals of reducing the population of the Huber facility and reducing recidivism through direct support and referrals to services throughout Waukesha County to meet clients' needs and improve lives.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised	230	275	300	300
Average Caseload Size	60	57	75	75

**The Day Report Center was expanded in 2011 by adding a part-time case manager, part-time Employment Specialist, and part-time Community Service Coordinator (July-Dec)*

Pretrial Screening Program

Screens all newly booked inmates in the Waukesha County Jail, for the purpose of gathering and verifying information to prepare a screening report for the Court prior to the initial court appearance to assist in release decisions and setting appropriate bail.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Inmates Interviewed	2,267	2,200	2,250	2,254
Declined Interviews	40 (2%)	45 (2%)	50 (3%)	46 (2%)
Reports Completed	2,307	2,300	2,300	2,300
Interviews/Reports Verified	816 (36%)	1,000 (45%)	900 (40%)	902 (40%)

Pretrial Supervision Program

Provides pretrial supervision and monitoring of adults pending misdemeanor and some felony charges while awaiting trial or adjudication to assure appearances at court hearings, provide support with client's needs to prevent recidivism, and is an alternative to pretrial incarceration, saving jail days.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised (a)	386	450	400	400
Average Daily Caseload	113	135	125	125

(a) The 2012 Budget is reduced to closer reflect the prior year actuals.

Criminal Justice Collaborating Council (cont.)

Pretrial Intoxicated Driver Intervention Program (OWI Program)

Provides intensive supervision to repeat drunk driving defendants shortly after arrest in an effort to get them enrolled in treatment as soon as possible during the pretrial phase, with the goal of reducing drunk driving recidivism.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Clients Supervised	1,114	1,500	1,100	1,200
Average Caseload Size	400	450	380	390
OWI Re-Arrests During Program Supervision	19 (2%)	12 (1%)	11 (1%)	12 (1%)

Jail Alcohol and Other Drug Abuse (AODA) Services Program *

- Anger Management
- Relapse Prevention
- Characteristics of Addiction
- Coping Skills
- Release Planning
- Life Skills

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Inmates Served	636	700	614	625
Number of Program Modules Completed (1 Module = 12 hours class time)	206	280	180	200

** The program and curriculum were revised in 2009 to an open-entry/open-exit model in an effort to reduce waiting time, increase access to the program for female inmates and inmate workers, and increase successful completions of the program.*

Jail Adult Basic Education (ABE) Program*

In July 1990, Waukesha County Technical College (WCTC) and the Waukesha County Sheriff's Department began a partnership to provide adult basic education, high school completion, and employability skills to inmates at the Huber facility and, later, at the County Jail, through federal funding provided by the Adult Education and Family Literacy Act for Institutionalized Individuals and local support from Waukesha County. The County increased budgeted tax levy by $25,000 in 2010 to assist with program continuation, which remains at the same level in the 2012 budget.

	2009/2010 Actual	2010/2011 Actual	2010/2011 Target	2011/2012 Target
Number of Inmates Served	172	169	150	150
Sex of Participants	134 (M)	143 (M)	N/A	N/A
	38 (F)	26 (F)	N/A	N/A
Attained General Education Diploma (GED)/High School Equivalency Diploma (HSED)	24	28	25	25
% Improving Academic Literacy Skills	84%	89%	80%	80%

Statement of Purpose

This budget reports the financial operations of the Mental Health Center (MHC) inpatient hospital for accounting purposes and State/Federal reporting including federal/state Medicare Cost Report requirements. This fund provides for all services related to admissions to the hospital for psychiatric emergency and other psychiatric hospitalizations and related support services.

The Hospital Inpatient Program of the Mental Health Center provides 24-hour care to court-involved and voluntary mentally ill individuals for which a range of services are included such as diagnosis; medication monitoring and stabilization; individual, couple, and group counseling; and development of aftercare services. This facility has a capacity of 28 beds.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget (a)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$1,308	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,640,992	$2,548,839	$2,552,228	$2,590,639	$41,800	1.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$5,691	$0	$0	$0	$0	N/A
Appr. Fund Balance (a)	$35,343	$35,000	$35,314	$38,800	$3,800	10.9%
County Tax Levy	**$3,217,113**	**$3,248,170**	**$3,248,170**	**$3,287,434**	**$39,264**	1.2%
Total Revenue Sources	**$5,900,447**	**$5,832,009**	**$5,835,712**	**$5,916,873**	**$84,864**	1.5%
Expenditures						
Personnel Costs	$3,996,664	$4,099,647	$4,123,405	$4,092,292	($7,355)	-0.2%
Operating Expenses (a)	$848,626	$942,772	$913,197	$998,738	$55,966	5.9%
Interdept. Charges (a)	$690,783	$767,370	$757,223	$815,843	$48,473	6.3%
Fixed Assets (a)	$35,000	$22,220	$22,000	$10,000	($12,220)	-55.0%
Total Expenditures	**$5,571,073**	**$5,832,009**	**$5,815,825**	**$5,916,873**	**$84,864**	1.5%
Rev. Over (Under) Exp.	$329,374	-	$19,887	-	-	N/A

Position Summary (FTE)					
Regular Positions	42.45	42.95	42.95	42.95	0.00
Extra Help	3.64	4.05	4.05	4.92	0.87
Overtime	0.47	0.47	0.47	0.47	0.00
Total	46.56	47.47	47.47	48.34	0.87

(a) Appropriated General Fund Balance derived from H&HS Funds is budgeted at $38,800, mainly for one-time equipment replacement.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: To provide effective care and services that allow individuals to return to community based settings as soon as possible. (Mental Health Center)
Key Outcome Indicator: The re-admission rate is a measure of the effectiveness of inpatient treatment and subsequent community aftercare. The goal of the Mental Health Center is not to exceed 9.5% for readmission within 30 days of discharge.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
30 Day Readmission Rate	6.8%	9.9%	9.1%	9.5%

Program Highlights

Charges for services, which consist mostly of client fee revenues (including insurance and Medicare/Medicaid reimbursements), increase by $41,800, to be more in-line with 2010 actual revenues received. Appropriated Fund Balance of $38,800 is budgeted to cover one-time equipment replacement and building improvement items that may be needed to remain in compliance with state/federal hospital regulations (facility is inspected annually). For 2012, Fund Balance is budgeted to cover chair replacement within operating expenditure appropriations ($16,000); a portion of the replacement costs for an electrical generator, which are cross-charged interdepartmentally from the Department of Public Works – Facility Maintenance ($12,800); and dishwasher replacement in fixed assets ($10,000).

Personnel costs decrease by about $7,400 to $4,092,300, mainly due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which mostly offsets the personnel cost to continue increases for 2012. In addition, health insurance costs decrease by about $34,000, mainly due to changes in several employee health plans. Decreasing personnel costs are partially offset by an increase in temporary extra help and related benefits by about $52,100, mostly for an increase in registered nursing coverage of 0.87 FTE (about 1,810 hours), to be closer to 2010 actual expenditure levels.

Operating expenditures increase by about $56,000 to $998,700, an include an increase in pharmaceutical costs by $15,500 to $315,500 ; contracted transcription service costs by $10,300 to $44,700; contracted doctor services by $6,700 or 2% to $328,700; contracted laundry services by $6,100; and equipment costs by $5,600 to $22,900, mainly to cover the $16,000 in chair replacements budgeted for 2012 (covered with one-time Fund Balance use, mentioned above).

Interdepartmental charges are budgeted to increase by about $48,500 to $815,800, including an increase in Department of Public Works building maintenance and housekeeping charges by about $22,500 to $346,400, mainly due to new electrical generator replacement costs of $48,000 (partially covered with one-time Fund Balance use, mentioned above). In addition, End User Technology Fund (EUTF) charges increase by $17,400 to $21,500. However, Tax Levy of approximately $17,400 is being shifted into the Mental Health Center budget from EUTF for a net increase of about $4,100 or 2%, to cover the phasing in of full-cost allocations, to better reflect technology resources used by departments.

Fixed assets of $10,000 is budgeted for one-time replacement of a dishwasher, and is covered with one-time Fund Balance use (mentioned above).

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Target	Budget Change
Days of Care	6,321	7,000	7,000	7,000	0
Admissions	964	1,110	1,110	1,110	0
Discharges	978	1,110	1,110	1,110	0
Average Length of Stay (Days)	6.8	6.3	6.3	6.3	0

Program Fund Purpose

The primary purpose of Public Health Services is to address aggregate populations who are at-risk for diseases or injuries that are within the scope of prevention, protection or control.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$1,128,922	$934,586	$956,769	$801,356	($133,230)	-14.3%
Fine/Licenses	$0	$0	$0	$0	$0	0.0%
Charges for Services	$412,951	$450,860	$402,449	$402,723	($48,137)	-10.7%
Interdepartmental	$3,220	$4,105	$1,605	$3,050	($1,055)	-25.7%
Other Revenue	$14,435	$4,900	$0	$0	($4,900)	0.0%
Appr. Fund Balance	$0	$0	$0	$0	$0	0.0%
County Tax Levy	**$2,200,902**	**$2,305,559**	**$2,305,559**	**$2,305,559**	**$0**	**0.0%**
Total Revenue Sources	**$3,760,430**	**$3,700,010**	**$3,666,382**	**$3,512,688**	**($187,322)**	**-5.1%**
Expenditures						
Personnel Costs	$3,017,466	$3,116,931	$3,070,688	$3,027,922	($89,009)	-2.9%
Operating Expenses	$448,378	$386,163	$286,877	$266,977	($119,186)	-30.9%
Interdept. Charges (a)	$279,533	$196,916	$211,339	$217,789	$20,873	10.6%
Fixed Assets	$5,590	$0	$0	$0	$0	0.0%
Total Expenditures	**$3,750,967**	**$3,700,010**	**$3,568,904**	**$3,512,688**	**($187,322)**	**-5.1%**
Rev. Over (Under) Exp.	$9,463	-	$97,478	-	-	N/A

Position Summary (FTE)					
Regular Positions	37.64	37.84	37.84	37.84	0.00
Extra Help	3.39	3.79	3.79	2.43	(1.36)
Overtime	0.00	0.00	0.00	0.00	0.00
Total	41.03	41.63	41.63	40.27	(1.36)

(a) 2011 estimates exceed the adopted budget due to 2010 carryover and additional expenditure authority added to the budget by approved ordinances.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide cost effective public health (PH) services to assure compliance with the State of Wisconsin Public Health Statutes to maintain a public health department level II status. (Public Health Administration)

Key Outcome Indicator: Public Health programs will comply with the State of Wisconsin Public Health Statutes s.251.02(1); will maintain level II services status and maintain State of Wisconsin grant funding linked to level II status.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Compliance with State of Wisconsin grant funding requirements linked to level II status	100%	100%	100%	100%

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

Objective 2: Improve the health and functioning of children exposed to elevated lead levels, and will assure Level II status Public Health Division and State of Wisconsin grant funding. (Child Health)

Key Outcome Indicator: Maintain reversal rates of presenting child health problems due to elevated lead levels, as identified in the Wisconsin State Statute s.253.02(1).

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Symptomatic reversal rate	75%	76%	76%	80%

Objective 3: Reduce the number of Public Health enrolled infants born prior to 37 weeks gestation and/or with low birth weight. County Maternal and Child Health services provided are according to State of Wisconsin Public Health Statutes s.253.02(1) that assures Level II status of the Public Health Division and State of Wisconsin grant funding. (Maternal Health)

Key Outcome Indicator: The rate of delivered infants will be a minimum of 37 weeks gestation and/or 5 lbs. 8 ozs.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Rate of healthy infants	90%	95%	95%	95%

Objective 4: Meet State prescribed number of mothers and children enrolled in the WIC program to maintain WIC grant funding. (Women, Infant, Children Program)

Key Outcome Indicator: The State of Wisconsin for 2012 estimates 4,212 mothers and children will be eligible for WIC services in Waukesha County each month. This is an increase in mothers and children from 2011. To maintain WIC grant funding, the WIC program is required to provide in 2011 nutritional services to 2,320 children and mothers per month and remediate nutritional deficiencies found.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of remediated nutrition related health problems	86%	80%	86%	86%

Objective 5: Chronic disease screenings and assessments are offered to citizens to early identify and arrest diabetes, heart disease and cancer. Chronic disease community screenings according to the State of Wisconsin Public Health Statutes s.255.056 assures Level II status of the Public Health Division and State of Wisconsin grant funding. (Community Health)

Key Outcome Indicator: Provide 39 annual community site screenings within the chronic disease screening program to make available preventive screenings to citizens and will assure a level II status Public Health Division and will maintain State of Wisconsin grant funding.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Provide chronic disease intervention, counseling and screening	39	39	37	39

County-Wide Key Strategic Outcome: A safe county

Objective 6: Control transmission of communicable disease illnesses among Waukesha County adults and children according to the State of Wisconsin Public Health Statues s251.05, that will meet State of Wisconsin core public health requirements. (Communicable Disease Control)

Key Outcome Indicator: Apply communicable disease control measures to the 80 reportable communicable diseases required by the US Centers for Disease Control and Prevention (CDC) and ensure investigations of these diseases within time frames required. Follow CDC required 24-hour and 72-hour time frames for imposing isolation and quarantine measures along with treatment recommendations.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of category I CD controlled	95%	96%	96%	96%
Percentage of category II CD controlled	85%	86%	87%	87%

Objective 7: The Public Health Division will respond to communicable disease emerging outbreaks or epidemics (to comply with the State of Wisconsin Statute s253.02(b)) in an Incident Command System (ICS) structure that will meet State of Wisconsin core public health requirements and maintain Public Health Preparedness Grant funding. (Communicable Disease Control)

Key Outcome Indicator: Percent of Public Health Division Cities Readiness Initiative Plan meeting the CDC required minimum score standard of 60% or above.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of the Public Health Division CRI Plan passing score	86%	86%	88%	88%

Objective 8: The Public Health Division will continue to report daily on the Wisconsin Electronic Disease Surveillance System (WEDSS) for reporting communicable disease and childhood lead poisoning case reports on the WEDSS modules to maintain State of Wisconsin core public health requirements. (Communicable Disease Control)

Key Outcome Indicator: The Public Health Division will daily report cases of communicable diseases and child lead poisonings on the WEDSS reporting system.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of daily required WEDSS reporting	80% (779 of 973)	100% (1,000)	100% (1,000)	100% (1,020)

Objective 9: The Public Health Division will maintain herd immunity among the enrolled 2-year-old population to protect them from communicable childhood diseases and reduce transmission of such diseases to other children to comply with State of Wisconsin Statue s.253.02(b). Maintain Level II compliance Public Health Division and maintain immunization grant funding. (Communicable Disease Control)

Key Outcome Indicator: The Wisconsin Immunization Registry (WIR) Assessment Report will evaluate the Public Health Division (PHD) enrolled 2-year-old children for primary vaccine series. The minimal national target established by the Centers for Disease Control and Prevention (CDC) for the U.S. for the primary vaccine childhood series is 90%. The County Public Health Division is working toward reaching this goal.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Public Health enrolled 2-year-old children completed vaccines series*	85%	86%	86%	86%

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*This percentage excludes children from families that refuse vaccinations based on personal conviction, religious beliefs or medical reasons.

Objective 10: Control the transmission and spread of sexually transmitted communicable diseases among adults to reduce the reservoir of these diseases in the County to assure Level II Status Public Health Division and State of Wisconsin HIV grant funding. (Communicable Disease Control)

Key Outcome Indicator: Clinic treatment rates of persons diagnosed with a sexually transmitted infection (STI) will be maintained at 90%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of clinic STI identified persons receiving treatment	90%	90%	90%	90%

Objective 11: Build a public health preparedness infrastructure to respond to intentional or non-intentional life threatening diseases to Waukesha County citizens through improving employee competency, communications and information technology, which will meet State of Wisconsin core public health requirements and CDC preparedness grant funding requirements. (Community Health)

Key Outcome Indicator: Public Health Division completion of mandated Cities Readiness Initiative (CRI) trainings, drills, exercises and CDC Preparedness completion of educating community agencies serving at-risk populations regarding preparedness protection skills.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Trainings, drills and exercises completed	52	74	74	78

Objective 12: Completion of a five-year Community Health Improvement Plan identifying major Waukesha County health problems with annual review of community interventions to improve identified community health problems to meet State of Wisconsin core public health requirements. (Community Health)

Key Outcome Indicator: Completion of the three-year Community Health Plan with annual review of community interventions to improve such health identified problems.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of CHIP completed	0	20%	20%	50%

Objective 13: The Public Health Division will assess the impact of the Patient Protection and Affordability Care Act and position itself to appropriately respond by adapting programs and staffing where possible.

Key Outcome Indicator: Percent of the Patient Protection and Affordability Care Act Public Health provisions identified and interpreted.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Health Reform Public Health provisions identified and interpreted.	N/A	30%	50%	60%

Objective 14: Position the Public Health Division to assess local public health programs and service needs to meet the 2015 Centers for Disease Control and Prevention required national accreditation of local public health departments.

Key Outcome Indicator: Percent of Public Health Division programs meeting CDC accreditation standards.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of available public health programs and staff competence for 2015 accreditation	50%	50%	55%	60%

Public Health Administration

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

Program Description

The Public Health Administration staff provides administrative support to the Public Health sections; provides public health assessment, program development and evaluation; maintains the budget through management of expenditures and collection of revenues; manages grants, contracts and interdepartmental services; oversees building maintenance; and provides timely reports for accountability.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
General Government	$0	$0	$12,000	$10,560	$10,560
Charges for Services	$78	$0	$104	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,034	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$327,286**	**$345,464**	**$345,464**	**$347,639**	**$2,175**
Total Revenues	**$328,398**	**$345,464**	**$357,568**	**$358,199**	**$12,735**
Personnel Costs	$242,933	$250,686	$250,256	$248,349	($2,337)
Operating Expenses	$34,248	$27,402	$31,386	$39,568	$12,166
Interdept. Charges	$48,791	$67,376	$65,733	$70,282	$2,906
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$325,972**	**$345,464**	**$347,375**	**$358,199**	**$12,735**
Rev. Over (Under) Exp.	$2,426	-	$10,193	-	-

Program Highlights

General Government revenue increased by $10,560 due to the award of the federal Centers for Disease Control and Prevention (CDC) Accreditation Grant to capacity build the Public Health Division in preparation for future national and state accreditation of public health agencies (discussed below). Tax levy support to this program increases by $2,175 (less than 1%) to fund increases in the expenditure described below.

Personnel costs decrease by about $2,300 to $248,300, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost to continue increases for 2012.

Operating expenses increase by $12,200 mostly due to expenses associated with the Accreditation Grant.

Activities

In 2011, Waukesha County Public Health Division was awarded a Federal Centers for Disease Control & Prevention Accreditation Grant. The Accreditation Grant is to assist local public health departments for infrastructure capacity building to meet future national or state accreditation. This grant is assisting the Waukesha County Public Health Division to build its infrastructure to support the development of a Community Health Improvement Plan which is a CDC accreditation requirement, as well as a public health department Level I requirement.

Child Health

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

Program Description

The purpose of Child Health Program services is to ensure healthy Waukesha County at-risk children. The Child Health Program is directed toward high-risk children who are at-risk for lead poisoning, arrested growth and development and medical problems due to neglect or abuse. Various Public Health local Property Tax Levy supported prevention projects are offered to Waukesha County high-risk children. They are Childhood Lead Poisoning screenings, HealthCheck physical examination screenings and Child-at-Risk (CAR) physical assessments and case management for possible physical abuse or medical neglect. A State of Wisconsin Childhood Lead Poisoning Prevention Grant is available to outreach high-risk families who live in housing built prior to 1978 where children may be exposed to lead based paint and may need lead poisoning screening.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**4.44**	**4.44**	**4.44**	**3.79**	**(0.65)**
General Government (a)	$150,617	$145,804	$13,365	$13,365	($132,439)
Charges for Services (a)	$172,322	$155,230	$149,495	$145,050	($10,180)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$150,476**	**$159,462**	**$159,462**	**$160,345**	**$883**
Total Revenues	**$473,415**	**$460,496**	**$322,322**	**$318,760**	**($141,736)**
Personnel Costs	$304,809	$330,415	$290,773	$288,189	($42,226)
Operating Expenses (a)	$110,976	$116,520	$18,229	$16,782	($99,738)
Interdept. Charges	$18,245	$13,561	$12,704	$13,789	$228
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$434,030**	**$460,496**	**$321,706**	**$318,760**	**($141,736)**
Rev. Over (Under) Exp.	$39,385	-	$616	-	-

(a) Lower 2011 estimate is mainly due to the elimination of the State's Family Foundations Grant for 2011.

Program Highlights

General Government revenue decrease by about $132,000, mainly from the loss of the State Family Foundations Grant funding, due to a change in state allocation criteria granting dollars mainly to central cities and rural counties. This grant helped fund case management services to first-time parents who receive Medicaid. General Government revenue of about $13,400, consists of the Childhood Lead Poisoning Prevention grant. Charges for Services revenue decrease by about $10,200, mainly due to the loss of revenue for case management associated with the Family Foundation Grant.

Personnel costs decrease by about $42,300, mainly due to the elimination of 0.65 FTE (about 1,350 hours) of temporary extra help and related benefit costs associated with the Family Foundation Grant. The remaining decrease is mostly due to lower Wisconsin Retirement System pension costs, resulting from the State Budget Repair Bill, requiring most County employees to contribute 50 percent to their pension costs.

Operating expenses decrease by about $99,700 mainly due to the elimination of about $99,600 in contracted case management services related to the former the discontinued State Family Foundation Grant.

Maternal Health

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

Program Description

The purpose of the Maternal Health Program services is to ensure healthy birth outcomes of Waukesha at-risk pregnant women. The Maternal Health Program is directed toward high-risk pregnant women at risk for delivering malformed and/or developmentally delayed infants due to malnutrition and low birth weight, alcohol and drug abuse, cigarette smoking and sexually transmitted diseases. The Prenatal Care Coordination Program and the High Risk Mother and Infant Program are the two preventive health programs that meet the statutory requirement.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.60**	**5.51**	**5.51**	**5.51**	**0.00**
General Government	$83,083	$65,337	$58,598	$67,508	$2,171
Charges for Services	$42,837	$45,000	$67,750	$48,000	$3,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$332,354**	**$370,101**	**$370,101**	**$357,930**	**($12,171)**
Total Revenues	**$458,274**	**$480,438**	**$496,449**	**$473,438**	**($7,000)**
Personnel Costs	$432,944	$450,431	$437,527	$439,404	($11,027)
Operating Expenses	$19,471	$11,505	$10,353	$18,876	$7,371
Interdept. Charges	$24,367	$18,502	$18,271	$15,158	($3,344)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$476,782**	**$480,438**	**$466,151**	**$473,438**	**($7,000)**
Rev. Over (Under) Exp.	($18,508)	-	$30,298	-	-

Program Highlights

General Government revenue increase by about $2,200 due to an increase in the Maternal and Child Health (MCH) Grant. Charges for Services increase by $3,000 due to an increase in Prenatal Care Coordination revenue. Tax levy support needed for this program decreases by about $12,200, mainly due to decreases in personnel costs, described below.

Personnel costs decrease by about $11,000, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which more than offsets personnel cost to continue increases for 2012.

Operating expenses increase by about $7,400, mainly due to an increase in MCH grant-funded tuition, training and travel related costs and medical supply costs.

Child Health/Maternal Health (Cont.)

Activities - Child Health

Workload - Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of children tested for lead poisoning	1,475	1,500	1,575	1,525	+25
Total number of children treated for lead poisoning	8	9	9	8	-1
Number of Healthcheck examinations	1,850	1,900	1,990	1,990	+90
Number of Healthcheck serious health problems found remediated/treated	36	38	36	38	0
Number of children referred with medical conditions	140	155	150	155	0
Number of children medical issues resolved	140	155	150	155	0
Number of POCAN* high risk/ neglected children cases managed	33	33*	n/a	n/a	-33
Number of POCAN high risk/ neglected children entering Child Protective Services	0	0*	n/a	n/a	0

*Family Foundations Grant funding ended in 2011.

Activities - Maternal Health: Prenatal Care Coordination Program (PNCC)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
I. **Medicaid Program:** Number of pregnant women PNCC screened	322	320	318	324	+4
A. Number of women enrolled	126	125	124	129	+4
B. Number of women who delivered full term infants of average birth weight	110	110	115	115	+5
II. **Non-Medicaid Program:** Number of pregnant women PNCC screened	86	85	90	90	+5
A. Number of women enrolled	81	80	85	85	+5
B. Number of women who delivered full term infants of average birth weight	72	70	76	76	+6

Women, Infants, Children Nutrition Program (WIC)

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

Program Description

The Women, Infants and Children Nutrition (WIC) federally funded program provides nutrition assessments for prenatal and postpartum lactating mothers, infants under one year and children through five years of age. Nutrition recommendations are offered with corresponding vouchers specifically outlining food purchases that will remedy nutritional deficits.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.49**	**5.89**	**5.89**	**5.89**	**0.00**
General Government	$442,808	$418,683	$424,627	$429,502	$10,819
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$442,808**	**$418,683**	**$424,627**	**$429,502**	**$10,819**
Personnel Costs	$378,089	$368,019	$377,609	$372,671	$4,652
Operating Expenses	$33,410	$31,095	$25,449	$31,908	$813
Interdept. Charges	$31,309	$19,569	$21,569	$24,923	$5,354
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$442,808**	**$418,683**	**$424,627**	**$429,502**	**$10,819**
Rev. Over (Under) Exp.	-	-	-	-	-

Program Highlights

General Government revenue increase by about $10,800 to $429,500, due to the steady increases of the WIC grant base funding and funding for the breastfeeding peer counselors.

Personnel costs increase by about $4,700 to $372,700. Personnel costs includes the creation of a 1.0 FTE Community Health Educator with a sunset provision (position will be reduced or terminated if funding is reduced or terminated), estimated to increase personnel costs by $69,800, but is partially offset by the abolishment of a 1.0 FTE clerk typist II, estimated to reduce costs in this program by about $58,400. This net personnel cost increase of about $11,400 is mostly covered with an increase in WIC grant funding, mentioned above. This community health educator position is created in response new U.S. Department of Agriculture regulations, mandating that only licensed dieticians (such as this position) can perform nutritional assessments, as opposed to clerical support. Operating expenses increase slightly by about $800. Interdepartmental charges increase by about $5,400, mainly due to an increase in End User Technology Fund (EUTF) computer charges, which reflects technology resources being used by the Division. These costs are all covered by the WIC Grant as no Tax Levy is budgeted in this program.

Activities

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total number of mothers, infants/children served per year in the WIC Program	4,064	4,255	4,064	4,255	0
Annual number of infants/children nutritionally deficient enrolled in the WIC program annually	3,140	3,140	2,867	3,140	0
The annual number of children with improved nutritional status after WIC program intervention	2,924	2,924	2,867	2,924	0
*State estimated # of eligible low income population per month for Waukesha County	4,212	3,755	400	4,212	+457
Monthly WIC enrollment of at-risk mothers, infants and children for Waukesha County	2,195	2,282	2,247	2,320	+38

*Based on the 2010 US Bureau of Census, Waukesha County Poverty Estimates.

From January 1, 2010 through December 31, 2010 WIC food vouchers supplemented Waukesha County retail food vendors by $1,962,098 and local Waukesha County produce farmers by $21,225.

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

Program Description

This program area includes the Chronic Disease Prevention and Control programs for Level II public health status, which provides health screenings in the community, clinics, and in the home. Services are directed at early identification of the preventable chronic diseases such as vision, hearing problems in child and adults, diabetes, heart disease, hypertension, and cancer. Adult medical crisis intervention is available through medical assessment, therapeutic interventions and episodic case management. The Community Health and Disease Surveillance program (CHDS) is responsible for the monitoring of the incidence and prevalence rates of emerging County-wide public health problems, preventable chronic diseases, and communicable disease related issues. This program provides statistical assessment, analysis and evaluation, which is found in the County Health Report Card and in the new Community Health Improvement Plan. This program recommends public health interventions to control or contain County diseases and/or identified public health problems effecting aggregate populations. This program is responsible for Public Health workforce development in maintaining and introducing new clinical skills. This section oversees the employee compliance with the National Incident Management System (NIMS) training and the Incident Command System (ICS) course completions.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.81**	**7.60**	**7.60**	**7.60**	**0.00**
General Government	$225,376	$252,285	$285,958	$227,944	($24,341)
Charges for Service	$2,347	$2,500	$1,720	$2,500	$0
Interdepartmental	$1,350	$1,440	$0	$1,440	$0
Other Revenue	$3,601	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$378,815**	**$397,843**	**$397,843**	**$397,435**	**($408)**
Total Revenues	**$611,489**	**$654,068**	**$685,521**	**$629,319**	**($24,749)**
Personnel Costs	$505,645	$570,816	$559,234	$561,294	($9,522)
Operating Expenses	$58,042	$50,150	$26,556	$28,658	($21,492)
Interdept. Charges	$54,719	$33,102	$33,151	$39,367	$6,265
Fixed Assets	$5,590	$0	$0	$0	$0
Total Expenditures	**$623,996**	**$654,068**	**$618,941**	**$629,319**	**($24,749)**
Rev. Over (Under) Exp.	($12,507)	-	$66,580	-	-

Program Highlights

General Government revenues decrease by about $24,300 to $227,900, mainly due to the loss of the federal Centers for Disease Control and Prevention (CDC) Preventive Health and Health Services grant of about $21,500, which was used to help develop the Community Health Improvement Plan (CHIP). (This decrease in funding for CHIP development is partially offset by additional CDC Accreditation Grant funding, discussed in Public Health Administration program highlights). Also, CDC City Readiness grant funding decreases by about $10,200 to $57,100, which is partially offset by an increase in CDC Public Health Preparedness grant funding by about $7,400 to $170,800.

Personnel costs decrease by about $9,500 to $561,300, and include a decrease in health insurance costs by about $17,000, mainly due to employee health plan changes. Other lower personnel costs are mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which fully offsets personnel cost to continue increases for 2012. Operating expenditures decrease by about $21,500, mainly due to a decrease in mostly grant funded tuition, training and travel related expenditures by about $15,500 and contracted interpretation services by about $9,600. Interdepartmental charges increase by $6,300, mainly due to an increase in End User Technology Fund (EUTF) computer charges which reflects technology resources being used by the Division, as the department received tax levy shifted from the EUTF Fund to cover all but 2% of this cost increase.

Community Health (cont.)

Activities

Workload - Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Community health screenings, family health clinic screenings and health fairs	590	600	580	600	0
Numbers of medical problems identified and remediated from health screens	41	42	38	44	+2
Adult Medical Crisis: Case Management resulting in home stabilization	30	35	25	25	-10

Activities

CDC Medical Prophylaxis/Medical Supplies Inventory Management: Trainings, Drills and Exercises

Requirements:	2010 Actual	2011 Estimate	2012 Target
Training Skill Sets – ICS Courses	10	32	36
Drills	4	4	4
Exercises: Activation of Skill Sets	38	*38	38

*Preparedness skill sets were exercised within the Full Scale Preparedness exercise conducted on June 15, 2011.

Activities

Community Health Improvement Plan:
In April of 2011, the Waukesha County Public Health Division launched the Community Health Improvement Plan Process (CHIP). The CHIP is to determine the leading causes of county preventable diseases and a plan to reduce deaths due to these diseases or social/environmental factors leading to these diseases. A thirty member steering committee, representing a cross section of health, social service and environmental health, convened to draft a CHIP Plan and make recommendations to remediate health related issues in the county.

Cities Readiness Initiative:
In June of 2011, Waukesha County Public Health Division was evaluated by the State of Wisconsin Division of Public Health for the Division's ability to meet the requirements of public health preparedness response according to the CDC Cities Readiness Initiative for a mass biological and nuclear attack. In 2010, CDC made a site CRI evaluation and the Public Health Division scored an 86%. The 2011 CRI site evaluation produced a 97% score.

Communicable Disease Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Public Health Division executes State of Wisconsin statutes to control local communicable diseases through surveillance, prevention and implementation of control measures. Food borne outbreaks are controlled through integrated services with the Environmental Health Division of the Waukesha County Parks and Land Use Department. The 80 national reportable communicable diseases are routinely followed up and controlled. As emergency first responders, the Public Health Division responds to all communicable disease outbreaks and is required to be trained in the Incident Command System of emergency government to control these large scale outbreaks. Public Health Immunization Clinics are provided to control the vaccine preventable childhood communicable diseases. Pneumovax and flu vaccines are provided to children and adults in Waukesha County. International traveler education and immunization against communicable diseases is also offered to residents of Waukesha County. Communicable disease assessments are provided to all age groups along with health education, counseling and referral. This area also includes the Sexually Transmitted Infection (STI) program, which is designed to identify, track and contain the spread of sexually transmitted infections. Public Health services are provided to family physicians regarding current treatment schedules. Additionally, the Public Health Division tracks incidence and prevalence rates of STIs in Waukesha County. STI clinics are available for assessment, laboratory testing and treatment and counseling. Partner notification of exposure to an STI is also provided. Anonymous Human Immunodeficiency Virus (HIV) testing is made available to identify HIV infections. Persons with Acquired Immune Deficiency Syndrome (AIDS) disease are followed up for disease control, education and linking to community resources.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**15.69**	**15.19**	**15.19**	**14.48**	**(0.71)**
General Government (a)	$227,038	$52,477	$162,221	$52,477	$0
Charges for Services	$195,367	$248,130	$183,380	$207,173	($40,957)
Interdepartmental	$1,870	$2,665	$1,605	$1,610	($1,055)
Other Revenue	$9,800	$4,900	$0	$0	($4,900)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$1,011,971**	**$1,032,689**	**$1,032,689**	**$1,042,210**	**$9,521**
Total Revenues	**$1,446,046**	**$1,340,861**	**$1,379,895**	**$1,303,470**	**($37,391)**
Personnel Costs	$1,153,046	$1,146,564	$1,155,289	$1,118,015	($28,549)
Operating Expenses (a)	$192,231	$149,491	$174,904	$131,185	($18,306)
Interdept. Charges (a)	$102,102	$44,806	$59,911	$54,270	$9,464
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,447,379**	**$1,340,861**	**$1,390,104**	**$1,303,470**	**($37,391)**
Rev. Over (Under) Exp.	($1,333)	-	($10,209)	-	-

(a) 2011 estimates exceed the adopted budget due to 2010 carryover and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

General Government revenue of about $52,500 for the Childhood Immunization Grant remains at the 2011 budgeted level. Charges for Service decrease by about $41,000 to $207,200 to be more in-line with 2010 actual revenues received, and include a decrease in flu clinic revenues by $16,600 to $28,400; international traveler immunization clinic revenues by $10,000 to $95,000; and refugee screening revenues by $7,000 to $2,000. Tax levy support for this program increases by about $9,500 to $1,042,200, mainly due to a decrease in Charges for Service revenues, mentioned above.

Personnel Costs are decreased by about $28,500 to $1,118,000, and include a decrease in temporary extra help and related benefits by about $26,800 or 0.71 FTE (1,480 hours), mainly due to consolidation of monthly community immunization clinics from 9 to 7. The Public Health Division building is deemed the most viable site for providing immunization services to the City of Waukesha, and will replace two clinics that previously served City residents. This consolidation also allows the Division to maintain satellite immunization clinics throughout the County. Personnel costs also decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which more than offsets personnel cost to continue increases for 2012.

Communicable Disease Control (cont.)

Operating expenditures decrease by about $18,300 to $131,200, mainly due to a decrease in vaccine costs by about $20,600, largely due to lower activity at the various clinics and the consolidation of the monthly immunization clinics, mentioned above. Interdepartmental Charges increase by about $9,500 to $54,300, mainly due to an increase in cellular phone charges $3,500 and End User Technology Fund (EUTF) computer charges by $3,300, which reflects technology resources being used by the Division.

Activities

Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Crisis CD Clients: Category I	89	100	90	100	0
General CD Clients: Category II	699	690	730	720	+30
Tuberculosis (TB) Clients	177	180	180	183	+3
TB Skin Tests	1,060	1,050	1,075	1,075	+25
Children Immunized	2,800	2,800	2,775	2,700	-100
Childhood Vaccines Administered	6,800	6,600	6,030	6,300	-300
Adults Immunized	3,600	3,300	3,300	3,150	-150
Adults Vaccines Administered	4,600	4,500	4,500	4,400	-100
Adult/Child Influenza A H1N1 Vaccine Administered	2,519	0	0	0	0

Activities

On June 15, 2011, the Public Health Division carried out a full scale Cities Readiness Initiative Exercise. The exercise was designed to distribute mass prophylaxis drugs to the Waukesha population in response to a simulated Anthrax biological attack in the Southeastern Wisconsin. The exercise involved 85 county employees, 20 regional public health professionals and 70 community volunteers. A site Incident Command Center was set up and was staffed by the County Executive, County Health & Human Services Board, County supervisors and the Local Emergency Planning Committee and county employees. The Incident Command group, as well as, the mass dispensing clinic group were taxed to provide on–the-spot problem solving of complex problems. The exercise proved very fruitful as the performance of all was very competent and many issues became known that need future problem solving.

Workload – Sexually Transmitted Infection	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Individuals Screened by the STI Clinic	360	350	325	325	-25
Number of infections identified in the STI Clinic	67	70	65	65	-5
STI Investigations (community reported)	651	755	760	760	+5
HIV Screenings	300	350	350	350	0

Statement of Purpose

It is the mission of the Waukesha County Department of Veterans' Services to advocate for and assist all veterans of the U.S. Armed Services, their dependents, and survivors. The Department ensures that clients obtain all available and appropriate benefits for which they are entitled. The Department staff is committed to act in a courteous, effective, and fiscally responsible manner to maintain its reputation as one of the top veterans' service departments in the State by providing maximum service to its clientele.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$13,000	$13,000	$13,000	$13,000	$0	0.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$0	$0	$0	$0	$0	N/A
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$280,847**	**$280,847**	**$280,847**	**$282,105**	**$1,258**	**0.4%**
Total Revenue Sources	**$293,847**	**$293,847**	**$293,847**	**$295,105**	**$1,258**	**0.4%**
Expenditures						
Personnel Costs	$214,903	$240,963	$222,735	$235,625	($5,338)	-2.2%
Operating Expenses	$23,885	$34,702	$28,188	$41,600	$6,898	19.9%
Interdept. Charges	$18,246	$18,182	$18,857	$17,880	($302)	-1.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$257,034**	**$293,847**	**$269,780**	**$295,105**	**$1,258**	**0.4%**
Rev. Over (Under) Exp.	$36,813	$0	$24,067	$0	-	N/A

Position Summary (FTE)					
Regular Positions	3.70	3.70	3.70	3.70	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Utilize current cost effective technologies to assist veterans, their dependents, and their survivors in obtaining benefits they earned.

Key Outcome Indicator: Expansion of e-mail contact list, increase in use of e-mail for newsletter distribution and improved accuracy in flag and marker distribution are all indicators of improved workload efficiency.

Performance Measure(s):	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of e-mailed Newsletters vs. US mail	64%	65%	65%	65%
Expansion of e-mail contact list - # of contacts	77	85	85	90
Flag and marker procurement vs. distribution accuracy	90%	93%	93%	96%

Note: Flag distribution accuracy is still a work in progress. We have verified 9,000 or our 23,000 burials.

The Office now has access to the Virtual Veteran's Administration (VA) Database. This allows informational access to VA notification letters and ratings. This will reduce phone calls to Veteran Service Organizations (VSO) at the VA who represent veterans and provides timely status of claims.

Objective 2: Ensure trained personnel are available to assist veterans, dependents and their survivors with obtaining federal state, and county earned benefits.

Key Outcome Indicator #1: Annual training is attended by the Veteran Service Officer or the benefit claims specialist. The attendee will then provide the information to the rest of the staff. Target: Minimum of 80 hours of training per year.

Performance Measure #1	2010 Actual	2011 Target	2011 Estimate	2012 Target
Annual hours of training	80	80	80	80

Key Outcome Indicator #2: Refer clients to the proper HHS agency when need arises.

Performance Measure #2	2010 Actual	2011 Target	2011 Estimate	2012 Target
Refer clients to appropriate HHS agency	100%	100%	100%	100%

Note: Veteran Service Officer attended two 40 hour conferences to maintain accreditation. Continuing education was provided to staff by the Veteran Service Officer.

Objective 3: Provide veteran benefit information to community and veteran service organizations.

Key Outcome Indicator: Briefings provided as requested and brochures mailed to all nursing and assisted living centers.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Brochures to nursing homes and assisted living centers (a)	100%	100%	100%	100%
Provide briefings to VSO (b)	100%	100%	100%	100%

(a) The Veteran Service Officer appeared 40 times at VSO's request to provide benefit information to Veterans.

(b) The service office provided informational brochures by general mailings and upon request to nursing homes and assisted living facilities.

Objective 4: Provide temporary assistance to veterans, survivors, and dependents.

Key Outcome Indicator: Timely assistance to clients and meet immediate short-term necessary living expenses. Target: Emergency assistance for eligible vets – 100%. Turnaround time measured in days: 6 days.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Emergency assistance provided to eligible veterans	100%	100%	100%	100%
Assistance turnaround time in days (a)	4 days	6 days	6 days	6 days

(a) Measure increases the time to include weekend, holidays and furlough days. This is the time that it takes from the Commission authorization to the time a check is issued to the eligible veteran.

Information Assistance

Program Description

The Veteran's Service Division counsels and assists veterans and their dependents in applying for all Federal and State veterans' entitlements. Referrals are made to other Federal, State, and local agencies for benefits from other programs. Information related to veterans' issues is collected, updated, made available on the Internet, and distributed where and when appropriate.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.70**	**3.70**	**3.70**	**3.70**	**0.00**
General Government	$13,000	$13,000	$13,000	$13,000	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$269,954	$269,954	$269,954	$270,712	$758
Total Revenues	**$282,954**	**$282,954**	**$282,954**	**$283,712**	**$758**
Personnel Costs	$214,060	$240,070	$221,842	$234,732	($5,338)
Operating Expenses	$18,747	$24,702	$19,588	$31,100	$6,398
Interdept. Charges	$18,246	$18,182	$18,857	$17,880	($302)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$251,053**	**$282,954**	**$260,287**	**$283,712**	**$758**
Rev. Over (Under) Exp.	$31,901	-	$22,667	-	-

Program Highlights

General Government revenues of $13,000 are comprised solely of a grant from the State and remain unchanged from 2011 budgeted levels. Tax levy for this program of $270,712 represents an increase of $758 or less than 1% from 2011.

Personnel costs are budgeted to decrease $5,338 mostly related to cost savings due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs and is offset by costs to continue staff. Operating expenses increase $6,398 to $31,100 mostly due to budgeted increases related to employee accreditation and certification training, travel and mileage reimbursement which is budgeted to increase $5,327. Interdepartmental charges decrease $302 to $17,880 primarily due to reductions in End User Technology charges.

Information Assistance (cont.)

Activity - Output Indicators	2010 Actual	2011 Budget (1)	2011 Estimate	2012 Budget	Budget Change
Total dollars to Waukesha County veterans (1)	$128 mil	$82 mil	$134 mil	$140 mil	$58 mil
Veterans referrals to other agencies for assistance	97	120	120	120	0
Clients interviewed and counseled (In Office)	4,104	4,000	4,000	4,000	0
Number of appearances on behalf of veterans	63	50	60	60	10
Miles traveled on veterans' affairs	3,188	3,500	3,500	3,500	0
Incoming phone calls answered	8,428	9,000	9,000	9,000	0
Contacts by E-Mail (requiring a response)	3,370	3,400	3,900	4,000	600

(1) The Federal VA provided county home loan data, which was not available in 2009. Therefore, the 2011 budget estimate was based on the 2009 data available at the time.

Veterans' Service Commission

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

Program Description

The County Executive, with the approval of the County Board, appoints three Veterans' Commissioners. The Commission is required to meet at least once a year, and as needed thereafter to estimate and provide the amount of funds required for needy veterans.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE) (No Staff Allocated)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$10,893**	**$10,893**	**$10,893**	**$11,393**	**$500**
Total Revenues	**$10,893**	**$10,893**	**$10,893**	**$11,393**	**$500**
Personnel Costs - Per Diem	$843	$893	$893	$893	$0
Operating Expenses	$5,138	$10,000	$8,600	$10,500	$500
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,981**	**$10,893**	**$9,493**	**$11,393**	**$500**
Rev. Over (Under) Exp.	$4,912	-	$1,400	-	-

Program Highlights

The County Tax Levy supports the entire cost for the Veterans' Service Commission program. The amount of County Tax Levy support for this program in the 2012 Budget of $11,393, is increased $500 from the 2011 budget.

The Veterans' Service Commission approves funding for eligible veterans and their families that are in need of assistance. The personnel costs are on a per diem basis for Veterans' Service Commissioners, who process veteran emergency service requests. Operating expenses include veteran emergency service aid, which is budgeted to increase $500 to $10,000. Veterans' Services provided $9,663 in direct assistance to needy veterans in 2010. This includes $5,972 of County Commission funding and $3,691 in funds from local Veterans Service Organizations (private funding sources outside of the County budget) which assisted needy veterans. The Commission will continue to seek out non-government sources of assistance for needy veterans where possible. The majority of assistance is requested between the months of October and March.

Statement of Purpose

Health & Human Services – Aging & Disability Resource Center (ADRC) General Fund operations are responsible for planning, providing, and coordinating programs that address the needs of Waukesha County at-risk adults, older adults and their caregivers. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite, specialized transportation, and volunteer services. The General Fund also includes activities such as the lead-reporting agency for instances of Abuse and Neglect for Adults and Elders At-Risk in Waukesha County. Programs encourage collaboration and coordination of resources, activities, and programs. Also, this fund provides services to vulnerable adults who are not eligible for the State's Family Care Benefit.

The General Fund is comprised of five program areas: Community Services, Transportation Services, Adult Protective Services (APS), Information and Assistance, and Administrative Services.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$1,750,305	$1,767,018	$1,782,760	$1,761,072	($5,946)	-0.3%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$33,011	$12,274	$67,370	$24,792	$12,518	102.0%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$60,629	$57,616	$23,855	$23,901	($33,715)	-58.5%
Appr. Fund Balance	$175,191	$0	$0	$0	$0	N/A
County Tax Levy (a)	**$2,500,238**	**$2,613,915**	**$2,613,915**	**$2,659,931**	**$46,016**	**1.8%**
Total Revenues Sources	**$4,519,374**	**$4,450,823**	**$4,487,900**	**$4,469,696**	**$18,873**	**0.4%**
Expenditures						
Personnel Costs (a)	$1,352,461	$1,420,147	$1,246,933	$1,325,506	($94,641)	-6.7%
Operating Expenses	$2,137,016	$2,867,954	$2,584,629	$2,987,567	$119,613	4.2%
Interdept. Charges	$141,768	$162,722	$143,563	$156,623	($6,099)	-3.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,631,245**	**$4,450,823**	**$3,975,125**	**$4,469,696**	**$18,873**	**0.4%**
Rev. Over (Under) Exp.	$888,129	-	$512,775	-	-	N/A
Position Summary (FTE)						
Regular Positions (a)	20.14	18.04	18.04	17.55	(0.49)	
Extra Help	0.44	0.44	0.44	0.44	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	20.58	18.48	18.48	17.99	(0.49)	

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.30 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide thorough, comprehensive and timely assessments and dispositional services. (Adult Protective Services)

Key Outcome Indicator: Percentage of court ordered comprehensive evaluations completed within 96 hours (4 days) prior to final court hearing. Department standard is 100%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of completed comprehensive evaluations within 96 hours prior to court hearing	100%	100%	100%	100%

Objective 2: Provide training to Aging and Disability Resource Center (ADRC) staff and Managed Care Organizations fulfilling Long Term Care responsibility in Waukesha County. The training will focus on proper collection and reporting of information related to reports of abuse and neglect of vulnerable adults and elders, in accordance with the recently revised protective services and guardianship law, and to enhance service coordination.

Key Outcome Indicator: The number of trainings offered to ADRC staff and partner agencies by the Adult Protective Services (APS) supervisor and staff.

Work Load Activity Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of trainings	3	3	3	2

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

Objective 3: Provide knowledgeable, timely responses to requests for information and assistance while providing useful services that meet customers' assessed needs. (Community Services, Information and Assistance/Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer needs is an indication of quality service. Based on program history, a Department standard of 95% positive response is an indicator of success.

Performance Measure:	2010 Actual (1)	2011 Target	2011 Estimate (2)	2012 Target
Positive responses to customer survey regarding quality and customer needs being met.	95.5%	96.0%	94.6%	95.0%

(1) Based on 280 responses.
(2) Based on 313 responses.

Objective 4: Maintain volunteer involvement through outreach targeted to the community and business retirees. (Community Services)

Key Outcome Indicator: Stabilization in the number of volunteers and the valuation of volunteer time. Availability of volunteers is an indication of cost-effective services delivered with competence and skill. In recent years the ADRC had experienced a decrease in the number of volunteers. This is primarily due to the availability of fewer group members, and nutrition site closures. Additionally most volunteers are over age 60 and as they age, many are now retiring from volunteering. Maintaining previous year's volunteer levels promotes stabilization of services and is an indicator of success.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of volunteers	1,062	1,083	1,038	1,038
Valuation of volunteer hours	$339,208	$346,599*	$333,508	$333,508

*2012 volunteer valuations of $9.49/hr and $12.33/hr are based on projected Waukesha County 2012 pay ranges for unclassified and semi-skilled positions plus a 25% estimated benefit cost factor.

Objective 5: Provide cost effective transportation options that allow older adults to maintain their independence. (Transportation Services)

Key Outcome Indicator: Shared-Fare taxi and shuttle services are the most cost effective specialized transportation alternatives for older people and people with disabilities in the county. Provision of technical support and guidance for service start-up of Shared-Fare taxi/shuttle service area promotes competent and skilled delivery of a cost effective service. During the start-up year, potential annual cost savings based on comparison of Shared-Fare taxi/shuttle use versus RideLine use in the new area will serve as an indicator of success. No start-ups are projected for 2012. Positive Shared-Fare taxi customer feedback on maintaining independence indicates quality service.

Performance Measure:	2010 Actual (1)	2011 Target	2011 Estimate (2)	2012 Target
Positive customer feedback on maintaining independence using the Specialized Transportation Program.	96.7%	95.0%	96.5%	95.0%

(1) Based on 524 responses.
(2) Based on 436 responses.

Adult Protective Services

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

Program Description

Provides cost effective service intervention for vulnerable adults to ensure their safety and well-being, protects them from exploitation and harm, and preserves their maximum level of personal independence.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**11.00**	**11.00**	**11.00**	**11.00**	**0.00**
General Government	$486,706	$486,706	$486,706	$486,706	$0
Charges for Services	$32,801	$7,650	$67,160	$24,572	$16,922
Other Revenue	$46,683	$33,100	$12,744	$12,871	($20,229)
Appr. Fund Balance	$175,000	$0	$0	$0	$0
County Tax Levy	**$1,506,042**	**$1,825,084**	**$1,825,084**	**$1,917,943**	**$92,859**
Total Revenues	**$2,247,232**	**$2,352,540**	**$2,391,694**	**$2,442,092**	**$89,552**
Personnel Costs	$813,757	$918,215	$764,475	$875,497	($42,718)
Operating Expenses	$765,378	$1,325,463	$1,157,628	$1,461,579	$136,116
Interdept. Charges	$87,721	$108,862	$90,991	$105,016	($3,846)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,666,856**	**$2,352,540**	**$2,013,094**	**$2,442,092**	**$89,552**
Rev. Over (Under) Exp.	$580,376	-	$378,600	-	-

Program Highlights

Budgeted General Government revenues include Supportive Home Care and State Basic County Allocations funding which are unchanged in the 2012 budget. Charges for Services are budgeted to increase $16,922 to $24,572 for adults who are found to be legally incompetent and are a danger to themselves or others. The Waukesha County Department of Health and Human Services (HHS) is obligated to provide protection and services. HHS refers adults that need medical assistance to Waukesha Memorial Hospital for treatment. HHS pays for the episode and then bills the client to recapture the costs. Other revenue decreases $20,229 to $12,871 due to an estimated decrease in social security reimbursements for clients served by this program where the County is the protective payee. County Tax Levy increases $92,859 mainly related to the estimated net expenditure increases outlined below.

Net personnel costs are budgeted to decrease by $42,718 due to position vacancies and the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offset personnel cost increases for 2012.

Operating expenses increase $136,116 mostly due to a budgeted $308,932 increase to $891,341 for contracted services anticipating higher cost for those clients who will not receive Family Care Services due to state budget changes that caps ADRC enrollment at levels existing as of 6/30/11. This is offset by a reduction in payment to Marsh Country Consortium for the Clearview Intensive Care Facility for the Mentally Retarded (ICFMR) in Dodge County of $60,836 from $611,375 to $550,539 for approximately 26 (same level as 2011) of our Waukesha County residents residing there. Also, a reduction of $111,855 in State of Wisconsin DD Centers due to the resources not being used or needed in this area in 2010 or YTD 2011.

Interdepartmental charges overall are budgeted to decrease $3,846 primarily due to budgeted decreases of $1,387 in end user technology, $1,686 in collection fees and a $1,010 decrease in Sheriff transportation charges.

Activity

	2010 Act.	2011 Bud.	2011 Est.	2012 Bud.	Change
Number of Watts Court Ordered Assessment	295	350	300	305	(45)
Average Caseload for six Dispositional Workers (6)	38	39	39	40	1
Emergency Protective Placements	51	55	55	60	5

Transportation Services

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

Program Description

Contracts for accessible specialized transportation services (Shared-Fare Taxi, Shuttle Services, and RideLine) for older people and individuals with disabilities.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.60**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$765,407	$774,845	$783,737	$783,737	$8,892
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$444,033	$353,478	$353,478	$321,674	($31,804)
Total Revenues	**$1,209,440**	**$1,128,323**	**$1,137,215**	**$1,105,411**	**($22,912)**
Personnel Costs	$83,978	$69,550	$68,331	$68,985	($565)
Operating Expenses	$972,099	$1,047,463	$955,895	$1,025,974	($21,489)
Interdept. Charges	$10,738	$11,310	$10,639	$10,452	($858)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,066,815**	**$1,128,323**	**$1,034,865**	**$1,105,411**	**($22,912)**
Rev. Over (Under) Exp.	$142,625	-	$102,350	-	-

Program Highlights

General Government revenues are budgeted to increase on a projected increase of $8,892 or 1.2% to $783,737, in the State of Wisconsin Department of Transportation (WIDOT) Specialized Transportation grant. The WIDOT grant requires a 20% local cash match or tax levy funding which the County significantly overmatches in order to provide more transport services to the elderly and disabled. County Tax Levy for this program area decreases in the 2012 budget by $31,804, mainly due to an estimated decrease in shared-fare taxi and RideLine services operating expenditures offset by the increase in revenues, as noted above.

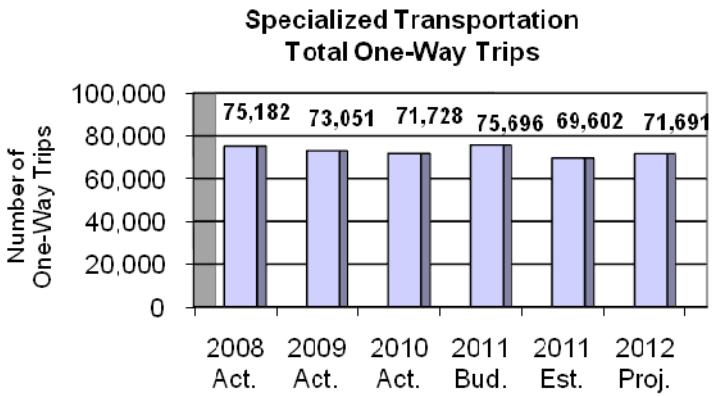
Net personnel costs are budgeted to decrease $565 due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost to continue increases for 2012.

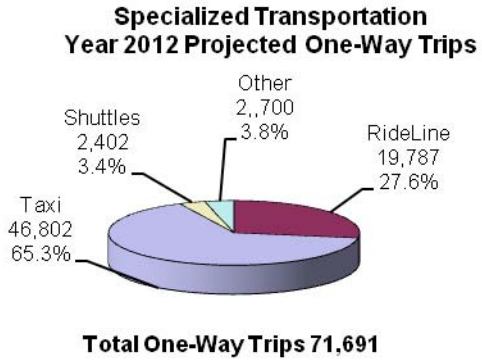
Operating expenses are budgeted to decrease overall about $21,489 primarily due to an estimated decrease of $24,944 from $939,160 to $914,216 in transportation services expenditure appropriations to closer reflect prior year and current year estimates. This includes a decrease of $19,781 in RideLine expenditures due to an anticipated decrease of 2,236 one-way trips and a decrease of $5,985 in Shared-Fare Taxi expenditures due to an anticipated decrease of 1,724 one-way trips. The budget includes an anticipated 4.9% vendor rate increase for RideLine Service. This is more than negated by the projected decrease in one-way trips.

Activity

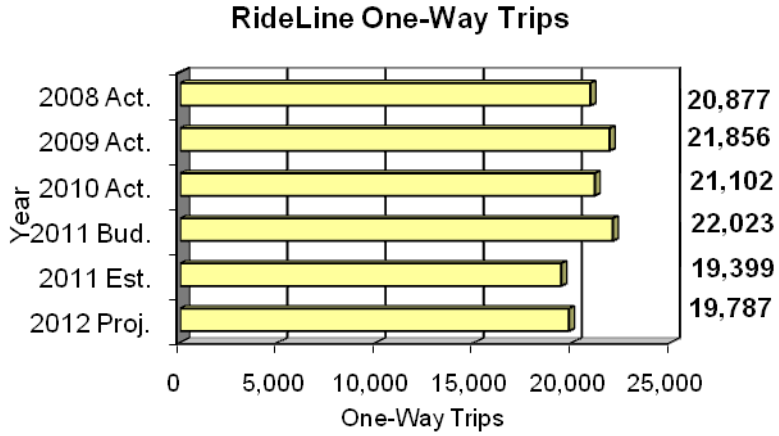
Net Average Cost Per One-Way Trip						
	2008 Act.	**2009 Act**	**2010 Act**	**2011 Bud.**	**2011 Est.**	**2012 Proj.**
Shared-Fare Taxi	$4.82	$4.88	$5.12	$5.24	$5.20	$5.31
RideLine	$26.72	$27.78	$28.33	$29.17	$29.64	$31.47

Activity, continued

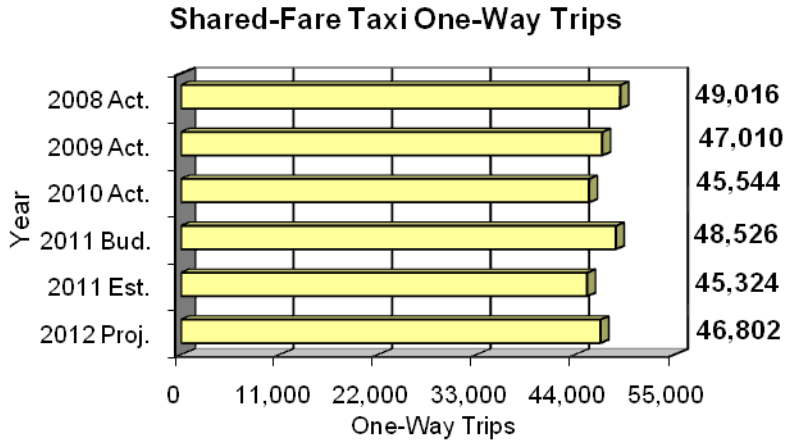




Overall, the 2012 Specialized Transportation Program budget includes a 5.3% decrease of 4,005 one-way trips from the 2011 Budget (to be more in line with prior years actuals), but a 3.0% increase of 2,089 one-way trips from the 2011 Estimate, for a total of 69,602.



The number of one-way RideLine trips is expected to adjust from the 2011 Budget level, but increase from the 2011 Estimate by 388 trips or 2.0%.



Shared-fare taxi service is expected to decrease by 1,724 one-way trips to adjust from the 2011 Budget level, but increase by 1,500 one-way trips or 3.3% from the 2011 Estimate.

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

Program Description

Services include a wide range of short-term and long-term supportive home care, adult day center care, and intervention programs for older adults and their families. These programs provide supportive services and opportunities including adult day centers, chore services, contracted community services, emergency intervention, health cost sharing, homemaker services, personal care, respite and volunteer services.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.70**	**1.65**	**1.65**	**1.75**	**0.10**
General Government	$346,996	$359,807	$372,942	$382,893	$23,086
Interdepartmental	$0	$0	$0	$0	$0
Charges for Services	$210	$4,624	$210	$220	($4,404)
Other Revenue	$13,946	$24,491	$11,091	$11,005	($13,486)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$269,971	$178,004	$178,004	$179,826	$1,822
Total Revenues	**$631,123**	**$566,926**	**$562,247**	**$573,944**	**$7,018**
Personnel Costs	$133,918	$108,378	$107,772	$110,320	$1,942
Operating Expenses	$359,119	$444,570	$428,903	$452,106	$7,536
Interdept. Charges	$14,412	$13,978	$13,912	$11,518	($2,460)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$507,449**	**$566,926**	**$550,587**	**$573,944**	**$7,018**
Rev. Over (Under) Exp.	$123,674	-	$11,660	-	-

Program Highlights

General Government revenues overall increase $23,086 mainly due to an increase from State Alzheimer's Family Caregiver Support Program (AFCSP) grant funding of $21,705 to $70,443; and Federal Title IIIE Family Caregiver support funding budget increase by $8,792 to $79,797. These increases are partially offset by a Federal Title IIIB Supportive Services funding decrease of $7,470 from $150,240 to $142,770. Charges for services decrease $4,404 resulting from cancellation of the annual Senior Lifestyle Conference (SLC) due to lack of sponsors. Other revenues decrease of $13,486 is due to an estimated decrease in donations, which includes a $10,215 reduction related to the SLC, and $2,701 decrease in client bathing and respite donations.

Net personnel costs increase $1,942 mostly due to cost to continue staff and the transfer in of 0.10 FTE of an ADRC Specialist (Social Worker) from the ADRC Grant Fund which is partially offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs for 2012.

Operating expenses overall increase $7,536 from $444,570 to $452,106. Personal care/respite expenditures increase by $11,028 and Alzheimer's Family Caregiver Support Program funded expenditures increase by $14,662. These increases are partially offset by a budgeted decrease of $14,885 in contracted community services and a $3,840 decrease in adult day care expenditures.

Interdepartmental charges decrease of $2,460 is primarily due to a reduction in telephone charges and End User Technology computer replacement, maintenance and support charges allocated to this program.

Activity

Clients Receiving Community Services					
2008 Act.	**2009 Act.**	**2010 Act.**	**2011 Bud.**	**2011 Est.**	**2012 Proj.**
961	1,093	1,091	1,010	985	1,078

Information and Assistance/Case Management

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

Program Description

Provides needs assessments, counseling, assistance regarding available resources and service options, and support that empower older adults, caregivers, and the community to make informed choices. Entry point for accessing services and filing reports of elder abuse/neglect.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.33**	**3.18**	**3.18**	**2.59**	**(0.59)**
General Government	$141,196	$141,530	$139,375	$107,736	($33,794)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$191	$0	$0	$0	$0
County Tax Levy	$128,088	$127,523	$127,523	$108,933	($18,590)
Total Revenues	**$269,475**	**$269,053**	**$266,898**	**$216,669**	**($52,384)**
Personnel Costs	$202,596	$213,392	$195,905	$162,083	($51,309)
Operating Expenses	$28,761	$38,869	$32,714	$37,067	($1,802)
Interdept. Charges	$16,416	$16,792	$16,115	$17,519	$727
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$247,773**	**$269,053**	**$244,734**	**$216,669**	**($52,384)**
Rev. Over (Under) Exp.	$21,702	-	$22,164	-	-

Program Highlights

General Government revenues decrease of $33,794 includes a Federal Older Americans Act Title IIIB Supportive Services funding decrease of $25,218 from $78,561 to $53,343. Also, Federal Title IIIE Family Caregiver Support funding decreases by $8,576 from $62,969 to $54,393.

Net personnel costs decrease $51,309 mostly due to due to the reallocation of 0.59 FTE from this program area to the ADRC Grant fund program to comply with the contract requirements for the Aging Disability Resource Center of Waukesha County and the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses decrease of $1,802 is mostly related to mileage, travel and tuition expense reductions.

Activity

A variety of informational activities and resources are available to meet the needs of older adults and caregivers.

	2010 Act	2011 Bud.	2011 Est.	2012 Proj.	Change from 2011
Caregiver Library Items Used	359	487	500	600	113
Newsletter Distribution (a)	9,000	9,000	9,000	9,000	0
ADRC Resource Guide	12,050	15,000	15,000	15,000	0
Presentation/Display Audience	1,630	1,300	1,095	1,300	0

(a) Newsletter distribution includes monthly distribution of caregiver newsletter and ADRC newsletter.

Case management may include discussion of multiple issues; assessment or establishing of a care plan only; or individual/group counseling of an older adult and/or caregivers. Clients may receive more than one type of contact.

	2010 Actual.	2011 Budget. 2	011 Est.	2012 Proj.	Change From 2011
Total Clients Receiving Case Management Services	1,354	1,565	1,570	1,650 (a)	85

(a) Based on Family Care Cap

Administrative Services

Program Description

Along with providing overall ADRC management, Administrative Services is responsible for coordinating and providing strategic planning, liaison to Human Resources, data reporting, and operational and fiscal support.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.55**	**1.55**	**1.55**	**0.00**
General Government	$10,000	$4,130	$0	$0	($4,130)
Other Revenue	$0	$25	$20	$25	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
CountyTax Levy	$152,104	$129,826	$129,826	$131,555	$1,729
Total Revenues	**$162,104**	**$133,981**	**$129,846**	**$131,580**	**($2,401)**
Personnel Costs	$118,212	$110,612	$110,450	$108,621	($1,991)
Operating Expenses	$11,659	$11,589	$9,489	$10,841	($748)
Interdept. Charges	$12,481	$11,780	$11,906	$12,118	$338
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$142,352**	**$133,981**	**$131,845**	**$131,580**	**($2,401)**
Rev. Over (Under) Exp.	$19,752	-	($1,999)	-	-

Program Highlights

General Government revenue decrease of $4,130, results from moving cost recovery revenues to Health and Human Services Administration from the ADRC grant.

County tax levy increased $1,729 as a result of changes in general government reallocated revenue. Net personnel costs are budgeted to decrease $1,991 due to the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offset personnel cost increases for 2012.

Statement of Purpose

The Aging and Disability Resource Center's Senior Dining and Home Delivered Meals programs function under the provisions of the Title IIIC-1 and C-2 Older Americans Act, as amended. The programs provide low cost nutritious meals meeting one third of the recommended dietary allowance to persons age 60 or older with emphasis placed on outreaching the targeted frail, isolated, homebound and disadvantaged older population.

The Senior Dining and Home Delivered Meals programs provide nutrition services that assist older individuals to live independently, by promoting better health through improved nutrition and reduced isolation through programs coordinated with supportive services. The nutrition programs contribute significantly to helping older people remain healthy, active and independent in their homes and communities.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (c)	$677,761	$609,406	$620,968	$638,579	$29,173	4.8%
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	$435,553	$430,270	$375,989	$380,483	($49,787)	-11.6%
Appr. Fund Balance (a)	$11,540	$4,544	$4,544	$6,910	$2,366	52.1%
County Tax Levy (c)	**$204,320**	**$260,815**	**$260,815**	**$338,458**	**$77,643**	**29.8%**
Total Revenue Sources	**$1,329,174**	**$1,305,035**	**$1,262,316**	**$1,364,430**	**$59,395**	**4.6%**
Expenditures						
Personnel Costs (c)	$461,772	$459,668	$455,965	$467,157	$7,489	1.6%
Operating Expenses (a) (b)	$794,509	$802,231	$825,931	$851,561	$49,330	6.1%
Interdept. Charges	$30,221	$43,136	$41,671	$45,712	$2,576	6.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,286,502**	**$1,305,035**	**$1,323,567**	**$1,364,430**	**$59,395**	**4.6%**
Rev. Over (Under) Exp.	$42,672	$0	($61,251)	$0	-	N/A
Position Summary (FTE)						
Regular Positions (c)	7.65	7.10	7.10	7.09	(0.01)	
Extra Help	2.33	2.33	2.33	2.36	0.03	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.98	9.43	9.43	9.45	0.02	

(a) Includes Nutrition Fund Balance appropriations for one-time expenditure items.
(b) Operating expenses are estimated to exceed the 2011 budget based on Home Delivered Meals which are expected to increase.
(c) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.25 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide services that improve health and wellness of high risk home delivered meal recipients. (Home Delivered Meals)

Key Outcome Indicator: Annual percent reduction in average nutrition risk score. High nutrition risk impacts health and independence. Reduction of 15-20% for high-risk meal recipients shows substantial improvement in health and wellness and is an indication of assisting at-risk citizens.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent reduction in nutrition risk score of high-risk recipients.	40.9%	20.0%	20.0%	20.0%

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

Objective 2: Provide socialization opportunities to reduce and prevent isolation and improve quality of life. (Senior Dining)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback on meeting customer socialization needs is an indication of quality service. Based on program history, a Department standard of 85% positive response is an indicator of success.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Positive responses to customer survey regarding socialization needs being met.	98.7%	95.0%	96.6%	95.0%

Home-Delivered Meals

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

Program Description

Provides meals and support to homebound people age 60 or older who have been assessed and meet eligibility requirements. Further assistance is provided to high-risk recipients through nutrition education, nutrition counseling, home visits, and supportive service intervention.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**5.25**	**4.95**	**4.95**	**4.96**	**0.01**
General Government	$378,452	$268,791	$277,753	$284,796	$16,005
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$283,619	$296,431	$258,549	$259,635	($36,796)
Appr. Fund Balance	$2,500	$1,944	$1,944	$1,710	($234)
County Tax Levy	**$204,320**	**$260,815**	**$260,815**	**$338,458**	**$77,643**
Total Revenues	**$868,891**	**$827,981**	**$799,061**	**$884,599**	**$56,618**
Personnel Costs	$249,332	$244,408	$242,237	$247,701	$3,293
Operating Expenses (a)	$564,551	$562,192	$597,927	$613,669	$51,477
Interdept. Charges	$14,163	$21,381	$20,148	$23,229	$1,848
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$828,046**	**$827,981**	**$860,312**	**$884,599**	**$56,618**
Rev. Over (Under) Exp.	$40,845	-	($61,251)	-	-

(a) Operating expenses are estimated to exceed the 2011 budget based on increased requests and needs for Home Delivered Meals.

Program Highlights

General Government revenues overall are budgeted to increase $16,005 primarily due to Federal Older Americans Act Title IIIC-1 Congregate funding provided to the Home Delivered Meals program, which is budgeted to increase $16,908 to $42,559. This is offset by the Nutrition Services Incentive Program (NSIP) meal reimbursement which is budgeted to decrease $1,000 to $45,739.

Other revenue is budgeted to decrease $36,796 primarily due to a projected decrease of $50,073 to $55,698 for 6,619 less meals delivered to Managed Care Organization (MCO) clients. Appropriated Nutrition Fund Balance of $1,710 for one-time purchase of program equipment is reduced by $234. General Client Revenue is budgeted to increase by $13,277 to $203,637. County Tax Levy in this program increases by $77,643 mainly the result of budgeted decreases in other revenues and increases estimated for the expenditures.

Net personnel costs increase $3,293 mostly due to costs to continue staff which was offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses overall reflect a net increase of $51,477 primarily due to an anticipated increase in food service costs of $39,600 to $527,660 based on the projected 4.1% increase in the number of meals and a projected 2.1% food vendor price increase. The budget also includes $80,721 of volunteer mileage reimbursement for meal delivery which is budgeted to increase by $13,045, partially due to the federal mileage rate reimbursement increase.

Interdepartmental charges overall increase of $1,848 is mostly due to increases in the End User Technology charges allocated to this program area.

Home-Delivered Meals (cont.)

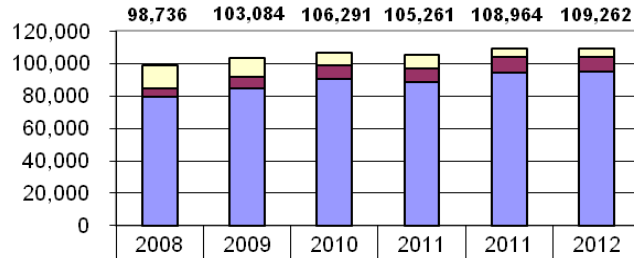
Activity

The Nutrition Screen includes Administration on Aging core nutrition risk definitions that identify nutrition problems that could impact future health and independence. A "Very High" risk score indicates a need for focused nutrition intervention. An ADRC strategic objective addresses the need to reduce high and very high risk scores. Risk is assessed annually or more frequently if warranted.

NUTRITION SCREEN	
Risk Score	
Low	0 – 5
High	6 – 15
Very High	16 or more

Cost Per Meal Summary					
	2009 Act.	**2010 Act.**	**2011 Bud.**	**2011 Est.**	**2012 Proj.**
Gross Cost Per Meal	$7.70	$7.79	$7.95	$7.90	$8.10
Average Client Donation Per Meal	$2.11	$2.00	$2.07	$1.95	$1.98
Net cost Per Meal	$5.59	$5.79	$5.88	$5.95	$6.12

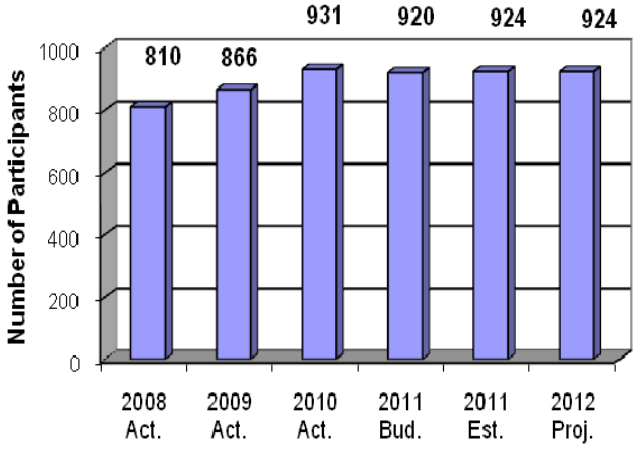
Total Home Delivered Meals Served



	2008 Act.	2009 Act.	2010 Act.	2011 Bud.	2011 Est.	2012 Proj.
Cold Meals	14,158	11,709	7,423	8,475	5,275	5,303
Frozen Meals	5,464	7,294	8,913	8,744	9,347	9,295
Hot Meals	79,114	84,081	89,955	88,042	94,342	94,664

Projected number of home delivered meals for 2012 anticipates an increase of 4,001 meals from the 2011 budgeted number of meals to be served. This increase in number of meals is based on actual experience during 2010 and the first half of 2011.

Number of Registered Home Delivered Meal Program Participants



Based on actual experience in 2010 and during the first half of 2011, the number of projected home delivered meal recipients in 2012 is expected to be at 924. This is a decrease of 7 recipients from 2010 actuals, and an increase of 4 from 2011 budgeted level.

Senior Dining

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

Program Description

Provides a nutritious meal with socialization, education, and health/wellness programs at community Senior Dining Centers for people age 60 or older who are eligible under the Older Americans Act and Wisconsin Senior Dining.

	2010 Actual	2011 Budget	2010 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.73**	**4.48**	**4.49**	**4.49**	**0.01**
General Government	$299,309	$340,615	$343,215	$353,783	$13,168
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$151,934	$133,839	$117,440	$120,848	($12,991)
Appr. Fund Balance	$9,040	$2,600	$2,600	$5,200	$2,600
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$460,283**	**$477,054**	**$463,255**	**$479,831**	**$2,777**
Personnel Costs	$212,440	$215,260	$213,728	$219,456	$4,196
Operating Expenses	$229,958	$240,039	$228,004	$237,892	($2,147)
Interdept. Charges	$16,058	$21,755	$21,523	$22,483	$728
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$458,456**	**$477,054**	**$463,255**	**$479,831**	**$2,777**
Rev. Over (Under) Exp.	$1,827	-	$0	-	-

Program Highlights

General Government revenues budgeted at $353,783 increases by $13,168 mostly due to a 14,300 estimated increase in the Federal Older Americans Act Title IIIC-1 grant allocation to be used in the Senior Dining program to $314,240. A portion of this grant is allocated to the Home Delivered Meals program. This revenue increase is partially offset by a budgeted decrease of $1,122 in the Nutrition Services Incentive Program (NSIP) meal reimbursements to $35,602.

Other Revenue which includes client donations is budgeted to decrease $12,991 to $120,848. Appropriated Nutrition Fund Balance budgeted to increase by $2,600 to $5,200, for one time purchases of program equipment. No county tax levy is allocated to this program area.

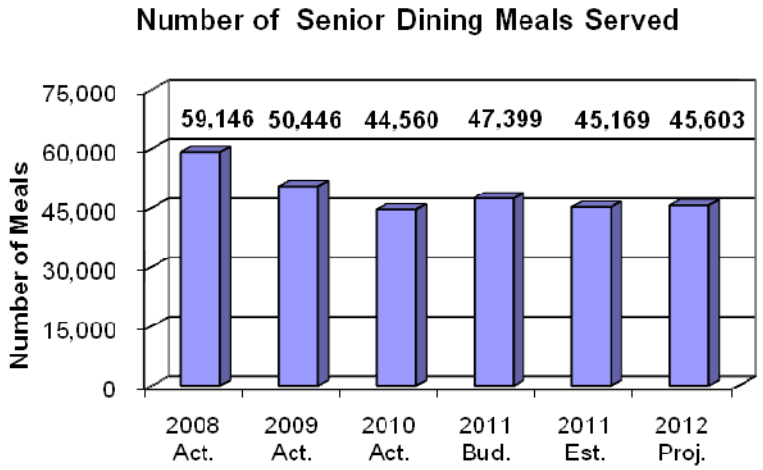
Net Personnel Costs increase $4,196 mostly due to costs to continue staff offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reduced the County's share of these costs and largely offsets personnel cost increases for 2012.

Operating expenses overall are budgeted to decrease $2,147 primarily due to food service costs budgeted to decrease $5,850 to $213,230, resulting from an estimated 3.7% decrease in the number of meals from the 2011 Budget due to the declining trend of meals requested. This is partially offset by an anticipated 2.1% food vendor price increase.

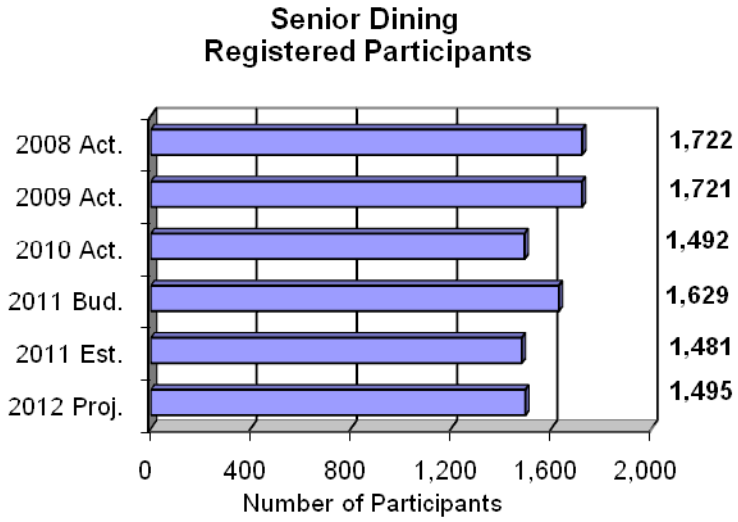
Senior Dining (cont.)

Activity

Cost Per Meal Summary					
	2009 Act.	2010 Act.	2011 Bud.	2011 Est.	2012 Proj.
Gross Cost Per Meal	$9.88	$10.29	$10.35	$10.26	$10.52
Average Donation Per Meal	$2.58	$2.73	$2.82	$2.60	$2.65
Net Cost Per Meal	$7.30	$7.56	$7.53	$7.66	$7.87



The 2012 Senior Dining program is expected to increase by 1,043 meals from the 2010 actual level and decrease by 1,796 meals from the 2011 budget.



Based on actual experience during 2010 and during the first half of 2011, the number of Senior Dining participants, projected at 1,495 in 2012, is expecting to increase by 3 from the 2010 actual level. This 2012 projection is a 134 participant decrease from the 2011 budgeted number of participants.

Number of Nutrition/Health Educational Sessions at Senior Dining Centers

	2008 Act.	2009 Act.	2010 Act.	2011 Est.	2012 Proj.
ADRC Sessions	482	440	479	450	440
Required	48	48	48	48	48
Number of Sessions that Exceed State requirement	434	392	431	402	392

The ADRC schedules at least one nutrition educational session at each senior dining center monthly, more than the state requirement of one session quarterly.

Aging & Disability Resource Center Grant Fund

Health & Human Services

Statement of Fund Purpose

The Aging and Disability Resource Center (ADRC) Grant Fund is a Special Revenue Fund operation providing the public with accurate, unbiased information related to aging or living with a disability. Core services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, elderly and disability benefits counseling, prevention, early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals for older adults, individuals with disabilities age 18 and above, and their families. The ADRC honors choice, supports dignity, and maximizes independence.

Financial Summary	2010 Actual (a)	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Government (b)	$2,815,744	$3,123,599	$2,789,153	$2,932,463	($191,136)	-6.1%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$102,763	$150	$75	$100	($50)	-33.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$7,033**	**$0**	**$0**	**$0**	**$0**	N/A
Total Revenue Sources	**$2,925,540**	**$3,123,749**	**$2,789,228**	**$2,932,563**	**($191,186)**	-6.1%
Personnel Costs (b)	$1,901,420	$2,102,866	$2,053,506	$2,133,698	$30,832	1.5%
Operating Expenses	$292,408	$646,026	$363,007	$441,755	($204,271)	-31.6%
Interdept. Charges	$396,757	$374,857	$372,715	$357,110	($17,747)	-4.7%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,590,585**	**$3,123,749**	**$2,789,228**	**$2,932,563**	**($191,186)**	-6.1%
Rev. Over (Under) Exp.	$334,955	$0	$0	$0	-	N/A
Position Summary (FTE)						
Regular Positions (b)	24.26	23.91	23.91	24.40	0.49	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	24.26	23.91	23.91	24.40	0.49	

(a) Other revenues relate to prior period revenue resulting from conservative revenue accruals in the prior year.
(b) The 2011 Adopted Budget is restated for comparative purposes to the 2011 Estimate and 2012 budget for 0.30 FTE programs and projects analyst positions, shifted to the Human Services General Fund budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Through the Aging and Disability Resource Center (ADRC), provide knowledgeable, timely responses to requests for general and benefit information and assistance that meet customers' needs.
(ADRC, Benefit Specialist, Information and Assistance)

Key Outcome Indicator: Percent of positive responses to customer surveys. Positive feedback on meeting customer needs is an indication of successful implementation of an ADRC, and of provision of quality service. Based on program history, an ADRC standard of 95% positive response is an indicator of success for established programs and 80% positive response is an indicator of success for new programs.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Positive responses to customer survey.				
Benefit Specialist	97.6%	97.0%	94.2%	97%
ADRC Information & Assistance	98.0%	95.0%	95.0%	95%

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

Objective 2: Coordinate services that promote client independence and ability to remain living safely in their home.
(Case Management)

Key Outcome Indicator: Percent of positive responses to customer survey above ADRC standard of 95%. Service referrals are made to help keep at-risk, older adults safely in their homes. Positive feedback from clients on services that improve their quality of life and help them to remain living in their homes is an indication of a county that assists at-risk citizens.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Positive customer responses to survey on remaining in home and usefulness of services provided.	96.9%	96.0%	97.1%	96.0%

County-Wide Key Strategic Outcome: A well planned county

Objective 3: Operate an Aging and Disability Resource Center (ADRC) in Waukesha County through collaboration with state, county, and community partners to provide a coordinated entry point for information and services for older adults and individuals with disabilities. (ADRC)

Key Outcome Indicator: The resource center provides a single coordinated point of entry for aging and disability services, which is an indication of a well-planned county. Indicator of success includes meeting the required timeframes for completion of service referrals at a 90% rate.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Completion of service referrals				
Pre-Admission Consultation	100%	90.0%	100%	NA (a)
Enrollment following Application Date	61%	90.0%	58%	65% (b)

(a) Preadmission consultations were terminated by the state 7/01/11.

(b) There are a number of uncertain factors involved due to Family Care cap 7/01/11.

Objective 4: Complete the transition of clients on the wait list to Managed Care Organizations as part of the State's Family Care Program dependant on the State providing sufficient funding resources to accomplish this objective. (ADRC and Benefit Specialist)

Key Outcome Indicator: The orderly transition of clients to a managed care entity and the elimination of wait lists are indications of a well-planned county. Evidence of success includes annual transition of wait list clients to an MCO.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of eligible wait list clients to Family Care	74%	100.0%*	90% (a)	NA (b)

(a) To July 1, 2011 when Family Care cap started.

(b) As of July 1, 2011 there is a cap on Family Care enrollment. New enrollments only occur with attrition.

Aging & Disability Resource Center

County-Wide Key Strategic Outcome: A well planned county

Program Description

Provides a centralized place for the public to get accurate, unbiased information related to aging or living with a disability. Services include: information, referral, assistance, long-term care financial and functional eligibility, long-term care options counseling, short-term case management, prevention/early intervention, health promotion, outreach/marketing, advocacy, and emergency referrals.

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**22.26**	**21.91**	**21.91**	**22.40**	**0.49**
General Government	$2,460,648	$2,832,291	$2,519,369	$2,642,919	($189,372)
Other Revenue (a)	$74,947	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$0	$0	$0	$0	$0
Total Revenues	**$2,535,595**	**$2,832,291**	**$2,519,369**	**$2,642,919**	**($189,372)**
Personnel Costs	$1,764,562	$1,958,668	$1,911,726	$1,988,788	$30,120
Operating Expenses	$188,097	$510,138	$245,628	$308,824	($201,314)
Interdept. Charges	$386,215	$363,485	$362,015	$345,307	($18,178)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,338,874**	**$2,832,291**	**$2,519,369**	**$2,642,919**	**($189,372)**
Rev. Over (Under) Exp.	$ 196,721	$ -	$ -	$ -	$ -

(a) Other revenues relate to prior period revenue resulting from conservative revenue accruals in the prior year.

Program Highlights

General Government revenue decrease is due to a budgeted decrease of $216,544 in the Aging and Disability Resource Center (ADRC) State grant mainly due to a transfer of the revenues to the Human Services Administrative program where most of the HHS department's administrative expenditures are recorded.

Net personnel costs are budgeted to increase $30,120 mostly due to the reallocation of 0.59 FTE from the Information Assistance/ Case Management program to this program area to comply with the contract requirements for the Aging Disability Resource Center of Waukesha County. Also, cost increases are due to cost to continue the staff allocated to this program for 2012. These cost increases are offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, which significantly reduces the County's share of these costs. Also, 0.10 FTE of a Social Worker/ADRC Specialist is transferred to the Community Services program.

Operating expenses overall are budgeted to decrease $201,314 to $308,824 primarily due to a projected decrease of $103,539 to $218,327 in contracted ADRC specialists from 5 to 4. Also, travel costs, mileage reimbursement, promotion supplies and printing costs are reduced to closer reflect prior year's spending.

Interdepartmental charges decrease overall by $18,178 primarily due to a budgeted decrease in county-wide administrative indirect cost charges.

Activity

The ADRC provides customers a variety of services to help them make appropriate choices to meet their long-term care needs. Initial activities include information and referral, long-term care options counseling and conducting financial and functional eligibility screens. Beginning in 2010 the definition for Functional Screen contacts changed to one contact per functional screen, resulting in fewer of those contact activities recorded.

	2010 Act	2011 Bud	2011 Est.	2012 Proj.
Information & Assistance Contacts	20,313	21,000	19,000	19,000
Long-Term Care Options Counseling Contacts	9,023	5,500	9,828	10,000
Functional Screen Contacts	813	720	830	850

Benefit Specialist

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

Program Description

Provides counseling, support, and options to older adults and adults with disabilities in areas related to elder and disability rights, income maintenance, housing, surrogate decision making, consumer/financial issues, legal and benefit problems, health care financing, and reverse mortgage.

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.00**	**2.00**	**2.00**	**0.00**
General Government	$355,096	$291,308	$269,784	$289,544	($1,764)
Other Revenue - Donations	$27,816	$150	$75	$100	($50)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	$7,033	$0	$0	$0	$0
Total Revenues	**$389,945**	**$291,458**	**$269,859**	**$289,644**	**($1,814)**
Personnel Costs	$136,858	$144,198	$141,780	$144,910	$712
Operating Expenses	$104,311	$135,888	$117,379	$132,931	($2,957)
Interdept. Charges	$10,542	$11,372	$10,700	$11,803	$431
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$251,711**	**$291,458**	**$269,859**	**$289,644**	**($1,814)**
Rev. Over (Under) Exp.	$138,234	-	$0	-	-

Program Highlights

General Government ADRC revenue budgeted in this program for the two Benefit Specialists and two contracted Disability Specialists is budgeted to decrease $1,764 mostly related to an estimated reduction of expenses.

Net personnel costs are budgeted to increase due to salaries and benefits costs to continue for the 2.00 FTEs allocated to this program. This is offset by the State Budget Repair Bill requiring most county employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs.

Operating expenses overall are budgeted to decrease $2,957 mostly due to lower budgeted mileage reimbursement and travel costs.

Interdepartmental charges overall decrease is mainly related to reductions in postage and telephone charges.

Activity

Decrease in disability benefits counseling contacts for 2010 is due to staff vacancy for part of 2010.

	2010 Act.(d)	**2011 Bud.**	**2011 Est.**	**2012 Proj.**
Elderly Benefits Counseling Contacts (a)	2,538	2,960	2,215	2,215
Disability Benefits Counseling Contacts (b)	1,411	5,050 (c)	1,755	1,986

(a) For ages 60 and over. Includes client contacts only.
(b) For ages 18 to 59. Includes client and third party contacts.
(c) State changed the way contacts were calculated.
(d) In 2010, the Elderly Benefit specialist helped County residents to receive $1,211,255 in benefits and the Disability Benefit Specialist helped County residents receive $512,035 in benefits.

Parks, Environment, Education, & Land Use

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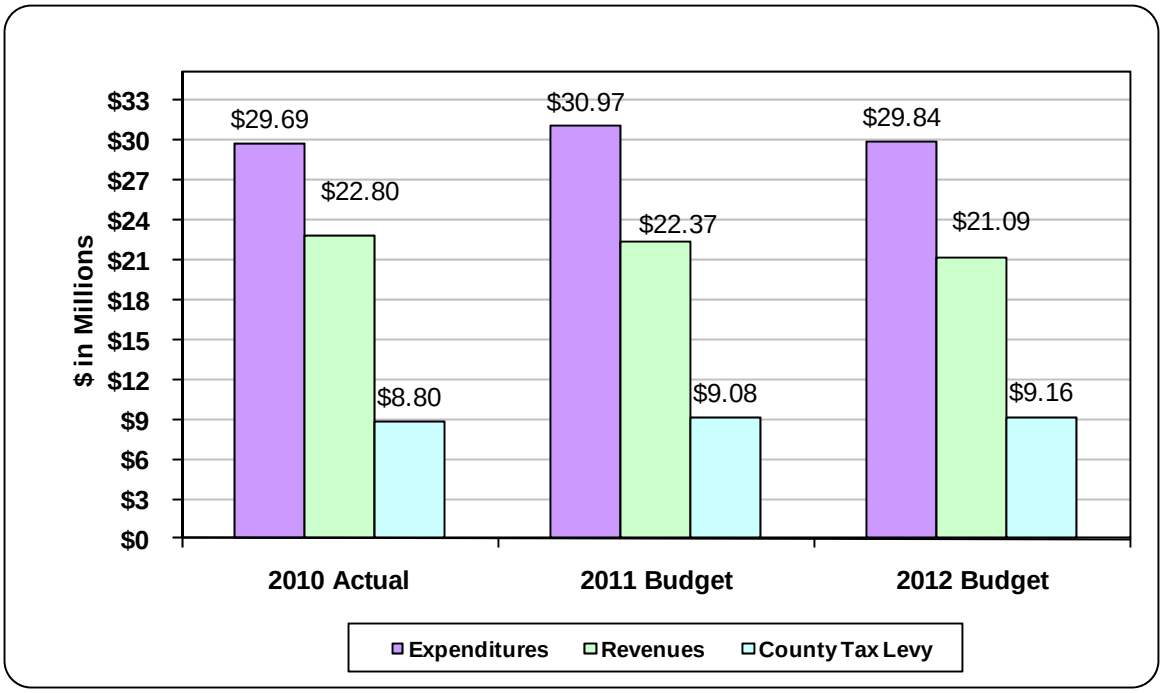
PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Functional Area Budget Highlights

The Parks, Environment, Education and Land Use functional area provides informational, cultural, and recreational services to County residents and provides for the preservation of natural resources, as well. Agency budgets consist of a combination of General Fund, Special Revenue, and Enterprise fund types. The **Register of Deeds** Office, which operates under the responsibility of an elected official, handles legal documents pertaining to Real Estate and Vital Statistics. The **University of Wisconsin-Extension** Office offers educational programs in a variety of areas including agriculture, horticulture, family living, economic and youth development. The **Federated Library System**, which levies a special County Library Tax assessed to non-library communities for their use of member libraries, and is partially supported through state and federal grants, coordinates activities for 16 Waukesha County member libraries. The **Parks and Land Use Department** develops and operates open space and recreational facilities (parks, golf courses, ice arenas, exposition center and nature center); preserves, protects and enhances the County's natural resources (manages the Contracted Materials Recycling Facilities, Recycling education and promotion and Solid Waste Programs) and environmental health of its citizens through education, public cooperation, and regulation; and administers the County land use planning and zoning functions. The Community Development Fund (previously in the County Executive Department and in the Health and Human Services Functional Area) is being moved into the Parks and Land Use department and the Parks, Environment Education and Land Use Functional Area in 2012. The Community Development (CDBG and HOME) programs promote the development of viable urban communities through the expansion of housing, creation of jobs and community services for low and moderate-income households.



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

The 2012 Expenditure Budget for this functional area totals $29,836,688, after adjustments to exclude proprietary fund capitalized fixed asset item purchases, a decrease of $1,131,158 or 3.7% from the 2011 Adopted Budget. Revenues in the 2012 Budget total $21,093,309, after including $1,849,037 of various Fund Balance appropriations, which is a decrease of $1,276,706 or 6% from the 2011 base budget of $22,370,014. The Tax Levy necessary to fund this functional area totals $9,157,258, an increase of $78,055 or 0.9% from the 2011 Budget.

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

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget (b)	2011 Estimate (a)	2012 Budget (b)	Change from 2011 Adopted Budget $	%
*** TOTAL PARKS, ENVIRONMENT, EDUCATION AND LAND USE ***						
Revenues (a) (b)	$22,802,469	$22,370,014	$24,408,610	$21,093,309	($1,276,705)	-5.7%
County Tax Levy	$8,802,638	$9,079,203	$9,079,203	$9,157,258	$78,055	0.9%
Expenditures (a)	$29,688,750	$30,967,846	$33,118,881	$29,836,688	($1,131,158)	-3.7%
Rev. Over (Under) Exp.	$487,062	$29,181	$16,906	$65,000	$35,819	NA
Oper Income/(Loss) (c)	$1,429,295	$452,190	$352,026	$348,879	($103,311)	-22.8%
BREAKDOWN BY AGENCY						
REGISTER OF DEEDS						
Revenues	$2,407,227	$2,846,083	$2,357,535	$2,816,500	($29,583)	-1.0%
County Tax Levy (d)	($1,378,839)	($1,368,301)	($1,368,301)	($1,368,301)	$0	0.0%
Expenditures	$1,425,512	$1,477,782	$1,475,955	$1,448,199	($29,583)	-2.0%
Rev. Over (Under) Exp. (d)	($397,124)	-	($486,721)	-	-	NA
UW-EXTENSION						
Revenues (a)	$410,245	$427,672	$496,735	$371,991	($55,681)	-13.0%
County Tax Levy	$326,994	$339,063	$339,063	$341,063	$2,000	0.6%
Expenditures (a)	$681,599	$766,735	$824,682	$713,054	($53,681)	-7.0%
Rev. Over (Under) Exp.	$55,640	-	$11,116	-	-	NA
FED. LIBRARY SYSTEM						
Revenues (a)(b)	$1,457,157	$1,548,787	$2,061,454	$1,781,750	$232,963	15.0%
County Tax Levy	$2,773,900	$2,853,939	$2,853,939	$2,883,486	$29,547	1.0%
Expenditures	$4,114,725	$4,373,545	$4,367,995	$4,600,236	$226,691	5.2%
Rev. Over (Under) Exp. (e)	$116,332	29,181	$547,398	$65,000	35,819	NA
PARKS AND LAND USE (f)						
Revenues (a)(b)	$18,527,840	$17,547,472	$19,492,886	$16,123,068	($1,424,404)	-8.1%
County Tax Levy	$7,080,583	$7,254,502	$7,254,502	$7,301,010	$46,508	0.6%
Expenditures (a)	$23,466,914	$24,349,784	$26,450,249	$23,075,199	($1,274,585)	-5.2%
Rev. Over (Under) Exp.	$712,214	-	($54,887)	-	-	NA
Oper Income/(Loss) (c)	$1,429,295	$452,190	$352,026	$348,879	($103,311)	-22.8%

(a) The 2011 estimates exceed the 2011 Adopted Budget due to subsequent separate ordinances or encumbrance carryovers increasing appropriations.

(b) The 2012 Budget includes various Fund Balance appropriations totaling 1,849,037 which includes $992,600 from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $55,000 in Parks and Land Use from the General Fund; $25,000 in PLU-Community Development from the General Fund, $700,000 from the Parks Tarmann Parkland Acquisition Fund; and $76,437 in the Federated State Aids, Federal and Misc. Fund. The 2011 Budget includes various Fund Balance appropriations totaling $1,818,901 which includes $1,031,400 (a) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by $274,035 for comparative purposes to the 2012 budget.) from the Parks and Land Use Materials Recycling Facility (MRF) Fund; $85,000 in Parks and Land Use from the General Fund; $700,000 from the Parks Tarmann Parkland Acquisition Fund; and $2,501 in the Federated Library County Library Fund.

(c) Operating income amounts generated from Enterprise Fund operations are retained earnings within Enterprise Fund Balance and do not result in a reduction of Tax Levy funding for other operations.

(d) Revenues in excess of expenditures are used to reduce tax levy funding for other general government operations.

(e) Revenues in excess of expenditures consist mainly of member library payments for the CAFÉ system and software/equipment replacement fund.

(f) Community Development was previously in the County Executive Department in the Health and Human Services Functional Area has been transferred to the Parks and Land Use Department and to the Parks, Environment, Education and Land Use Functional Area and the 2010 Actuals and 2011 Budget has been restated to this Functional Area.

- **Register of Deeds** (ROD) Charges for service revenues are budgeted to decrease by about $29,600 to about $2.8 million mostly due to a reduction in budgeted real estate transfer fees of $100,000 to $1,075,000 and a reduction in real estate document recording fees of $20,000 to $1,300,000, to be more in-line with lower prior-year revenues received as a result of the continuing weak real estate market. In addition to the regular $15 per document recording fee retained by the ROD Office, an additional $5 per document is being collected to fund the redaction of social security numbers on documents (authorized by Wisconsin Act 314 – 2010) as part of the ROD Electronic Document Redaction Capital Project (# 201117). The 2012 ROD budget includes $100,000 in redaction fee revenue to help pay for staff time working on redaction.

- **University of Wisconsin – Cooperative Extension** budgeted expenditures decrease by about $53,700 to $713,100, mainly due to reductions in various grant and other funding sources. Federal Community Development Block Grant (CDBG) funding is anticipated to be reduced by $53,800, from $126,700 to $82,900, based on federal funding reductions that have occurred in 2011 and decreases anticipated for 2012. This funding is used to provide community education in the City of Waukesha's three Neighborhood Revitalization Strategy Areas (NRSAs), which is budgeted to fund programming for the first half of 2012. For the second half of 2012, department management plans to secure new grant awards, and if successful, request to appropriate new grant funding along with any unused 2011 budget grant appropriations for this same purpose. In addition, lower US Department of Agriculture Farmers Market Promotion Program (FMPP) grant funding is budgeted to decrease by about $29,500, from $59,600 to $30,100, for the second year of this two-year grant award. Also, the Waukesha School District has eliminated the Substance Abuse Prevention Program funding of about $19,000, which began in 2010 as a partnership to discourage alcohol and drug abuse among youth. These reductions are partially offset by the ProHealth Care Cancer Prevention Education Outreach Project grant, budgeted at $56,400, to help facilitate cancer education, prevention and screening.

- The **Federated Library System County Library Tax Levy** increases by $29,547 or 1% to $2,883,486 and includes two components:
    - The first component is calculated based on County Code 11-4, which multiplies aggregate local municipal library operating expenses (excluding capital) by non-library (True Non-Resident (TNR)) community resident usage as a percent of total County-wide library usage, and is distributed to the system's member libraries to compensate them for providing library services to TNR communities. For 2012, this component is $2,876,523, which is an increase of $24,121 or less than 1%.
    - The second component is due to Wisconsin State Statute 43.12, which requires Waukesha and other counties to pay for their TNR residents' use of adjacent County's libraries (except for in Milwaukee County). For 2012 budget purposes, this component is estimated at $6,963, which is an increase of $5,426 from the 2011 budget.

- **The Federated Library System State Aids, Federal & Misc. Revenue Fund** 2012 budget includes a decrease in State Library Aid revenues by about $77,200 or 7.5% to $958,600, due to state aid reductions in Act 32 (State 2011-2013 Biennial Budget). The 2012 budget also includes the use of about $76,400 in State Library Aids Fund Balance, budgeted to cover a portion of full-text database costs (totaling $115,000) and to help purchase E-Book content (totaling about $47,000) for member library patrons. E-Book content is text that can be read on electronic readers such as Kindles, Nooks or I-Pads and other similar devices. A combination of State Aid revenues and member library contributions are planned to cover the remainder of these budgeted costs in 2012. State Aids Fund Balance use is planned to be phased down over the next three years.

- **The Federated Library CAFÉ Shared Automation Fund** budgeted expenditures approximately double from about $192,900 in the 2011 budget to $391,000 in the 2012 budget, mainly due to the first full-year impact of budgeting for the CAFÉ Fund. Since this program was transitioned from the City of Waukesha Public Library to the Federated Library System mid-way during 2011, only a partial year was budgeted for in 2011.

- **Parks and Land Use General Fund** Charges for Service revenue are budgeted to decrease by approximately $42,850 to $1,926,750, mainly due to the loss of several events at the County's Exposition Center, which is budgeted to decrease by $50,000 partially due to the slow economic recovery. Also, Subdivision Fees are budgeted to decrease by $12,400 to closer reflect prior year actual experience and is also related to the downturn in the real estate development market. These lower than budgeted fees are partially offset by increases in various Parks revenues including annual stickers and entrance fees. The increase in park fee revenues continues to be driven by the popularity of the dog exercise areas (which opened in 2009).

- **Parks and Land Use General Fund** licensing revenues decrease by $44,500 or 4.4% to $970,000. This includes a decrease in Zoning permits by $35,000 and Septic permits by $15,000, which results mostly from the lack of recovery in the housing and development market. The lower license revenues are partially offset by an increase in Restaurant and Retail Food License fee revenues by $17,500.

- **Parks and Land Use General Fund - General Government revenues** are budgeted to decline by $26,400 or 7.6% from $346,000 to $319,600 partially due to the State Land Conservation Staffing grant budgeted to decrease by $14,000 to $146,000, and the elimination of $15,000 from one-time budgeted energy efficiency block grant administration reimbursement revenue.

- **Parks and Land Use General Fund budget**, no longer funds a net 1.50 FTE regular positions in 2012, which is estimated to generate a cost avoidance of $132,800 to limit spending in line with revenue reductions. The unfunded positions includes 1.0 FTE Environmental Health Sanitarian position (0.20 FTE of the position is in the Septic/Well/Lab program and 0.80 FTE of the position is in the Licensing program) is estimated to reduce personnel costs by $80,200 and 0.50 FTE Land Use Specialist in the Code Enforcement/Zoning Program, estimated to reduce personnel costs by $52,600. Department management indicates that workload in both of these program areas has declined significantly since the beginning of the economic downturn. County Tax levy support of the Parks and Land Use General Fund Operations increase by $75,700 or about 1%.

- **Parks and Land Use – Community Development Fund** will continue the development of viable urban communities within Waukesha County through the provision of grants and technical assistance to cities, villages, towns and non-profit agencies participating in Waukesha County's Urban County Community Development Programs. Funding is provided at significantly lower levels in 2011 and budgeted for 2012 to help low and moderate-income households and to Neighborhood Revitalization Strategy Areas (NRSA) within the County for homeownership, housing rehabilitation, rental opportunities, planning, economic development and other County needs primarily through subgrantee agreements with non-profit agencies. Revenues from the Department of Housing and Urban Development (HUD) are estimated to decrease in total by $756,000 including a decrease of $424,000 for the Community Development Block Grant program (CDBG) and a decrease of $332,000 for the HOME program. Also, other revenues are budgeted to decrease by $227,560 mostly related to revolving loan repayments in the CDBG program which are budgeted to decrease by $135,000 and program income repayments in the HOME program are budgeted to decrease by $92,000 based on prior year actuals. Expenditures are budgeted to decrease by almost $987,800 related to the lower estimated revenues, as noted.

- **Parks and Land Use Tarmann Land Acquisition Fund** expenditure appropriations are at the 2011 budgeted level of $1 million, and include $875,000 for direct land purchases, $100,000 for grants to conservancy organizations to assist with land purchases and $25,000 for operating expenditures related to land acquisition (e.g., surveying and appraising) These expenditures are funded with various funding sources without using direct tax levy funding.

- **Parks and Land Use Material Recycling Facility (MRF) Fund**, total budgeted revenues decrease by $209,000 to nearly $3 million, mainly due to Act 32 (State 2011-13 Biennial Budget) decreasing the State Recycling Grant by $425,000 to $875,000. Also, appropriated MRF Fund Balance decreases by $38,800 to $992,600, which is used to help fund the recycling disbursement to municipalities (discussed below) and to provide yard waste composting services to municipalities at no charge. Lower revenues are partially offset by a $200,000 increase anticipated from the County's share of recycling material sales revenue (split 50/50 with the contracted MRF operator) budgeted at $1 million, and an increase in MRF operator's recycling tip fee paid to the County by $54,800. Both of these revenue source increases are mainly due to improvements in the market prices of recyclable materials.

- **Parks and Land Use Material Recycling Facility (MRF) Fund** includes recycling disbursements paid to municipalities, which are nearly 50% of the MRF expenditure budget, are at the 2011 budgeted level of $1,217,400. This disbursement consists of three components: The base dividend, prorated to each community based on State Recycling Grant eligible costs ($459,400); the recycling incentive payments ($414,300), which is calculated based on the actual tons delivered to the MRF and each community's recycling rate; and the solid waste tip fee credit payment ($343,700). This disbursement is funded with $873,700 of MRF Fund Balance and $343,700 of State Recycling Grant revenues.

BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND

PARKS, ENVIRONMENT, EDUCATION AND LAND USE

Agency	Fund	2010 Year End (a)	2011 Adopted Budget (a)	2011 Modified Budget (a)	2012 Budget	11-12 Change
REGISTER OF DEEDS (a)	General	21.00	19.00	19.00	18.60	(0.40)
UW-EXTENSION*	General	3.00	3.00	3.00	3.00	0.00
FED. LIBRARY	State Aids Fund	7.00	6.25	6.25	6.00	(0.25)
	CAFÉ Shared Automation Fund	0.00	0.75	0.75	1.00	0.25
	Subtotal Federated Library	7.00	7.00	7.00	7.00	0.00
PARKS & LAND USE	General	88.40	82.00	82.00	80.80	(1.20)
	Community Development (b)	2.50	2.80	2.80	2.35	(0.45)
	Golf Courses	8.85	8.85	8.85	8.85	0.00
	Ice Arenas	4.95	4.95	4.95	4.95	0.00
	Materials Recycling Fund	0.00	4.15	4.15	4.15	0.00
	Land Information Systems	4.00	4.00	4.00	4.00	0.00
	Subtotal Parks & Land Use	108.70	106.75	106.75	105.10	(1.65)
TOTAL REGULAR POSITIONS		139.70	135.75	135.75	133.70	(2.05)
TOTAL EXTRA HELP		75.74	79.83	79.97	75.71	(4.12)
TOTAL OVERTIME		3.96	3.64	3.64	3.64	0.00
TOTAL BUDGETED POSITIONS		219.40	219.22	219.36	213.05	(6.17)

* UW-Extension position total includes County employees only. Total does not reflect state or other grant funded positions.
(a) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

(b) The Community Development program was shifted from the Health and Human Services Functional Area in the County Executive Department to the Parks, Environment, Education And Land Use functional area in the Parks and Land Use department in the 2012 Budget. History has been restated for comparative purposes.

2012 BUDGET ACTIONS:

Register of Deeds
Shift 0.40 FTE of a Sr. Financial Analyst from Register of Deeds to the Department of Emergency Preparedness

UW-Extension
Increase Extra Help by 0.11 FTE

Federated Library
Shift 0.25 FTE of a Library Automation Coordinator Position from the Federated Library State Aids Fund to the CAFÉ Shared Automation Fund

Parks - General
Unfund 0.50 FTE Senior Land Use Specialist
Unfund 1.00 FTE Environmental Health Sanitarian
Transfer in 0.30 FTE Sr. Planner from Community Development
Decrease Extra Help 0.48 FTE

Parks - Community Development
Transfer Out 0.30 FTE to Parks General Fund
Transfer Out 0.15 FTE to County Executive

Parks - Golf Courses
Reduce Extra Help by 3.38 FTE

Parks - Materials Recycling Fund
Transfer out 0.10 FTE Clerk Typist III to the Parks & Land Use General Fund
Transfer in 0.10 FTE Sr. Conservation Specialist III from the Parks & Land Use General Fund
Reduce Temporary Extra Help by 0.37 FTE

2011 CURRENT YEAR ACTIONS:

UW-Extension
Increase Extra Help by 0.14 FTE (Enrolled Ordinance 165-83)

Parks - General
Fund 1.00 FTE Land Use Specialist
Unfund 1.00 Senior Planner

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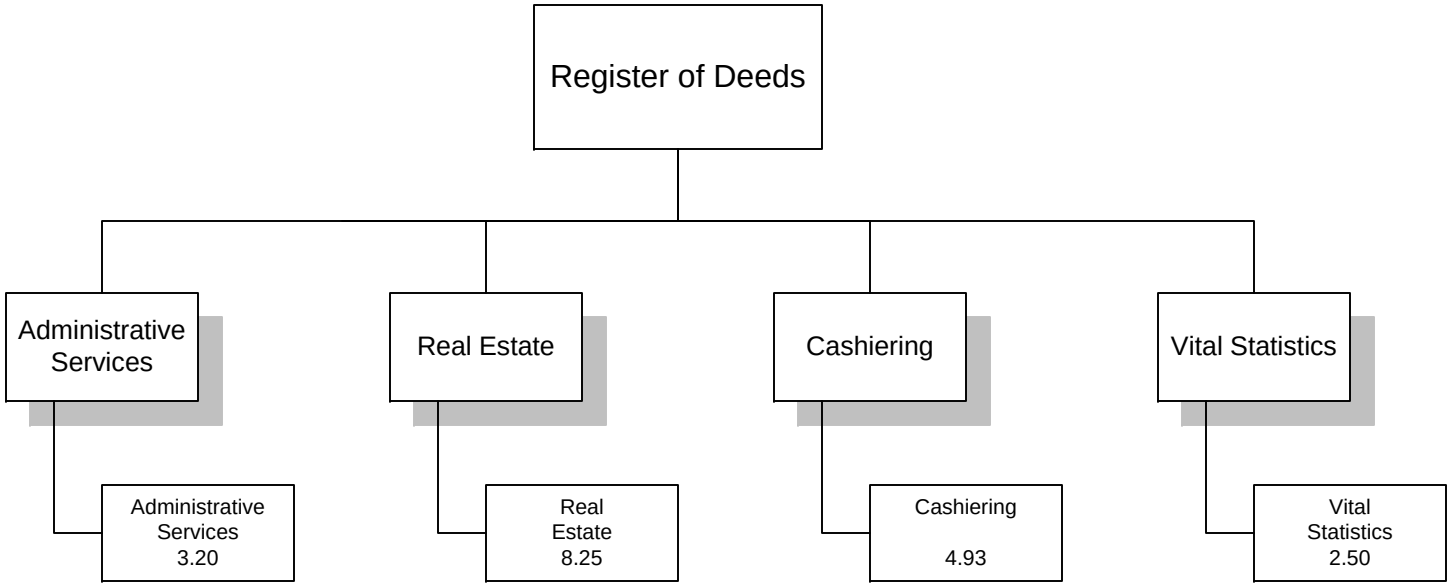
Register of Deeds

REGISTER OF DEEDS OFFICE

FUNCTION / PROGRAM CHART



18.88 TOTAL FTE'S

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

Register of Deeds

Statement of Purpose

The purpose of the Register of Deeds office is to provide to the citizens of Waukesha County:

1. A depository for safekeeping and public inspection of all legal documents pertaining to Real Estate and Vital Statistics.
2. Analysis and creation of accurate ownership and descriptions of parcels in Waukesha County to aid assessors in local municipalities.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (b)	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	NA
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Service	$2,403,585	$2,846,083	$2,357,535	$2,816,500	($29,583)	-1.0%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$3,642	$0	$0	$0	$0	NA
Appr. Fund Balance	$0	$0	$0	$0	$0	NA
County Tax Levy (Credit) (a)	**($1,378,839)**	**($1,368,301)**	**($1,368,301)**	**($1,368,301)**	**$0**	**0.0%**
Total Revenues Sources	**$1,028,388**	**$1,477,782**	**$989,234**	**$1,448,199**	**($29,583)**	**-2.0%**
Personnel Costs	$1,092,027	$1,158,993	$1,158,686	$1,125,823	($33,170)	-2.9%
Operating Expenses	$40,935	$89,480	$89,297	$92,377	$2,897	3.2%
Interdept. Charges	$292,550	$229,309	$227,972	$229,999	$690	0.3%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$1,425,512**	**$1,477,782**	**$1,475,955**	**$1,448,199**	**($29,583)**	**-2.0%**
Rev. Over (Under) Exp.	($397,124)	$0	($486,721)	$0	-	NA

Position Summary (FTE)					
Regular Positions	21.00	19.00	19.00	18.60	(0.40)
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.28	0.28	0.23	0.28	0.00
Total	21.28	19.28	19.23	18.88	(0.40)

(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) The Department is estimating that they will finish unfavorably in 2011 due to the downturn in the real estate market affecting real estate related revenues.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Promote Real Estate and other local business by minimizing risk and turn around time involved in property transactions processed by the Register of Deeds (ROD). (Real Estate and Cashiering)

Key Outcome Indicator: The Real Estate Division strives to minimize the time between submission of a document and its availability for public inspection and distribution to affected parties. The Department's benchmark for making documents available to the public is 8 business days, and the benchmark for distributing documents is 30 calendar days. With the new land records software implementation completed in 2010 and ongoing business process adjustments, benchmark for recording was reduced from 8 to 6 days in 2011.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of days when a document is recorded after the benchmark of 6 business days*	0	10*	0	0
# of days when a document is mailed out after the benchmark of 30 calendar days	0	0	0	0

* Benchmark was reduced from 8 to 6 days in 2011

Note: This performance measure will be revised and/or replaced in 2012 in light of the reporting capabilities of the new Land Records System.

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

Objective 2: Provide desired services to clients efficiently. (Administrative Services)

Key Outcome Indicator: Increase in use of online services has, as predicted, resulted in a reduction of walk-in counter requests. This shift appears to have leveled off over the past year. Some of the reduction in walk-in requests is probably due to a decrease in activity in the real estate market over the past year.

Performance Measure:	2010 Actual*	2011 Target	2011 Estimate	2012 Target
Total transactions via Internet	1,601	2,500	1856	2000
Walk-in help requests	5,461	5,000	5200	4700
Phone-in help requests	5,733	5,500	5600	5250

* Online document sales down in 2010 due to update hiatus associated with change to new software.

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

Objective 3: Provide constituents with an irrefutable, reasonably accessible record of births, marriages and deaths within Waukesha County. The majority of interaction with constituents taking place in the Register of Deeds Office occurs at the Vital Records counter. (Vital Statistics)

Key Outcome Indicator: Percent of positive responses to customer survey. Positive feedback regarding interaction with employees and use of the self-service Vital Records station is an indication of quality and facility of service. The Department began surveying walk-in customers in the Vital Records area in mid-2006. This survey will be somewhat re-configured to record the specific type of business customers that come to the Register of Deeds office for; e.g. Tax Listing questions, Vital Records requests, Real Estate Document recording, or requesting copies of Real Estate Documents.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Positive responses to survey	98%	98%	99%	99%

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

Objective 4: Provide desired services to clients efficiently. (Real Estate and Cashiering)

Key Outcome Indicator: Replace the in-house developed Tract Index System with an off-the-shelf product that would be supported by the selected vendor.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Time it takes to complete the indexing process and make the document available to the public. The current benchmark is 8 business days, which the department achieved 100% in 2010.	8 days or less	6 days or less.*	7 days or less.	6 days or less*

* Target reduced based on improved efficiency with new land records system.

Current and Adopted Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
200205	Tax Records Replacement (a)	2012	$900,000	95%	$22,000	A
200414	Countywide Cashiering (b)	2012	$970,000	60%	$43,250	A
200622	Tract Index Replacement	2011	$331,500	100%	$37,000	A
201117	ROD Electronic Record Redaction (c)	2016	$550,000	0%	$0	N/A

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

(a) Project is coordinated by Department of Administration. Annual ongoing costs including software and licensing costs will be split between the Register of Deed's Office (45% or $9,641), the Treasurer's Office (45% or $9,641), and the Department of Administration (10% or $2,142).

(b) Project is coordinated by Department of Administration. Estimated operating costs reflect annual county-wide costs to be built into the End User Technology Fund budget.

(c) Project sponsored by Register of Deeds with project implementation taking place in 2011 and expected completion in approximately 7 years. This project is self-funded by a fee of $5 per document recorded. Once the digitization and redaction is complete, the fee will be discontinued and the ROD office will continue to use autoredaction software to examine and redact Social Security Numbers in newly recorded documents.

Administrative Services

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.60**	**3.60**	**3.60**	**3.20**	**(0.40)**
Charges for Services	$910,566	$1,199,050	$943,500	$1,096,500	($102,550)
Other Revenue	$3,642	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($880,644)**	**($812,186)**	**($812,186)**	**($737,100)**	**$75,086**
Total Revenues	**$33,564**	**$386,864**	**$131,314**	**$359,400**	**($27,464)**
Personnel Costs	$319,701	$330,090	$336,753	$301,771	($28,319)
Operating Expenses	$23,792	$31,213	$30,130	$31,617	$404
Interdept. Charges	$22,010	$25,561	$24,557	$26,012	$451
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$365,503**	**$386,864**	**$391,440**	**$359,400**	**($27,464)**
Rev. Over (Under) Exp.	($331,939)	-	($260,126)	-	-

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

Program Highlights

Charges for Services revenue are budgeted to decrease by $102,550 to $1,096,500, mainly due to a decrease in real estate transfer fees by $100,000 to $1,075,000. This reflects a leveling off in the real estate market and more closely approximates 2010 actual revenues received and 2011 estimates. Under current state statute, the Register of Deeds office collects $0.30 per $100 of the consideration amount from any real estate property sale not exempted. Of this revenue the County retains 20% and the state is allocated 80%. Factors impacting this revenue are the number properties sold, the percentage of those properties that are exempt from transfer fees, and the sale price of the properties.

Personnel costs decrease by about $28,300 to $301,800, mainly due reallocating 0.40 FTE (about 830 hours) of a senior financial analyst position to the Department of Emergency Preparedness to help provide professional fiscal support, estimated to reduce personnel costs in this program by about $39,300, which is partially offset by the cost to continue remaining staff, including a change in an employee's health plan coverage selection from a single to a family plan. Operating expenditures and interdepartmental charges are budgeted to increase slightly by about $400 and $450, respectively.

Real Estate

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**10.23**	**8.23**	**8.21**	**8.25**	**0.02**
Charges for Services	$1,298,250	$1,457,033	$1,224,035	$1,530,000	$72,967
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy (Credit) (a)	**($768,412)**	**($839,646)**	**($839,646)**	**($910,102)**	**($70,456)**
Total Revenues	**$529,838**	**$617,387**	**$384,389**	**$619,898**	**$2,511**
Personnel Costs	$382,214	$419,730	$413,813	$417,947	($1,783)
Operating Expenses	$10,652	$47,829	$48,629	$50,148	$2,319
Interdept. Charges	$224,677	$149,828	$149,727	$151,803	$1,975
Fixed Asset	$0	$0	$0	$0	$0
Total Expenditures	**$617,543**	**$617,387**	**$612,169**	**$619,898**	**$2,511**
Rev. Over (Under) Exp.	($87,705)	-	($227,780)	-	-

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

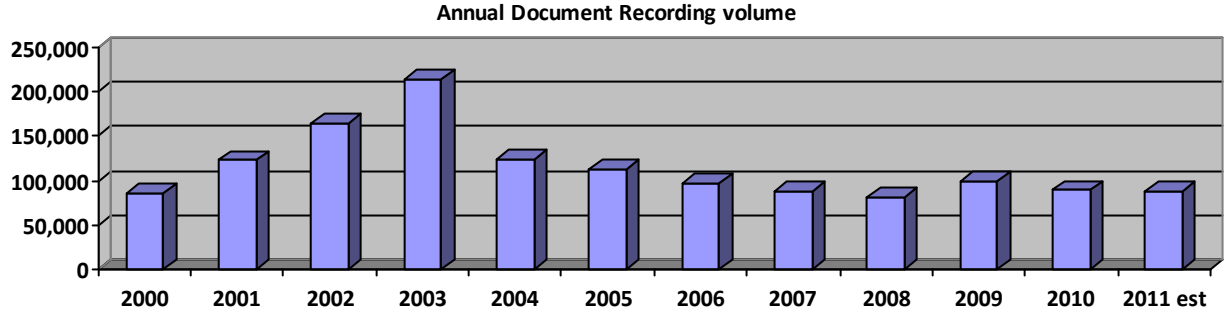
Program Highlights

On June 25, 2010, the statutory recording fee structure changed from a gross charge of $11 for the first page of any real estate document plus $2 for each additional page to a flat fee of $30 for recording any document, which includes a $5 fee to provide for redaction of social security numbers. This change is estimated to provide the Register of Deeds office with additional recording revenue of approximately $2.40 per document. The $5 redaction fee will be used to redact social security numbers from all electronic real estate documents (see ROD Electronic Document Redaction Capital Project 201117) , and to digitize, redact and make available to the public all ROD real estate records dating back to 1935.

Summary of Recording Fees			
	Prior to June 25, 2010		New Fee
Recording Fees	**First Page**	**Additional Pages**	**Any R.E. Document**
State of Wisconsin	$2	$0	$2
County Land Info. Syst. Office	$5	$0	$8
ROD Retains	**$4**	**$2**	**$15**
Redaction Fee	$0	$0	$5
Total Fees	$11	$2	$30

Charges for services increase by about $73,000 to $1,530,000, mainly due to budgeting $100,000 in redaction fee revenue to cover staffing costs related to the redaction capital project (discussed above). This is partially offset by a decrease in budgeted document recording fee revenue by $20,000 to $1.3 million, or by about 1,333 documents to 86,667 documents, mainly due to the continuing weak real estate market.

Personnel cost decrease by about $1,800, mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Personnel costs also include an increase in overtime and related benefits by about $1,000 for an additional 0.02 FTE (about 40 hours) to 0.25 FTE (about 520 hours). Operating expenditures are budgeted to increase by about $2,300 to $50,100, mainly due to an estimated increase in licensing fee revenues for the land records system.



Cashiering

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Cashiering examines all legal documents to assure conformity to state statutes, advises the public of procedures for probate of an estate held in joint tenancy, and advises the public on laws and regulations concerning statutory requirements of the Register of Deeds Office. Cashiering collects and deposits the fees for recording and copies of recorded documents, uniform commercial code real estate-related recordings, Federal Tax Lien filings, marriage certificates, birth certificates, death certificates and real estate transfers. In addition, Cashiering staff prepares the recorded documents for imaging and microfilming and returns those documents to the customer. In 2011, the Department added document scanning functions to this program area.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.45**	**5.45**	**4.92**	**4.93**	**(0.52)**
County Tax Levy	**$336,892**	**$345,911**	**$345,911**	**$315,826**	**($30,085)**
Total Revenues	**$336,892**	**$345,911**	**$345,911**	**$315,826**	**($30,085)**
Personnel Costs	$292,557	$307,837	$278,000	$277,043	($30,794)
Operating Expenses	$1,596	$2,793	$2,893	$2,967	$174
Interdept. Charges	$29,569	$35,281	$35,272	$35,816	$535
Total Expenditures	**$323,722**	**$345,911**	**$316,165**	**$315,826**	**($30,085)**
Rev. Over (Under) Exp.	$13,170	-	$29,746	-	-

Program Highlights

Personnel costs are budgeted to decrease by about $30,800 to $277,000, mainly due to shifting 0.5 FTE of Clerk II position to the Vital Records program, estimated to reduce costs in this program area by about $29,000. Budgeted overtime and related benefits decreases by about $1,400 or 0.02 FTE (about 40 hours). Operating expenditures and interdepartmental charges increase slightly by about $174 and $535.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Subdivision Plats, Certified Survey Maps, Condo Plats Examined and Cashiered	142	165	112*	130	(35)
Total pages recorded**	442,532	400,000	354,450**	375,000	(25,000)

* This reduction is due to the downturn in the real estate development market.

** This reduction is mainly due to fewer mortgages being processed (which generate more pages) due to the downturn in the economy.

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.00**	**2.00**	**2.50**	**2.50**	**0.50**
Charges for Services	$194,769	$190,000	$190,000	$190,000	$0
County Tax Levy (Credit) (a)	**($66,675)**	**($62,380)**	**($62,380)**	**($36,925)**	**$25,455**
Total Revenues	**$128,094**	**$127,620**	**$127,620**	**$153,075**	**$25,455**
Personnel Costs	$97,555	$101,336	$130,120	$129,062	$27,726
Operating Expenses	$4,795	$7,645	$7,645	$7,645	$0
Interdept. Charges	$16,294	$18,639	$18,416	$16,368	($2,271)
Total Expenditures	**$118,644**	**$127,620**	**$156,181**	**$153,075**	**$25,455**
Rev. Over (Under) Exp.	$9,450	-	($28,561)	-	-

(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 remain unchanged from the 2011 budgeted level, based on current year estimate and prior year actual.

Personnel costs increase by about $27,700 to $129,100, mainly due to the shifting in of 0.5 FTE of a Clerk II position from the Cashiering program, estimated to increase personnel costs in this program by about $29,000. This is partially offset by reduced Wisconsin Retirement System Pension costs, due to the State Budget Repair Bill, requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs for 2012. Operating expenses remain at 2011 budgeted levels. Interdepartmental charges decrease by about $2,300 to $16,400, due primarily to savings in imaging charges resulting from the state's new Statewide Vital Records Information System (SVRIS) centralized vital records system, which no longer requires imaging at the County level.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Certificates Filed					
Birth	5,544	5,700	154*	0*	(5,700)
Death	3,086	3,500	3,198	3,200	(300)
Marriage	1,856	2,000	1,360	1,800	(200)
Domestic Partnership	10	35	12	12	(23)
Number of Certified Copies Issued					
Birth	5,423	5,400	5,200	5,400	0
Death	36,224	33,000	36,000	37,072	4,072
Marriage	6,988,	7,300	3,500	7,000	(300)
Domestic Partnership	11	35	26	30	(5)

* Note: In January 2011, the state's SVRIS system went live, which allows hospitals and other agencies to file birth records directly with the state. As a result, County vital records departments are no longer responsible for scanning birth records. This has no impact on revenue.

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.

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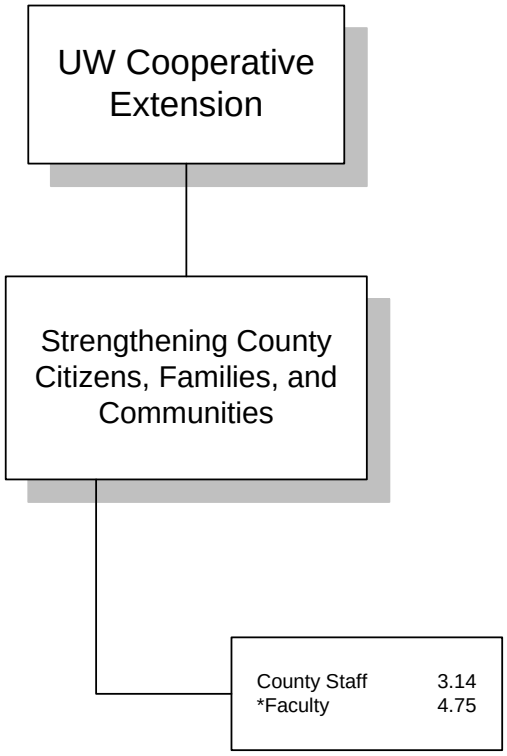
University of Wisconsin Cooperative Extension

UW COOPERATIVE EXTENSION OFFICE

FUNCTION / PROGRAM CHART



3.14 TOTAL FTE'S

* State 133 Contract UW-Extension Faculty and Academic Staff funded by State/County/Grant/Fee sources.

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

UW Cooperative Extension

Statement of Purpose

Waukesha County University of Wisconsin Cooperative Extension (UWEX), in partnership with the state UW Cooperative Extension Office, delivers research based information to improve the quality of life for families in the areas of youth development, family living, community resource development, horticulture, nutrition, and health. UWEX provides community based education for families, businesses, governments, and organizations using non-traditional educational methods.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$300,910	$341,265	$428,906	$245,559	($95,706)	-28.0%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$33,884	$41,475	$18,366	$19,000	($22,475)	-54.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$75,451	$44,932	$49,463	$107,432	$62,500	139.1%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$326,994**	**$339,063**	**$339,063**	**$341,063**	**$2,000**	**0.6%**
Total Revenue Sources	**$737,239**	**$766,735**	**$835,798**	**$713,054**	**($53,681)**	**-7.0%**
Expenditures						
Personnel Costs	$176,277	$185,394	$168,587	$170,813	($14,581)	-7.9%
Operating Expenses (a)	$405,266	$468,395	$542,958	$434,718	($33,677)	-7.2%
Interdept. Charges	$100,056	$112,946	$113,137	$107,523	($5,423)	-4.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$681,599**	**$766,735**	**$824,682**	**$713,054**	**($53,681)**	**-7.0%**
Rev. Over (Under) Exp.	$55,640	-	$11,116	-	-	N/A

Position Summary (FTE)					
Regular Positions	3.00	3.00	3.00	3.00	0.00
Extra Help (a)	0.01	0.03	0.14	0.14	0.11
Overtime	0.00	0.00	0.00	0.00	0.00
Total County Positions	**3.01**	**3.03**	**3.14**	**3.14**	**0.11**
Additional Human Res.					
State 133 Contract (b)	4.75	4.75	4.75	4.75	0.00
Grant Funded State 144 Contract (c)	2.10	2.25	2.25	1.51	(0.74)
Americorps/Americorps VISTA Workers (d)	2.45	1.65	1.65	1.64	(0.01)
WI Nutrition Education Program (e)	8.60	9.20	9.20	8.35	(0.85)
State 4H Advisor	0.00	0.00	0.00	1.00	1.00
Total (Non-County)	**17.90**	**17.85**	**17.85**	**17.25**	**(0.60)**

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

(b) State UW Cooperative Extension 133 Contract educators are funded with approximately 40% local revenues, including tax levy, grants and other revenues, with the State funding the remaining 60%. The cost of the 40% local share is recognized in operating expenditures.

(c) The State 144 Contract for UW Cooperative Extension community educators is paid 100% through Community Development Block Grants (CDBG) funding, various other grants and Charges for Service revenues. Additional grants may be identified and requested for appropriation through ordinances during 2012 to increase the level of 144 Contract educator community support.

(d) The 2011 Budget is restated for comparative purposes to the 2012 budget. The 2011 budget figure includes a partial year of AmeriCorps worker assistance.

(e) The Wisconsin Nutrition Education Program (WNEP) is federally funded and administered by the State's UW Cooperative Extension. Its operating expenses, personnel costs, and grant funding are not included in the County Budget. This program is run through the County UW Cooperative Extension Office.

Strengthening County Citizens, Families & Communities

County-Wide Key Strategic Outcome: Quality programs and services delivered with competence and skill

Program Description

Cooperative Extension educational programs apply the research and resources from the Wisconsin University System to strengthen Waukesha County citizens, 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 Cooperative Extension also teaches programs to build strong families, develop youth and adult leaders, improve nutrition and mental health, promote family and public safety, strengthen neighborhoods, and provide opportunities for developing life skills and workforce development. The number of educational program participants served (reflecting participation where single individuals may attend multiple educational programs) in 2010 was 38,499 and estimated for 2011 is 39,300 and budgeted for 2012 is 39,400.

Program Highlights

General Government revenues are estimated to decrease by about $95,700 from $341,300 to $245,600, mainly reflecting a decrease in federal Community Development Block Grant (CDBG) funding for Neighborhood Revitalization Strategy Areas (NRSAs) by about $53,800, from $126,700 to $82,900, based on federal CDBG funding cuts in 2011 and anticipated for 2012. This CDBG funding is used to cover State "144 Contract" community educators' work in these NRSAs, and the funding level is budgeted to cover the first six months of 2012. To cover the second half of 2012, department management is planning to request appropriating new grant awards and unused grant funds carried over from 2011 by ordinance. General Government revenues also include federal USDA Farmers' Market Promotion Program (FMPP) grant funding, which is scheduled to decrease by about $29,500, from $59,600 to $30,100, for the second year of this two-year grant. This grant funding is used to research the economic benefits to farmers' markets of introducing electronic benefit transfer (EBT) machines, capable of processing transactions involving food stamp cards.

Charges for Service revenue is estimated to decrease by $22,475, from $41,475 to $19,000, mainly due to the Waukesha School District's elimination of the Substance Abuse Prevention Program (SAPP), which began in 2010 as a partnership to discourage alcohol and drug abuse among youth. In addition, horticultural and community planning class fees and related revenues are estimated to decrease by about $3,700, from $22,700 to $19,000, to be closer to 2010 actuals achieved.

Other Revenues increase by about $62,500, from $44,900 up to $107,400, mainly due to budgeting for the ProHealth Care Cancer Prevention Education Outreach Project grant of $56,400, to help facilitate cancer education, prevention and screening. Other Revenues also include an increase in grant funding for the Healthy West Side Neighborhood Initiative by $8,600 to $15,800 for the third-year award of this grant from the Greater Milwaukee Foundation. The total grant award is $25,000, but a portion (about $9,200) is planned to be appropriated through an adopted ordinance during 2011, with the remainder estimated to be used in 2012. This project is intended to encourage community development, housing rehabilitation and community leadership in the City of Waukesha's West Side neighborhood. Other Revenues also include the Waukesha County Fresh Produce Donation Grant from the Waukesha County Community Foundation of $8,000, budgeted for the first time in 2012. Grant Funding is planned to be used to help operate the Huber Gardens program, collect fresh produce from the Menomonee Falls and Waukesha farmers' market sites (volunteers now collect produce from the Brookfield site), and promote hunger awareness. These increases are partially offset by lower reimbursements for the cost of resources (e.g., technology, office supplies) being used by outside agencies (e.g., the 180° Juvenile Diversion program), by $5,600, mainly due to the elimination of the State's Quad County UW Extension Office, and the elimination of a cost-share revenue of $5,300 from the 180° Juvenile Diversion program for federal VISTA (Volunteer in Service to America) workers, as no VISTAs are planned to be requested this program in 2012. Tax levy support increases $2,000 to nearly $341,100, however, lower Wisconsin Retirement System Contribution costs (resulting from the State Budget Repair Bill) reduces the cost-to-continue for County staff by about $6,300, which is reallocated within the budget, for a net tax levy increase of approximately $8,300.

Personnel costs decrease by about $14,600 to $170,800, mainly due turnover cost savings for the Office Services Coordinator position of about $13,300 and lower Wisconsin Retirement System pension expenditures of about $6,300 (resulting from the State Budget Repair Bill requiring most county employees contribute 50% towards these costs), partially offset by an increase for the cost to continue 3.0 FTE County-employed clerical and administrative support. Temporary extra help and related benefits are increasing by an additional $2,770 for 0.14 FTE (about 300 hours) to help implement the Waukesha County Fresh Produce Donation program, mentioned above.

Operating expenditures decrease by about $33,700 to $434,700, mainly due to decrease in state "144 Contract" community educator costs by about $61,400, mainly due to significant federal CDBG funding reductions (mentioned previously), which will only allow for budgeting for a half-year contract (January – June 2012). Department management plans to request appropriating additional grant award funding for the second half of 2012, once awarded. Federal FMPP grant-funded operating expenditures decrease by about $21,100, from $47,800 to $26,700, for the second year of this grant project (mentioned above). This is partially offset by budgeting $51,800 for the ProHealth Care Cancer Prevention Education Outreach Project (mentioned above), primarily for state contracted educators, program materials and supplies. State "133 Contract" educator costs for 4.75 FTE decrease slightly by about $2,500 to $158,500 based on state salary and benefit cost estimates.

Interdepartmental Charges decrease by about $5,400 to $107,500, mainly due to a decrease in countywide indirect cost recovery charges by about $5,100, based on decreases in grant funding being budgeted, discussed above.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 1: Improve the economic sustainability of local agricultural businesses and the nutritional health of Food Share participants through a research project evaluating the impact of incorporating electronic benefits transfer (EBT) devices into farmers markets. There are more than 200 farmers' markets in Wisconsin, but few currently accept the Quest card, an EBT card provided by the FoodShare Wisconsin program, as a form of payment. This card serves the same purpose as paper food stamps once did by allowing low income, fixed income, retired or disabled members of the population unable to work to purchase food.

Key Outcome Indicator: Increasing the number of farmers' markets that use electronic benefit transfer devices; increasing the amount of benefits redeemed; and increasing the number of state association farmer's market members.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Participating Markets	N/A	10	8	10
Amount of Benefits Redeemed	N/A	$12,000	$10,000	$12,000
Number of Farmers Markets Association Members	N/A	35	35	40

N/A = Not Applicable

Objective 2: Conduct workshop for municipal plan commissioners to increase knowledge and skills for effective implementation of comprehensive plans and making decisions in concert with applicable zoning codes and land division ordinances. (Community Resource Development Educator in partnership with Parks & Land Use Dept.)

Key Outcome Indicator: Percent Increase in knowledge by program participants and percent who better understand their role as a plan commissioner (pre and post test)

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Participants who Report an Increase in Knowledge	N/A	N/A	N/A	80%
Percentage Who Understand Role as a Plan Commissioner	N/A	N/A	N/A	90%

N/A = Not Applicable

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

Objective 3: Improve nutritional health of participants (low income) in the Waukesha County Nutrition Education program (Nutrition Educators and Waukesha County Nutrition Coalition (WCNC) members).

Key Outcome Indicators: WNEP partners with community and government agencies to reach the low income population in Waukesha County. Curriculum include "Eating Smart Being Active" (ESBA), which is designed for nutrition educators to use when teaching low-income families with young children to learn healthy lifestyle choices. Also, to address poverty issues in the community, "Community Change Circles," consisting of residents, businesses and organizations are organized to discuss solutions and propose action plans. The following indicators are focused on the percentage of participants who report intent to increase fruit and vegetable consumption (pre/post test evaluation). percent increase in responding low income participants who showed improvement in one or more nutrition practices following a series of eight lessons (i.e. plans meals, makes healthy food choices, prepares foods without adding salt, reads nutrition labels (entry/exit Behavior Checklist) percent of WCNC program participants showing an increase in knowledge or awareness of poverty issues.

Performance Measure

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Community Partner Agencies	N/A	N/A	N/A	85
Number of Unduplicated Program Participants	N/A	N/A	N/A	15,300
Number of Eating Smart Being Active Participants (ESBA)	N/A	N/A	N/A	83

N/A = Not Applicable

B. Collect evaluation data from participants of ESBA curriculum. This data will measure nutritional behavior change through use of research and evidence based WNEP state program evaluations comparing pre and post-tests.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Participants Who Report an Increase in Fruit and Vegetable Consumption	69%	63%	63%	65%
Percent Increase in Low-Income Participants Who Showed Improvement in One or More Nutrition Practices	81%	75%	78%	81%

C. Staff will measure program success by documenting number of participants in poverty simulations and community change circles along with program evaluations documenting positive change.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: # of Unduplicated Poverty Simulation Participants	N/A	N/A	N/A	150
b: # of Unduplicated Community Change Circle Participants	N/A	N/A	N/A	49
c: Percent of Evaluations That Show Positive Change	N/A	N/A	N/A	83

N/A = Not Applicable

Objective 4: Increase family self-sufficiency through participation in community gardening. (Consumer Horticulture Educator)

Key Outcome Indicators Participant assessment of economic savings realized by gardening; assessment of Huber inmate participation in the community garden educational program.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of Participants Who Report a Savings	57%	70%	65%	70%
Percentage of Huber Inmates Who Learned Gardening Skills That They Used or Shared With Others	N/A	N/A	N/A	90%
Percentage of Huber Inmates Who Report an Increase in Self-Confidence as a Result of Gardening	N/A	N/A	N/A	80%
Percentage of Huber Inmates Who Have Learned and Experienced the Importance of Teamwork	N/A	N/A	N/A	90%

N/A = Not Applicable

Objective 5: Develop the capacity of adult and youth Neighborhood Revitalization Strategy Area (NRSA) residents to provide leadership in their neighborhoods by training residents to develop four new neighborhood block clubs and 4 youth community action clubs. Conduct advanced educational training with neighborhood leaders. (NRSA Community Educators funded through Community Development Block Grant and Greater Milwaukee Foundation Grant)

Key Outcome Indicator: Train adult neighborhood residents with 75% using personal and team leadership skills within their community. For 2012, create four new neighborhood block clubs to increase community engagement and stability in the neighborhoods. Develop four youth 4-H community action clubs with 80% of youth assuming a leadership role.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Increase in New Neighborhood Block Clubs	2	6	4	4
Adult Block Club members in Leadership Roles	60%	60%	70%	75%
Increase in Youth Leadership Clubs	3	4	3	4
Percent Youth Club members in Leadership Roles	70%	40%	70%	80%
Increase in Youth 4-H Community Action Clubs	N/A	N/A	N/A	4
Bring community program participation up to federal civil rights parity guidelines	N/A	N/A	N/A	12%

N/A = Not Applicable

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

Objective 6: Respond to critical and emerging issues by developing and delivering research-based education in cooperation with UW Extension Specialists and the University of Wisconsin System. (UW Coop. Extension Staff)

Key Outcome Indicator: Total hours and dollar estimates invested in Waukesha County by UW Cooperative Extension Specialists in educational consultation, professional development trainings, research and analysis.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Survey Analysis	20	50	20	20
Comprehensive & Strategic Planning	75	80	50	50
4-H Volunteer Training	140	160	160	180
Horticulture Business & Volunteer Training	170	210	170	175
UW Ext. Staff Professional Development	325	335	335	350
Community Education Consultation	190	225	225	250
Total Hours of UWEX Specialist Support	920	1,060	960	1,025
Estimated dollar value ($75.00/hour)	$69,000	$79,500	$72,000	$76,875

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

Objective 7: Prepare youth to be tomorrow's leaders by providing educational leadership training and hands-on learning experiences through 4-H projects ranging from quilting to robotics. Through these projects, youth enhance their experiences translating into college and workforce readiness with special emphasis on Science, Engineering, Technology, and Mathematics (STEM) programming. (4-H and Youth Development Educator)

Key Outcome Indicator: Emphasis of STEM programming to help meet growing future labor force needs of Waukesha County. Strengthen program through directed increase of volunteer support, adding one new support program/year.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Certified Adult Leaders	372	370	360	363
Youth Enrollments	987	1,095	1,027	1,012
Percent of Youth Enrolled in STEM Projects that Report Mastery of at Least One STEM Skill	79	85	85	90

Objective 8: Recruit and retain volunteers to support educational programs and outreach. (UW Cooperative Extension Staff)

Key Outcome Indicator: An Increase volunteer recruitment by 5 percent and an Increase in the number of hours donated by volunteers by 5 percent.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Volunteers	1,041	1,093	1,080	1,147
Number of Hours	41,473	43,546	43,500	45,741

Objective 9: Implement the Federal Drug Free Communities Program to 1) build leadership capacity in a countywide coalition which will 2) reduce the use and abuse of drugs and alcohol by youth in Waukesha County. (Drug Free Communities Grant)

Key Outcome Indicator:
a: Number of coalition members; b: Number of educational outreach contacts to alcohol sales retailers; c: number of coalition member volunteer hours; d: number of households participating in prescription drug collection; e: pounds of prescription drugs collected through the Drug Collection and Awareness Program.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: Number of Coalition Members	106	135	125	140
b: Number of Educational Outreach Contacts with Alcohol Sales Retailers	25	30	30	40
c: Number of Coalition Member Volunteer Hours	2,867	2,900	2,950	3,200
d: Number of Households Participating in Prescription Drug Collection	2,425	2,500	2,636	2,925
e: Pounds of Prescription Drugs Collected	4,869	5,500	4,596	5,000

Objective 10: Census data indicates a significant increase in Hispanic community population in Waukesha County. To better respond to this community's needs, work with statewide UW Cooperative Extension team to provide trainings on Latino Culture and Values to increase staff effectiveness in delivering culturally appropriate services for Latino individuals and Families. (Martha Hubert, Walk One Hour Regional Coordinator/Bilingual Nutrition Educator and Fred Garcia, Waukesha County Health and Human Services)

Key Outcome Indicator: a: number of culture training programs; b: number of train the trainer programs; c: number of participant evaluations showing behavior change.

Performance Measure:

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
a: Number of Culture Training Programs	N/A	N/A	N/A	6
b: Number of Train the Trainer Programs	N/A	N/A	N/A	2
c: Number of Participant Evaluations Showing Behavior Change	N/A	N/A	N/A	75%

N/A = Not Applicable

Grant Funding

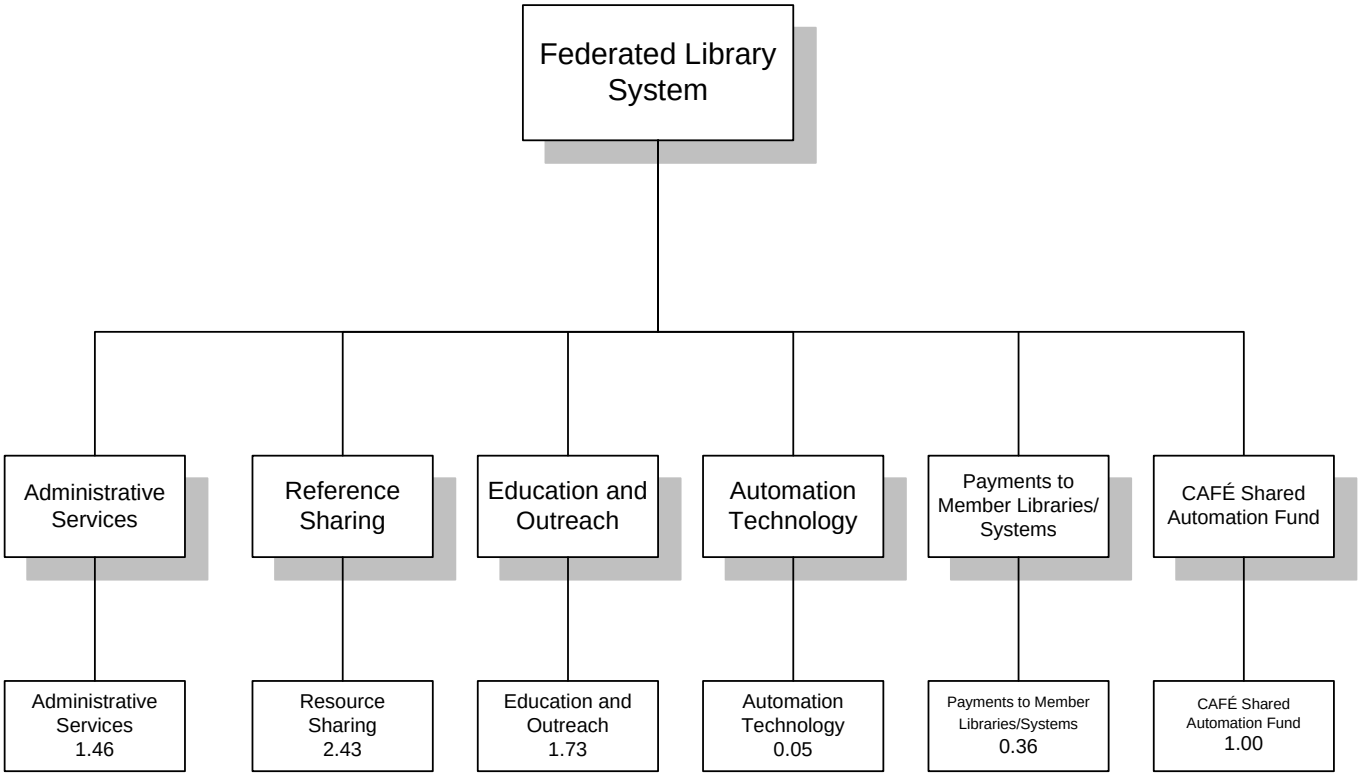
Grant Title	Funding Source	Funding Administration	Amounts awarded for 2010 (d)	Amounts Awarded for 2011 (b)(d)	Budgeted for 2012 (a)(b)(c)(d)
Community Development Block Grant (CDBG) West-Side Neighborhood Revitalization Strategy Area (NRSA) (a)(c)	CDBG	City of Waukesha	$40,000	$45,000	$33,750
CDBG Haertel Field Revitalization (NRSA) (a)(c)	CDBG	County	$45,000	$45,000	$24,400
CDBG Phoenix Heights Revitalization (NRSA) (a)(c)	CDBG	County	$45,000	$45,000	$24,800
CDBG Sussex Community Development	CDBG	Village of Sussex	$5,000	$0	N/A
CDBG NRSA Planning Board Grant	CDBG	City of Waukesha	$29,250	$0	$0
Prescription Drug Grant – Clean Sweep (a)	DATCP	State	$4,000	$7,500	$7,500
Waukesha Co. Fresh Produce Donation Project (a)	Wauk Co. Community Fdn.	County	$0	$8,000	$8,000
Farmer's Market Promotion Program (b)	Federal	County	N/A	$59,600	$30,100
Drug Free Communities Coalition Grant (a)(c)	Federal	County	$125,000	$125,000	$125,000
Greater Milwaukee Foundation - Healthy West Side Neighborhood Initiative Grant	Private	County	$30,000	$9,200	$15,800
Wisconsin Energy Independent Community Partnership 25x25 Grant	WI Office of Energy Independence	State	$45,000	N/A	N/A
ProHealth Care Cancer Prevention Education Outreach Project	SAIC-Frederick, Inc. (Science Applications International Corporation)	ProHealth Care Regional Cancer Center	N/A	N/A	$56,400
Sub Total County UW Ext. Administered Grants			**$368,250**	**$344,300**	**$325,750**
Subtotal State/Nonprofits/Other Administered Grants (d)	Various	Various	$591,200	$756,000	$626,500
Total UW Extension Grants			**$959,450**	**$1,100,300**	**$952,250**

(a) Grant awards pending.
(b) Grant award for Healthy West Side Neighborhood project in 2011 is $25,000, but department management plan to request an ordinance appropriating approximately $9,200 in 2011 and budgeting the remainder of about $15,800 in 2012.
(c) Community Development Block Grant (CDBG) NRSA funding is budgeted to cover the first six months of 2012. If CDBG allocations exceed budget, Department management plans to request appropriating additional funds by ordinance for the second half of 2012.
(d) These State/Non-Profit and Other Administered grants **do not run through the County's Budget** because they have been awarded to other agencies to administer, but provide benefits to County Residents. For 2010, this includes Wisconsin Nutrition Education Program (WNEP) Actuals of $581,159 (including, Supplemental Food Assistance Program (SNAP) education $512,794; Expanded Food and Nutrition Education Program (EFNEP) of $54,365; and Summer Youth EFNEP of $14,000) and Waukesha Youth Collaborative of $10,000. For 2011, this includes the WNEP Budget of $682,086 (including, SNAP education of $602,086; EFNEP of $66,000; Summer Youth EFNEP of $14,000); Quad County Latino Project of $19,996; Wisconsin Commercial Horticulture website of $22,862; Boerner Diagnostic Center of $30,065; and Teaching Garden Life Skills (and more) to Jail Inmates of $1,019. For 2012, this includes the WNEP budget of $626,517 (including SNAP education of $546,781 and EFNEP of $79,736).

Federated Library

FEDERATED LIBRARY SYSTEM

FUNCTION / PROGRAM CHART



7.03 TOTAL FTE'S

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

Federated Library

Statement of Purpose

It is the mission of the Waukesha County Federated Library System (WCFLS) to ensure access to a high quality of customer service to all county residents by working in partnership with member public libraries to develop and coordinate effective cooperative library services.

Financial Summary	2010 Actual (b)	2011 Adopted Budget (a)(b)(c)	2011 Estimate (a)(b)(d)(e)	2012 Budget (b)	Change From 2011 Adopted Budget $	%
County Library Fund						
Revenue (a)	$0	$2,501	$2,501	$0	($2,501)	-100.0%
County Tax Levy (TNR)	$2,773,900	$2,853,939	$2,853,939	$2,883,486	$29,547	1.0%
Expenditures	$2,773,900	$2,856,440	$2,856,440	$2,883,486	$27,046	0.9%
Rev. Over (Under) Exp.	-	-	-	-	-	NA
State Aids, Federal & Misc.						
Revenue (b)	$1,457,157	$1,324,230	$1,393,430	$1,325,754	$1,524	0.1%
County Tax Levy	$0	$0	$0	$0	$0	NA
Expenditures	$1,340,825	$1,324,230	$1,321,154	$1,325,754	$1,524	0.1%
Rev. Over (Under) Exp.	$116,332	-	$72,276	-	-	NA
CAFÉ Shared Automation Fund (c)						
Revenue (d)(e)		$222,056	$665,523	$455,996	$233,940	105.4%
County Tax Levy		$0	$0	$0	$0	NA
Expenditures (e)		$192,875	$190,401	$390,996	$198,121	102.7%
Rev. Over (Under) Exp.		$29,181	$475,122	$65,000	$35,819	122.7%
Total All Funds (c)						
Revenue (a)(b)(d)(e)	$1,457,157	$1,548,787	$2,061,454	$1,781,750	$232,963	15.0%
County Tax Levy (TNR)	$2,773,900	$2,853,939	$2,853,939	$2,883,486	$29,547	1.0%
Expenditures (e)	$4,114,725	$4,373,545	$4,367,995	$4,600,236	$226,691	5.2%
Rev. Over (Under) Exp.	$116,332	$29,181	$547,398	$65,000	$35,819	122.7%
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	7.03	7.01	7.03	0.00	

(a) The 2011 special library tax levied on non-library (True Non-Resident (TNR)) communities included a small component to compensate municipal libraries in adjacent counties (excluding Milwaukee County) for library use by Waukesha County TNR residents. During 2009, some adjacent counties neglected to request their payments from WCFLS, and the $2,501 in remaining tax levy was appropriated as County Library Fund Balance to help fund 2011 payments to adjacent counties and reduce the overall TNR tax levy increase for this purpose.

(b) The 2010 actual and 2011 estimate included State Aids Fund Balance appropriations of $97,037 and $50,000 respectively. However, no State Aids Fund Balance was needed in 2010 and none is estimated to be needed in 2011, due to estimated below budget expenditure levels. The 2012 budget includes $76,427 in State Aids Fund Balance appropriation.

(c) The CAFÉ Shared Automation Fund was transitioned from the City of Waukesha's Public Library to the Waukesha County Federated Library System beginning in the 2011 budget.

(d) Estimated above budget revenues include a one-time transfer of an estimated $440,000 of prior-year CAFÉ Fund Balance as part of the transition of this program to WCFLS. This revenue was not appropriated in the 2011 budget because it is planned to be retained and assigned in this special revenue fund to be used to provide software/equipment replacement and/or automation services to participating member libraries in future years' budgets.

(e) Estimates for expenditures and revenues also exceed the 2011 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.

Federated Library

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. The County levies the Library tax only on communities that do not have public libraries. These charges are included on the County Tax Levy. In 2008, the County began levying a tax to raise money for intercounty borrowing to pay surrounding counties for Waukesha County use by County-taxed residents per Wisconsin State Statute 43.12.

County Fund Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 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	$2,501	$2,501	$0	($2,501)	-100.0%
County Tax Levy (TNR)	**$2,773,900**	**$2,853,939**	**$2,853,939**	**$2,883,486**	**$29,547**	**1.0%**
Total Revenue Sources	**$2,773,900**	**$2,856,440**	**$2,856,440**	**$2,883,486**	**$27,046**	**0.9%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,773,900	$2,856,440	$2,856,440	$2,883,486	$27,046	0.9%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	$2,773,900	$2,856,440	$2,856,440	$2,883,486	$27,046	0.9%
Rev. Over (Under) Exp. (a)	-	-	-	-	-	N/A

No positions are budgeted in this fund. The Federated Library Director carries out administration of this County Fund Budget, and staff are budgeted within the State Aids fund. By County Code 11-4, the usage of the 16 libraries by residents of the 18 communities without libraries determines the largest portion of the County library funding amount. For purposes of the 2012 Budget, those residents borrowed 17.559% of the materials at libraries, and the ordinance calls for them to be taxed for 17.559% of the library operating costs as calculated by the ordinance. For 2012, this portion of the Library Tax Levy increases by 0.85%. Of this amount, higher allowable operating costs account for 0.49% and higher relative TNR circulation accounts for the rest. Per Wisconsin State Statute 43.12, TNR communities are also taxed for their residents' use of libraries in adjacent counties (excluding Milwaukee County). This portion of the Library Tax increases to $6,963.

How the County Special Library Tax Levy is calculated:

The county ordinance (11-4) specifies that WCFLS should annually calculate an allowable expenditure factor based on member library operating expenditures. The allowable expenditure factor is multiplied by the percent of use (at 17.559% for 2012) by County taxed residents in true non-resident (TNR) communities as shown in the table below.

Category	2011		2012	Change
Expenditures (2 years prior)	$17,319,205		$17,919,303	3.46%
Revenues (2 years prior)	$17,434,821	-	$17,964,268	3.04%
Overage or (lapse) - 2 years prior	($115,616)		($44,965)	-61.11%
Projected budget - year prior	$16,417,579	+	$16,427,194	0.06%
Calculated allowable expenditures	$16,301,963		$16,382,229	0.49%
Countywide TNR percent 2 years prior	17.497%	x	17.559%	0.35%
County levy (TNR % times allowable expenditure	$2,852,402		$2,876,523	0.85%
Intercounty Funding	$4,038	+	$6,963	72.44%
Credit for prior year unclaimed Intercounty	($2,501)	+	$0	-100.00%
Total	**$2,853,939**		**$2,883,486**	1.04%

Payments to Member Libraries/Systems

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

Program Description

Nineteen municipalities own and operate 16 libraries in Waukesha County. The County taxes the other 18 communities without libraries. Waukesha County Federated Library System (WCFLS) distributes all County funds to libraries so that they will provide service to residents that would otherwise have no library services. With these arrangements in place, all residents of Waukesha County have library access to all libraries in the County. The State then provides funds for additional services. WCFLS works with representatives of adjacent library systems and counties to develop funded borrowing agreements on behalf of WCFLS member libraries that are close to Waukesha County's borders.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.36**	**0.36**	**0.36**	**0.36**	**0.00**
General Government	$266,169	$278,626	$282,180	$270,407	($8,219)
Appr. Fund Balance	$0	$2,501	$2,501	$0	($2,501)
County Tax Levy (TNR)	**$2,773,900**	**$2,853,939**	**$2,853,939**	**$2,883,486**	**$29,547**
Total Revenues	**$3,040,069**	**$3,135,066**	**$3,138,620**	**$3,153,893**	**$18,827**
Personnel Costs	$37,456	$39,035	$37,741	$38,364	($671)
Operating Expenses	$3,001,798	$3,096,031	$3,094,423	$3,115,529	$19,498
Interdept. Charges	$0	$0	$0	$0	$0
Total Expenditures	**$3,039,254**	**$3,135,066**	**$3,132,164**	**$3,153,893**	**$18,827**
Rev. Over (Under) Exp.	$815	-	$6,456	-	-

Program Highlights

General Government revenues include payments from the Lakeshores Library System partnership with Racine and Walworth Counties to WCFLS member libraries for their use of libraries in Waukesha County, which decreases by about $7,850 to $145,300. The remaining decrease is due to a reduction in State Library Aid revenues allocated to this program by $350 to $125,100. Overall, across all programs in this Fund, State Library Aid revenues decrease by about $77,200 to $958,600 due to state aid reductions in the 2011-13 state biennial budget. The County Library Tax Levy increases by $29,547 or 1% to $2,883,486. This increase is due to a combination of higher member library operating costs and higher circulation usage rates by non-library communities using libraries in the County (see previous page for the Library Tax Levy calculation, and see activity data below).

Personnel costs decrease by about $700, mostly due to mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Changes in operating expenditures include higher payments of County Library Tax Levy, mostly to Waukesha County member libraries by about $27,046 to $2,883,486 (this increase is lower than tax levy increase noted above due to budgeting $2,500 of one-time County Library Fund balance in 2011 to partially cover these expenditures). Operating Expenditures also include payments to member libraries from the Lakeshores Library System (Racine and Walworth Counties) for their residents' use of Waukesha County member libraries, which decrease by about $7,850 to $124,300, and payments to the Federated Library System's resource library (Waukesha Public Library), funded with State Library Aid revenues, which decreases by about $3,900 to $67,300.

Activity	*2010 Budget*	*2011 Budget*	*2012 Budget*	*2011 - 2012 Change*
Circulation to residents subject to library tax (2 yrs prior to budget year)	833,193	867,190	878,220	11,030
Percent Non Library Community Borrowing of Total County Borrowing	17.39%	17.50%	17.56%	Less than 1%

Budget Year	*2010*	*2011*	*2012*	*2010-2012 Average*
Total Local Allowable Library Cost, for budget purposes per County Code 11-4	$15.9Mil.	$16.3 Mil	$16.4 mil	$16.2 Mil
Percent Increase Library Allowable Operating Costs	1.0%	2.38%	0.49%	1.3%

Payments to Member Libraries/Systems (cont.)

How the 2012 Special County Tax Distribution Formula is Distributed:

In August 2008, the County Board adopted a new Library Tax Levy Distribution formula to take effect beginning with the 2009 Budget year, based on the recommendations of a Special Library Funding Distribution Formula Review Committee (chaired by a County Board Supervisor). The Committee evaluated funding formula options with the major policy goals of fairness, stability and clarity. This formula is requested to be 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).

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 in 2012. (See 2011-2012 Library Tax Levy Distribution table, below.) 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.

2011-2012 Library Tax Levy Distribution

Library	2011 Distribution (a)	2012 Distribution	'11 vs. '12 $ Change	'11 vs. '12 % Change
Big Bend	$17,293	$16,428	($865)	-5.0%
Brookfield	$292,808	$289,701	($3,107)	-1.1%
Butler	$1,233	$1,401	$168	13.6%
Delafield	$260,604	$267,358	$6,754	2.6%
Eagle (Alice Baker)	$21,293	$25,085	$3,792	17.8%
Elm Grove	$33,587	$32,225	($1,362)	-4.1%
Hartland	$233,529	$230,005	($3,524)	-1.5%
Menomonee Falls	$8,288	$7,874	($414)	-5.0%
Mukwonago	$336,821	$344,671	$7,850	2.3%
Muskego	$47,139	$49,872	$2,733	5.8%
New Berlin	$8,158	$11,113	$2,955	36.2%
North Lake	$51,666	$53,421	$1,755	3.4%
Oconomowoc	$261,327	$267,400	$6,073	2.3%
Pewaukee	$77,004	$81,612	$4,608	6.0%
Sussex-Lisbon (Pauline Haass)	$70,598	$67,355	($3,243)	-4.6%
Waukesha	$1,131,054	$1,131,002	($52)	0.0%
Subtotal Payments to Waukesha Co. Member Libraries	**$2,852,402**	**$2,876,523**	**$24,121**	**0.8%**
InterCounty Payments (a)	$1,537	$6,963	$5,426	353.0%
Total Library Tax Levy Distribution	**$2,853,939**	**$2,883,486**	**$29,547**	**1.0%**

(a) The 2011 InterCounty payment totaled $4,038, but was funded partially with $2,501 of prior-year County Library Fund Balance, resulting in $1,537 needed of Library County tax levy for this purpose.

Federated Library

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library services to all residents of the County through services offered by the federated library system to the 16 member libraries. State aids provide the majority of revenues and are distributed to the library system through a State statutory formula. The Wisconsin Division for Libraries, Technology and Community Learning (DLTCL) must approve the budget based on whether DLTCL determines that the Library System has an effective service program in each of the required service areas specified in Wisconsin Statute 43.19. The Waukesha County Federated Library System Board develops the budget for these State aids based on the amount of funds that the DLTCL estimates. In addition to State aids, the Library System applies for Federal and other grant funds whenever possible to enhance its program of service for the member libraries and the citizens of Waukesha County. Grants are applied for on a project specific basis. Additionally, WCFLS negotiates with neighboring library systems for reimbursement dollars to cover the cost of library borrowing by their residents at member libraries in the Waukesha County Library System. Currently, the System has such a contract with the Lakeshores Library System (Racine and Walworth Counties).

State Aids, Federal & Misc. Fund

Financial Summary	2010 Actual (a)	2011 Adopted Budget	2011 Estimate (a)	2012 Budget (a)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$1,335,185	$1,277,950	$1,307,222	$1,204,901	($73,049)	-5.7%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$3,208	$3,208	$6,416	$3,208	100.0%
Other Revenue	$25,320	$43,072	$33,000	$38,000	($5,072)	-11.8%
Appr. Fund Balance (a)	$96,652	$0	$50,000	$76,437	$76,437	N/A
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$1,457,157**	**$1,324,230**	**$1,393,430**	**$1,325,754**	**$1,524**	**0.1%**
Expenditures						
Personnel Costs	$587,985	$535,143	$505,864	$500,653	($34,490)	-6.4%
Operating Expenses (a)	$664,625	$697,296	$723,499	$728,758	$31,462	4.5%
Interdept. Charges	$88,215	$91,791	$91,791	$96,343	$4,552	5.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,340,825**	**$1,324,230**	**$1,321,154**	**$1,325,754**	**$1,524**	**0.1%**
Rev. Over (Under) Exp.	$116,332	-	$72,276	-	-	N/A
Position Summary (FTE)						
Regular Positions (b)	7.00	6.25	6.25	6.00	(0.25)	
Extra Help	0.00	0.02	0.00	0.02	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.01	6.28	6.26	6.03	(0.25)	

(a) Fund Balance appropriation in 2010 included a potential one-time local match for a state Department of Public Instruction (DPI) led ARRA (American Recovery and Reinvestment Act - federal stimulus) funded project to upgrade the Waukesha County Federated Library System's (WCFLS) Wide Area Network ($80,000). Fund balance was also budgeted to cover a portion of the full-text database expenses ($8,652) and a redesign of WCFLS's web site ($8,000). The 2011 estimate includes $50,000 in State Aids Fund Balance and operating expenditure authority carried over from 2010 to help for the Wide Area Network project. The 2012 fund balance amount of $76,437 will be used for one time purchase of e-book content and for full text databases.

(b) The reduction of 0.25 FTE staffing reflects a transfer of staffing from this Fund to the CAFÉ Shared Automation Fund indicated later in this budget document. The Federated Library System took over funding and governance of the shared automation system for 15 of 16 member libraries during 2011. The transfer reflects this change in duties.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Continue to improve operational efficiency so that the County's library tax remains stable. The average tax in library communities is $117 and in a non-library community taxed by the county the rate is $64. The combined average is $104.

Key Outcome Indicator: County-wide Average Library Tax.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Est. Median Value of a Home in Waukesha Co.	$272,100	$260,700	$260,700	$255,600
37 community average library tax	$102	$104	$105	$105

County-Wide Key Strategic Outcome: A well planned county

Objective 2: Implement Standards incorporated in County Ordinances 11-4 (County Funding Formula) and 11-5 (Alternative Qualification for Exemption), and described in the Library Services Plan. Standards include hours open, staffing levels, materials budgets, size of materials collections, and the Library service effort ratio. By State Law - ss. 43.11 (3)(d), Wis. Stat., the County Board must act on exemptions to County levy for any non-complying municipalities by September 1 of each year.

Key Outcome Indicator: Libraries meeting minimum County standards for hours open, collection size, staffing levels, and materials spending, or alternatively, by achieving library service effort ratio. If a library community fails to meet these standards, they will lose their exemption from the True Non-Resident (TNR) Tax Levy.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Libraries meeting standards as specified in County Code	16 of 16	16 of 16	16 of 16	16 of 16

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

Objective 3: Local Strategic Planning efforts. Make local planning efforts for member libraries a major priority, especially for those member libraries that are presently below State (but not County) standards. Set up procedure to ensure that all libraries have plans whether or not they work with the system to develop them.

Key Outcome Indicator: Local library plans developed with assistance from Waukesha County Federated Library System (WCFLS) staff and total plans in place.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
WCFLS Assisted plans	11	11	12	11
Plans meeting WCFLS criteria w/o WCLFS assistance	5	5	4	5
Total plans in place	16	16	16	16

Administrative Services

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

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative and clerical support.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.44**	**1.46**	**1.44**	**1.46**	**0.00**
General Government	$235,896	$223,500	$229,829	$224,809	$1,309
Interdepartmental	$0	$3,208	$3,208	$6,416	$3,208
Other Revenue	$22,320	$40,072	$30,000	$35,000	($5,072)
Appr. Fund Balance	$96,652	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$354,868**	**$266,780**	**$263,037**	**$266,225**	**($555)**
Personnel Costs	$106,279	$111,951	$107,174	$109,315	($2,636)
Operating Expenses	$65,049	$67,923	$67,371	$65,638	($2,285)
Interdept. Charges	$83,924	$86,906	$86,906	$91,272	$4,366
Total Expenditures	**$255,252**	**$266,780**	**$261,451**	**$266,225**	**($555)**
Rev. Over (Under) Exp.	$99,616	-	$1,586	-	-

Program Highlights

General Government revenues increase about $1,300, mostly due to an increase in State Library Aids allocated to this program. Interdepartmental revenues consist of administrative cost recovery charges to the CAFÉ Shared Automation Fund, and increase about $3,200 to reflect the first full-year of WCFLS management of CAFÉ in 2012. Other Revenues consist of interest income on State Aids Fund Balance and decrease by about $5,100 reflecting lower interest rates.

Personnel costs decrease by about $2,600, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenses decrease by about $2,300, mostly due to decreases in supplies, employee travel, and mileage expenses. Interdepartmental charges increase about $4,400, mostly due to an increase in countywide indirect cost recovery charges by $4,000 to $59,500.

Resource Sharing

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

Program Description

The Federated Library System aids member library collection development and provides system-wide services that improve collection access and assists in member library operations. Specific program activities include the coordination of interlibrary loan services within the County, and the processing/filling of requests for materials that are not found within the System via requests to libraries outside the County. Activities also include delivery services between System member libraries and academic libraries in the County allowing Waukesha County residents to borrow library materials from and return them to any System member library.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.43**	**2.43**	**2.43**	**2.43**	**0.00**
General Government	$431,673	$473,773	$456,136	$435,554	($38,219)
Appr. Fund Balance	$0	$0	$0	$76,437	$76,437
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$431,673**	**$473,773**	**$456,136**	**$511,991**	**$38,218**
Personnel Costs	$181,692	$189,314	$183,820	$187,438	($1,876)
Operating Expenses	$248,181	$283,207	$270,186	$323,299	$40,092
Interdept. Charges	$1,059	$1,252	$1,252	$1,254	$2
Total Expenditures	**$430,932**	**$473,773**	**$455,258**	**$511,991**	**$38,218**
Rev. Over (Under) Exp.	$741	-	$878	-	-

Program Highlights

General Government revenues decrease by about $38,200, mostly due to a reduction in State Library Aids allocated to this program by about $43,200 to $367,600, mainly due to higher operating expenditures discussed below. This is partially offset by charges to member libraries for a portion of the system's full-text database costs that increase by $5,000 to $68,000. The Federated Library System's portion of full-text database costs, funded with State Library Aid Fund Balance, decreases by $11,000, to $47,000, for a total full-text database cost budget of $115,000. The remaining $29,437 in State Aids Fund Balance is budgeted to cover a portion of the purchase costs for electronic book (E-Book) content (discussed below). State Aids Fund Balance use for full-text database and E-Book content costs is planned to be phased down over the next couple of years.

Personnel costs decrease by about $1,900, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenses increase by about $40,100, mostly due to budgeting, for the first time in 2012, about $47,000 for the purchase of E-book content for member libraries to make available to the public. E-book content is text that can be read on portable electronic devices, such as Kindles, Nooks or I-Pads.

Automation Technology

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

Program Description

The Federated Library System works with the member libraries to maintain and develop automated systems to aid in the efficient delivery of library services.

	2010 Actual	2011 Budget (a)	2011 Estimate (b)	2012 Budget	Budget Change
Staffing (FTE)	**1.05**	**0.30**	**0.30**	**0.05**	**(0.25)**
General Government (b)	$169,332	$81,340	$123,151	$54,535	($26,805)
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	$50,000	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$169,332**	**$81,340**	**$173,151**	**$54,535**	**($26,805)**
Personnel Costs	$105,602	$31,794	$31,262	$5,900	($25,894)
Operating Expenses	$48,924	$46,267	$88,584	$45,174	($1,093)
Interdept. Charges	$2,956	$3,279	$3,279	$3,461	$182
Total Expenditures	**$157,482**	**$81,340**	**$123,125**	**$54,535**	**($26,805)**
Rev. Over (Under) Exp.	$11,850	-	$50,026	-	-

(a) The 2011 adopted budget is significantly lower than 2010 actuals due to the shifting out of 0.75 FTE (1,560 hours) of the library automation coordinator position CAFÉ Shared Automation Fund. This CAFÉ program was transitioned from the City of Waukesha Public Library to WCFLS beginning in 2011

(b) Estimated above budget General Government revenues are mostly due to conservatively underestimating State Library Aid revenues in the 2011 budget in anticipation of future State revenue reductions.

Program Highlights

General Government revenues decrease by about $26,800, due to a reduction in State Library Aids allocated to this program to about $37,100, mostly due to lower personnel costs discussed below. Remaining $17,400 of base General Government revenues consist of an annual library automation block grant from the federal government (passed through the State Department of Public Instruction).

Personnel Costs decrease by about $25,900, mostly due to shifting the remaining $24,900 or 0.25 FTE (about 520 hours) of the Library Automation Coordinator's position out to the CAFÉ Shared Automation Fund.

Operating expenditures decrease by about $1,100, mostly due to a reduction for web training for member library staff.

Education and Outreach

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

Program Description

Provide services and activities that include the offering of continuing education opportunities for library staff and board members and education/outreach programs for youth and special needs library users.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.73**	**1.73**	**1.73**	**1.73**	**0.00**
General Government	$232,115	$220,711	$215,926	$219,596	($1,115)
Other Revenue	$3,000	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$235,115**	**$223,711**	**$218,926**	**$222,596**	**($1,115)**
Personnel Costs	$156,956	$163,049	$145,867	$159,636	($3,413)
Operating Expenses	$74,573	$60,308	$59,375	$62,604	$2,296
Interdept. Charges	$276	$354	$354	$356	$2
Total Expenditures	**$231,805**	**$223,711**	**$205,596**	**$222,596**	**($1,115)**
Rev. Over (Under) Exp.	$3,310	-	$13,330	-	-

Program Highlights

General Government revenues decrease by $1,115, mostly due to a reduction in State Library Aids allocated to this program by about $8,100 to $204,000. This is partially offset by the first time budgeting $7,000 in charges to the Milwaukee County Federated Library System for their share of continuing education costs (for member library and system staff), as part of a new agreement between the two systems that took effect during 2011. Other Revenue of $3,000 consists of a corporate donation for the annual member library trustee dinner.

Personnel costs decrease by about $3,400, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012.

Operating expenditures increase by about $2,300, mostly due extra spending for continuing education programs (and offset with revenue from the Milwaukee County Federated Library System, mentioned above).

Fund Purpose

CAFÉ (Computer Access for Everyone) provides automated library services for 14 of the 16 libraries in the county. It was formed in 2003 by the Cities of Waukesha, Brookfield and Muskego. Governance was performed by the Waukesha Public Library Board. Funding was by contractual membership dues. By 2006, 11 other libraries joined. Menomonee Falls and New Berlin are not currently members although New Berlin will be joining during 2011. During 2010, Waukesha Public Library, the member libraries of CAFÉ, and the Federated Library System engaged in a planning process. The result was a determination that the governance and fund handling of CAFÉ should be handled by the federated library system. The transfer was scheduled to take place in April of 2011, but because of a Waukesha Public Library retirement, took place in April instead.

CAFÉ Shared Automation Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate (b)(c)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (b)(c)		$217,128	$663,023	$440,996	$223,868	103.1%
Fine/Licenses		$0	$0	$0	$0	N/A
Charges for Services		$0	$0	$0	$0	N/A
Interdepartmental		$0	$0	$0	$0	N/A
Other Revenue		$4,928	$2,500	$15,000	$10,072	204.4%
Appr. Fund Balance		$0	$0	$0	$0	N/A
County Tax Levy		**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources		**$222,056**	**$665,523**	**$455,996**	**$233,940**	105.4%
Expenditures						
Personnel Costs		$86,420	$76,421	$102,577	$16,157	19%
Operating Expenses (c)		$103,247	$110,772	$282,003	$178,756	173%
Interdept. Charges		$3,208	$3,208	$6,416	$3,208	100%
Fixed Assets		$0	$0	$0	$0	N/A
Total Expenditures		**$192,875**	**$190,401**	**$390,996**	**$198,121**	**103%**
Rev. Over (Under) Exp.		$29,181	$475,122	$65,000	$35,819	122.7%
Position Summary (FTE)						
Regular Positions	0.00	0.75	0.75	1.00	0.25	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	0.00	0.75	0.75	1.00	0.25	

(a) The CAFÉ Shared Automation Fund was transitioned from the City of Waukesha's Public Library to the Waukesha County Federated Library System beginning in the 2011 budget.

(b) Estimated above budget revenues include a one-time transfer of an estimated $440,000 of prior-year CAFÉ Fund Balance as part of the transition of this program to WCFLS, which will be retained in CAFÉ fund balance for system software/hardware replacement.

(c) Estimates for expenditures and revenues also exceed the 2011 adopted budget due to additional expenditure authority and revenues added to the budget by approved ordinances.

Program Highlights

General Government revenues of nearly $441,000 consist of member library membership dues for participating in the CAFÉ (Computer Access for Everyone) Shared Automation System, and increases by about $223,900 to cover program costs for the first full-year being under WCFLS operation. (Since the program was transitioned part-way through 2011, the 2011 budget only includes revenues and expenditures for a partial year of operation). Other revenues consist of projected interest earnings on CAFÉ Fund Balance, which increases by about $10,100 to $15,000.

Personnel costs increase by about $16,200, mostly due to shifting into this fund the remaining 0.25 FTE (about 520 hours) or $24,900 of the library automation coordinator from the State Aids, Federal and Miscellaneous Fund. This is partially offset by eliminating $8,750 in 2011 for potential unemployment costs that were incurred by reducing staffing for CAFÉ prior to the program transfer to WCFLS. Operating expenses increase by about $178,800, mostly for the first full-year of WCFLS managing CAFÉ (mentioned above). This increase includes the first time budgeting about $124,000 in vendor licensing and software support costs; contracted IT support from the Waukesha Public Library, which increases by $39,500 to $81,800; and a subscription to an online cataloging system that increases by $17,000 to $31,000. This is partially offset by the elimination of a one-time pass-through payment from the City of New Berlin to the CAFÉ software vendor to configure the City's library database in order to join CAFÉ in 2011, not repeated in 2012.

Revenues over expenditures consist of member library contributions to CAFÉ for software/equipment replacements, which increases by about $35,800 to $65,000, mostly for a one-time payment by the City of New Berlin to catch-up with other libraries' prior-year system replacement contributions in order to join CAFÉ. **All excess revenues will be retained and assigned in this special revenue fund and be used to provide future software/equipment replacement and/or automation services to participating member libraries in future years' budgets.**

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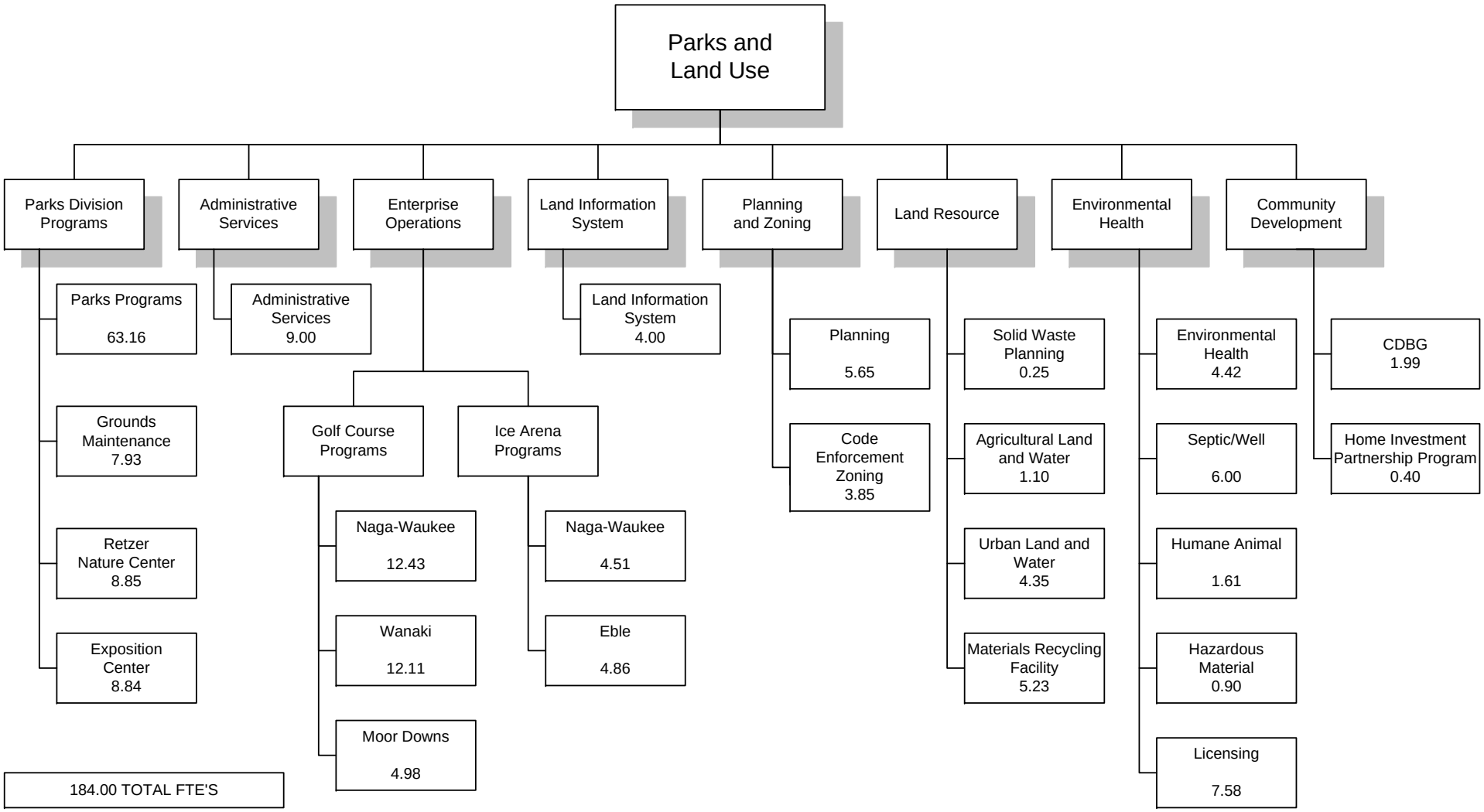
Parks

&

Land Use

PARKS AND LAND USE

FUNCTION / PROGRAM CHART



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

Statement of Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget (e)	2011 Estimate (a)(b)(e)	2012 Budget	Change From 2011 Adopted Budget $	%
General Fund						
Revenues (a)(c)	$5,122,765	$4,190,172	$4,399,622	$4,014,093	($176,079)	-4.2%
County Tax Levy	$7,080,583	$7,225,302	$7,225,302	$7,301,010	$75,708	1.0%
Expenditures (a)	$11,626,587	$11,415,474	$11,620,227	$11,315,103	($100,371)	-0.9%
Rev. Over (Under) Exp.	$576,761	-	$4,697	-	-	N/A
Community Development						
Revenues	$4,467,923	$4,069,400	$5,732,397	$3,110,840	($958,560)	-23.6%
County Tax Levy	$0	$29,200	$29,200	$0	($29,200)	-100.0%
Expenditures	$4,757,352	$4,098,600	$5,768,182	$3,110,840	($987,760)	-24.1%
Rev. Over (Under) Exp.	($289,429)	$0	($6,585)	$0	$0	N/A
Land Information System Fund						
Revenues (c)	$725,431	$726,300	$676,800	$726,335	$35	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(a)	$691,038	$726,300	$729,799	$726,335	$35	0.0%
Rev. Over (Under) Exp.	$34,393	-	(52,999)	-	-	N/A
Tarmann Fund						
Revenues (b)(c)	$805,914	$1,000,000	$1,475,250	$1,000,000	$0	0.0%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures(a)(b)	$415,425	$1,000,000	$1,475,250	$1,000,000	$0	0.0%
Rev. Over (Under) Exp.	$390,489	$0	$0	$0	-	N/A
Golf Courses						
Revenues (e)	$2,960,950	$3,330,000	$3,148,233	$3,227,000	($103,000)	-3.1%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$3,143,772	$3,385,866	$3,257,676	$3,227,000	($158,866)	-4.7%
Operating Inc./(Loss)	($182,822)	($55,866)	($109,443)	$0	$55,866	-100.0%
Ice Arenas						
Revenues	$1,062,860	$1,035,000	$1,030,000	$1,057,200	$22,200	2.1%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$1,030,410	$1,064,109	$1,030,000	$1,076,203	$12,094	1.1%
Operating Inc./(Loss)	$32,450	($29,109)	$0	($19,003)	$10,106	-34.7%
Materials Recycling Fund						
Revenues (c)(e)	$3,381,997	$3,196,600	$3,030,584	$2,987,600	($209,000)	-6.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures (d)	$1,802,330	$2,659,435	$2,569,115	$2,619,718	($39,717)	-1.5%
Operating Inc./(Loss)	$1,579,667	$537,165	$461,469	$367,882	($169,283)	-31.5%
Total All Funds						
Revenues (a)(b)(c)	$18,527,840	$17,547,472	$19,492,886	$16,123,068	($1,424,404)	-8.1%
County Tax Levy	$7,080,583	$7,254,502	$7,254,502	$7,301,010	$46,508	0.6%
Expenditures (a)(b)(d)	$23,466,914	$24,349,784	$26,450,249	$23,075,199	($1,274,585)	-5.2%
Rev. Over (Under) Exp.	$712,214	$0	($54,887)	$0	-	N/A
Operating Inc./(Loss)	$1,429,295	$452,190	$352,026	$348,879	($103,311)	-22.8%

Position Summary All Funds (FTE)					
Regular Positions	109.00	106.75	106.44	105.10	(1.65)
Extra Help	76.43	79.78	75.01	75.55	(4.23)
Overtime	3.67	3.35	3.31	3.35	0.00
Total	189.10	189.88	184.76	184.00	(5.88)

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the adopted budget by County Board approved ordinances.

(b) The 2011 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2011, which may require ordinances requesting additional expenditure appropriations and Tarmann Fund Parkland Acquisition Fund Balance to cover purchase costs.

(c) The 2012 revenue budget includes Fund Balance appropriations totals of $1,747,600, including $55,000 for general fund operations; $992,600 of Material Recycling Facility (MRF) Funds and; and $700,000 of Tarmann Fund balance. The 2011 revenue budget includes Fund Balance appropriations totaling $2,090,435, including $85,000 for General Fund operations; $1,305,435 of Materials Recycling Facility (MRF) Fund balance and $700,000 of Tarmann Parkland Acquisition Fund Balance.

(d) Total expenditures and net operating income exclude capitalized Fixed Asset purchases to conform with generally accepted financial accounting standards.

(e) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by $274,035 for comparative purposes to the 2012 budget.

Parks & Land Use

Fund Purpose

The Department of Parks & Land Use General Fund operations are responsible for: acquisition, development, operation, and maintenance of park, open space, and recreation facilities; administration of the Shoreland and Floodland Protections Ordinance, the Stormwater Management Program and Zoning Code; encouraging planned and orderly land use development; administration of Humane Animal program, restaurant and retail food licensing programs, and water and septic inspections/permit issuance.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Est. (a)	2012 Budget (b)(c)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$416,655	$346,000	$332,256	$319,600	($26,400)	-7.6%
Fine/Licenses	$986,009	$1,014,500	$960,500	$970,000	($44,500)	-4.4%
Charges for Services	$1,978,432	$1,969,600	$1,908,330	$1,926,750	($42,850)	-2.2%
Interdepartmental	$429,133	$316,829	$312,329	$310,500	($6,329)	-2.0%
Other Revenue	$381,836	$458,243	$418,610	$432,243	($26,000)	-5.7%
Appr. Fund Balance (a)(b)	$930,700	$85,000	$467,597	$55,000	($30,000)	-35.3%
County Tax Levy (c)	**$7,080,583**	**$7,225,302**	**$7,225,302**	**$7,301,010**	**$75,708**	**1.0%**
Total Revenue Sources	**$12,203,348**	**$11,415,474**	**$11,624,924**	**$11,315,103**	**($100,371)**	**-0.9%**
Expenditures						
Personnel Costs	$8,289,081	$7,964,184	$7,899,895	$7,815,124	($149,060)	-1.9%
Operating Expenses (a)	$1,827,138	$1,818,476	$1,822,048	$1,825,651	$7,175	0.4%
Interdept. Charges (c)	$1,233,609	$1,340,314	$1,332,383	$1,373,053	$32,739	2.4%
Fixed Assets (a)	$276,759	$292,500	$565,901	$301,275	$8,775	3.0%
Total Expenditures	**$11,626,587**	**$11,415,474**	**$11,620,227**	**$11,315,103**	**($100,371)**	**-0.9%**
Rev. Over (Under) Exp.	$576,761	$0	$4,697	$0	-	N/A

Position Summary (FTE)					
Regular Positions	88.40	82.00	82.00	80.80	(1.20)
Extra Help	48.18	50.78	47.60	50.30	(0.48)
Overtime	2.71	2.39	2.35	2.39	0.00
Total Positions	139.29	135.17	131.95	133.49	(1.68)

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due to 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
(b) The 2012 revenue budget includes Fund Balance appropriations of $55,000: $30,000 to assist the funding of one time maintenance projects, $15,000 for the Brownfield recycling initiative, and $10,000 for one-time chair and table replacements at the Expo Center.
(c) Tax Levy includes $21,508 being shifted from the End User Technology Fund, to help fund technology expenditure increases above 2%, to cover the phasing-in of the full cost of technology resources being used by the department.

CURRENT AND ADOPTED CAPITAL PROJECTS

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact (a)(c)	A=Annual T=One-Time
200824	Pavement Management Plan	Ongoing	$500,000/Yr	Ongoing	$0	NA
200918 (a)	Energy Efficiency and Conservation Block Grant	2011	$2,211,900	100%	8-10 Year Payback	T
200609	Retzer Nature Center Main Bldg	2011	$844,000	100%	$2,000-$5,000	A
200802 (b)	Exposition Center Arena Roof	2011	$460,000	100%	$0	A
200014	Bikeway Improvement	2013	$4,095,000	50%	$5,125	A
201208(c)	Energy Efficiency Improvements	2014	$864,000	0%	10% to 20% consumption reduction	T
200505	Restroom Renovations	2014	$3,075,000	30%	TBD	A
201106	Menomonee Main Building Demolition	2015	$325,000	0%	$0	T

(a) Projects may result in a reduction in energy consumption of 20% for interior lighting and up to 65% for exterior lighting, geothermal and waste heat collection. Project coordinated with Department of Public Works.
(b) Expected reduction in maintenance costs, to be determined.
(c) Project coordinated with Department of Public Works.

Household Hazardous Waste

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measure:	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
County HHW disposal costs per participating household	$29.67	$22.00	$21.57	$23.00

(a) Higher volume and the mix of materials collected in 2010 caused the higher costs than the targeted amount.

Household Hazardous Waste (Continued)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.27**	**0.25**	**0.25**	**0.25**	**0.00**
General Government	$142,847	$48,500	$48,500	$48,600	$100
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$35,450	$0	$0	$0	$0
Other Revenue	$233,214	$220,000	$211,000	$196,000	($24,000)
Appr. Fund Balance	$441,859	$0	$0	$0	$0
County Tax Levy/(Credit) (a)	**($103,857)**	**($115,509)**	**($115,509)**	**($95,852)**	**$19,657**
Total Revenues	**$749,513**	**$152,991**	**$143,991**	**$148,748**	**($4,243)**
Personnel Costs	$361,541	$22,947	$22,494	$18,314	($4,633)
Operating Expenses	$319,870	$128,191	$128,080	$128,120	($71)
Interdept. Charges	$12,059	$1,853	$1,851	$2,314	$461
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$693,470**	**$152,991**	**$152,425**	**$148,748**	**($4,243)**
Rev. Over (Under) Exp.	$56,043	-	($8,434)	-	-

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

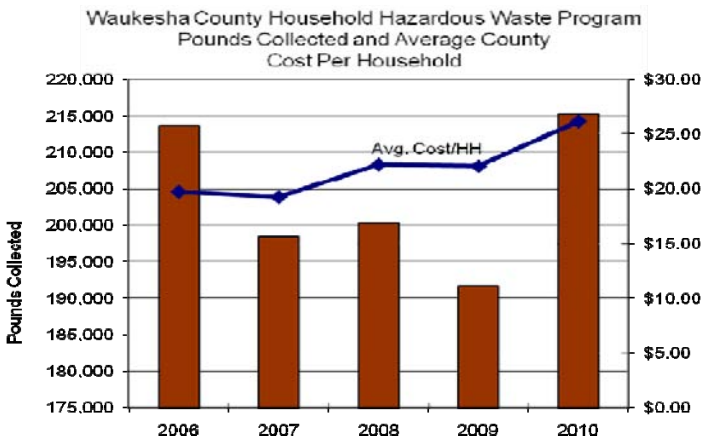
Program Highlights

General Government revenues include $35,000 for municipal share of the Clean Sweep program. Payments cover approximately one-third of the costs of program, net of the estimated state grant of $13,600. Due to state budget cuts, State Clean Sweep Grants have been reduced from $15,000 in 2011 to $13,600 in the 2012 budget. Grant reductions are offset with local community cost share. Other revenues include landfill tipping fee revenues of $190,000, which is reduced $20,000 from the 2011 budget. Recycling material sale revenue budget has been reduced by $4,000 to be closer to prior-year actual experience. Landfill siting fee revenues are budgeted to total $190,000, any excess revenues received are allocated to the Tarmann Land Acquisition Fund.

Personnel costs decrease by $4,633 mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel costs to continue increases for 2012. Also, a 0.10 FTE Clerk Typist II position is transferred into this program area from Materials Recycling program, the added costs are more than offset by a transfer out of a 0.10 FTE (a higher cost) Senior Conservation Specialist being shifted to the Materials Recycling program.

Operating expenses includes continuation of a multi-year agreement with Emerald Park Standing Committee (EPL) and Veolia Environmental Services for the hazardous waste program under which EPL funds are exhausted first, Clean Sweep grant funds are used next, then the county pays up to its maximum budgeted amount of $115,000. Promotion of household product exchanges will continue at four ongoing sites for reuse of unwanted automotive, household and garden products. By written agreement, a small number of Walworth County residents are allowed to use the site in Waukesha on a fee for service basis, billed to Walworth County. Through a co-sponsorship of the one-day collection event in Mukwonago, Walworth and Waukesha County will co-promote the event, track participant addresses and split the cost based on participation.

Activity Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Households served at Hazardous Waste Collection	5,075	5,200	5,100	5,100	(100)
Pounds of Hazardous waste collected	215,234	215,000	215,000	215,000	-
Pounds of HHW Per household	42	41	41	42	1
Number of Households using product exchange	295	200	250	250	50



Household Hazardous Waste (Continued)

The chart shows that the number of pounds of household hazardous waste collected in 2010 increased to 215,000 lbs. The cost to the county per participating household increased to over $25 due to more pounds per household and the types of materials collected.

Agricultural Land & Water Conservation

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective: Implement State agricultural non-point pollution control performance standards and prohibitions under chapters NR 51 and ATCP 50 of Wisconsin administrative code.

Key Outcome Indicator: Inventoried farms, landowner contacts, compliance determinations, conservation practices applied.

Performance Measure: Percentage of Inventoried Landowner compliance with State standards.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Cropland meeting erosion standard	80%	80%	80%	80%
% Landowners meeting nutrient mgmt stnd.	20%	20%	20%	20%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.10**	**1.10**	**1.10**	**0.00**
General Government	$27,484	$75,000	$75,000	$71,000	($4,000)
Charges for Services	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$73,716**	**$77,629**	**$77,629**	**$81,722**	**$4,093**
Total Revenues	**$101,200**	**$152,629**	**$152,629**	**$152,722**	**$93**
Personnel Costs	$115,166	$93,845	$91,796	$93,437	($408)
Operating Expenses	$11,549	$50,150	$49,600	$49,650	($500)
Interdept. Charges	$8,003	$8,634	$8,406	$9,635	$1,001
Total Expenditures	**$134,718**	**$152,629**	**$149,802**	**$152,722**	**$93**
Rev. Over (Under) Exp.	**($33,518)**	**-**	**$2,827**	**-**	**-**

Program Highlights

General Government revenues include $26,000 in state staffing grants which have been reduced $4,000 due to State budget reductions. The budget also includes a $30,000 pass-thru grant from the state to assist farmers with complying with water runoff pollution control standards (Nonpoint Grant) and a $15,000 pass-thru grant for the Wildlife Damage program.

Agricultural Land & Water Conservation (Continued)

Program Highlights Cont'd

Personnel costs decrease by $408 primarily due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which offsets other personnel cost to continue cost increases for 2012. To protect local water resources, the county will continue to target well abandonment and water pollution control practices required under state codes. The County will also continue implementing the Conservation Reserve Enhancement Program under a renewed contract with the Dept. of Agriculture (state & federal), to encourage buffer strips on farmland along lakes, streams, and other water resources.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Conservation Plans Inventoried	8	12	12	12	-
# of Status Compliance Letters Issued	1	12	6	6	(6) (a)
# New/Updated Conservation Plans Prepared	4	3	3	3	-

(a) The number of compliance letters to land owners has been reduced due to the complexity of evaluation tools and lack of access to Natural Resources Conservation Service.

Urban Land & Water Conservation

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Response time for storm water permit application >/= 1 acre. Benchmark = 20 working days.	7	15	8	10
< 1 acre. Benchmark = 10 working days.	5	8	6	8

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.30**	**4.05**	**4.05**	**4.35**	**0.30**
General Government	$148,383	$130,000	$130,000	$120,000	($10,000)
Charges for Services	$94,401	$97,500	$97,500	$97,500	$0
Interdepartmental	$13,626	$14,829	$14,829	$14,500	($329)
Other Revenue	$56,767	$116,000	$92,000	$116,000	$0
Appr. Fund Balance	$3,000	$0	$0	$0	$0
County Tax Levy	**$115,082**	**$126,132**	**$126,132**	**$160,152**	**$34,020**
Total Revenues	**$431,259**	**$484,461**	**$460,461**	**$508,152**	**$23,691**
Personnel Costs	$329,370	$354,576	$340,075	$375,011	$20,435
Operating Expenses	$41,990	$97,550	$67,000	$98,606	$1,056
Interdept. Charges	$29,477	$32,335	$32,035	$34,535	$2,200
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$400,837**	**$484,461**	**$439,110**	**$508,152**	**$23,691**
Rev. Over (Under) Exp.	**$30,422**	**$0**	**$21,351**	**$0**	**$0**

Urban Land & Water Conservation (Continued)

Program Highlights

General Government revenues consist of the State Department of Agriculture, Trade and Consumer Protection (DATCP) staffing grant revenue budgeted in this program (to help offset a portion of land conservation staffing costs), which decreases by $10,000 to $120,000 due to State budget funding reductions. Overall, this grant is budgeted at $146,000 with the remaining $26,000 budgeted in the Agriculture Land & Water Conservation program.

Charges for Service revenues include $53,000 from 25 municipalities, as part of an intergovernmental agreement with the County, to implement a mandatory stormwater education program. Municipalities need this program to comply with Municipal Separate Storm Sewer Systems (MS4) stormwater discharge permit requirements under Department of Natural Resources administrative code NR 216. Charges for Service also include $27,500 budgeted for storm water permit fees and $14,000 from non-metallic mining reclamation permits. Since 2011, county Storm Water permits also provide DNR permit coverage, resulting in a savings of time and money for the local permit applicant.

Interdepartmental revenues of $14,500 are reimbursement for administrative assistance to the County Recycling.

Other Revenues are budgeted at $116,000 and mainly includes $50,000 in real estate developer funds held by the County, to be used to bring new developments into compliance with stormwater codes in case developers are unwilling to do so; $40,000 in payments per an agreement with a gravel mining vendor for use of a County owned mine and $20,000 in pass through grants from the Graham Prairie Martin Foundation to construct rain gardens to help mitigate stormwater runoff pollution.

Personnel costs increase $20,435 mostly due to personnel cost costs to continue increases for 2012. Also, a 0.30 FTE Senior Civil Engineer postion is reallocated into this program from the Planning Code Enforcement program**.** These personnel increases are partly offset by the State Budget Repair Bill requiring that most County employees contribute 50 percent towards the Wisconsin Retirement System pension costs, which reduces the County's share of these costs.

Operating expenses includes $50,000 to do required consulting and construction work from developers funds held for project completion guarantees as mentioned above in Other Revenues.

Activity

Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Educational Presentations/Events	110	50	110	100	50(a)
Number of Erosion Control/ Storm water Permits	63	50	50	50	-
Number of Inspections Conducted	597	500	500	500	-
Tons of Sediment Reduced from Construction Sites	1,575(b)	1,250	1,250	1,250	-

(a) As water education programs have been integrated with recycling education efforts, demand has increased in local schools.
(b) Sediment reduction is based on acres under construction. Department anticipates fewer acres under construction in 2011 and 2012.

Planning

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

County-Wide Key Strategic Outcome: A well planned county

Objective 1: Prepare and update land use plans and zoning code amendments that are compliant with the principals of "Smart Growth" and Community Development Planning in order to plan for proper distribution of land uses and protect valuable natural resources, agricultural lands and open space.

Key Outcome Indicators:
1. Percent of Annual County Development Plan amendments determined to be consistent with the provisions of "Smart Growth" and the County Development Plan.
2. Adoption of a new County Farmland Preservation Plan by the end of 2011.
3. 100% of approved rezones are consistent with the County Comprehensive Plan.

Planning (continued)

Performance Measures:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of City Development plans analyzed	100%	100%	100%	100%
% for rezones consistent with development plan	100%	100%	100%	100%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Protect the natural environment through land use, zoning and land division regulations.

Key Outcome Indicators:

1. Percent of proposed land use plans and site plans for development projects consistent with SEWRPC guidelines.
2. New Shoreland and Floodland Protection Ordinance provisions to ensure compliance with State's new Shoreland Zoning law, which requires an amended ordinance by 2014.

Performance Measure:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of development plans consistent with SEWRPC guidelines	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.77**	**6.25**	**6.25**	**5.65**	**(0.60)**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$651	$0	$0	$0	$0
Charges for Services	$20,898	$30,500	$30,000	$20,000	($10,500)
Interdepartmental	$0	$500	$0	$0	($500)
Other Revenue	$4,427	$10,000	$10,000	$6,000	($4,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$555,796**	**$500,697**	**$500,697**	**$480,976**	**($19,721)**
Total Revenues	**$581,772**	**$541,697**	**$540,697**	**$506,976**	**($34,721)**
Personnel Costs	$555,564	$474,898	$472,268	$437,543	($37,355)
Operating Expenses	$17,790	$23,050	$22,050	$21,450	($1,600)
Interdept. Charges	$46,665	$43,749	$43,509	$47,983	$4,234
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$620,019**	**$541,697**	**$537,827**	**$506,976**	**($34,721)**
Rev. Over (Under) Exp.	($38,247)	-	$2,870	-	-

Program Highlights

Charges for service revenue consist of reimbursement for direct staff time providing planning assistance to municipalities and is being reduced $10,500 due a reduction in assistance requested from the Town of Ottawa and Lisbon. Other revenue includes sale of maps and continues to decline as more materials are available on the county website.

Personnel costs are decreasing $37,355 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, a 0.30 FTE Senior Civil Engineer position is transferred out and is reallocated to the Urban Land and Water Conservation program. In addition, temporary extra help is reduced by 0.48 FTE or about 1000 hours due to reduced workload resulting from the economic downturn and slow recovery. These reductions are offset by a transfer in of 0.18 FTE Senior Planner position from the Community Development-Home program. Also, 0.95 FTE of a Senior Land Use Specialist unfunded in a previous budget year is funded in this program area for 2012 and 0.95 FTE of a Senior Planner is unfunded. Also, personnel cost increases are related to costs to continue increases for the remaining personnel.

Operating expenses have been reduced $1,600 mostly due to a slight reduction in operating/office supplies. Interdepartmental charges are budgeted to increase $4,234, mainly due to a $2,500 increase in End User Technology (EUTF) charges allocated to this area, as part of the phasing in of the cost of technology resources being used and about $2,900 for record storage and retrieval charges.

Planning (continued)

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of mtgs. w/ towns under community assistance contract	47	40	34	36	(4)
No. of Conditional Use reviews	24	32	30	30	(2)
No. of Zoning Violations pursued	158	N/A	150	150	0
Site Plan reviews	49	50	50	50	0

N/A – New activity added in 2012.

Code Enforcement/Zoning

Program Description-

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.

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

Objective 1: Provide sound technical assistance and services to the public, the development community, commission members and local and state officials in a timely manner in order to protect the natural environment, facilitate economic development and ensure the proper distribution of compatible land uses.

Key Performance Indicator:

1. Percent of subdivision plats and certified survey map review letters complete within statutory timeframe.
2. Planner on Duty available to meet with public and development community during all business hours with exception of Monday staff meetings.
3. Decision sheets and meeting minutes shall be transmitted to petitioners and municipalities no later than the Tuesday following the Board of Adjustment meetings.
4. Enforcement of 100% of violations of the Zoning Code and Shoreland and Floodland Protection Ordinance in order to protect property values, quality of life and natural resources.

Performance Measures:

	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of subdivision review plats review letters issued within statutory timeframe	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.23**	**4.23**	**4.23**	**3.85**	**(0.38)**
Fines/Licenses	$91,325	$110,000	$94,000	$95,000	($15,000)
Charges for Services	$11,990	$30,000	$15,000	$17,600	($12,400)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$198,529**	**$229,978**	**$229,978**	**$224,496**	**($5,482)**
Total Revenues	**$301,844**	**$369,978**	**$338,978**	**$337,096**	**($32,882)**
Personnel Costs	$334,356	$348,878	$361,282	$317,046	($31,832)
Operating Expenses	$1,007	$5,000	$4,730	$2,950	($2,050)
Interdept. Charges	$10,000	$16,100	$15,100	$17,100	$1,000
Total Expenditures	**$345,363**	**$369,978**	**$381,112**	**$337,096**	**($32,882)**
Rev. Over (Under) Exp.	($43,519)	-	($42,134)	-	-

Program Highlights

Fines and license revenue includes zoning permit fee revenues totaling $95,000 which have been reduced by $15,000 due to the down turn in the housing and development market. Charges for Service revenue consists of subdivision plat review fee revenue of $17,600, which are estimated to decline by $12,400 to more accurately reflect estimated 2011 and actual 2010 experience which is also related to the downturn in the real estate development market.

Code Enforcement/Zoning (Continued)

Personnel costs are budgeted to decrease by $31,832 mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, position changes include unfunding a 0.50 FTE Senior Land Use Specialist position resulting from a reduction in workload as the downturn in the housing market continues. Also, 0.05 FTE of a Senior Land Use Specialist unfunded in a previous budget year (2011) in the Planning program is now being funded in this program area in 2012 and 0.05 of a Senior Planner is unfunded. The personnel decreases are partially offset with the transfer in of a 0.12 FTE of a Senior Planner position reallocated back to this program from the Community Development Home program and costs to continue increases for remaining existing staff.

Operating expenses decrease $2,050 mainly due to a decrease in mileage reimbursement and a reduction for advertising and legal notices.

Environmental Health

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
No. of Zoning Permits	509	450	450	450	-
No. of Board of Adjust. Mtgs.	39	65	60	50	(15)
No. of Certified Survey Maps (CSMs) reviewed	20	40	15	25	(15)
No. of Subdiv. Plat Recorded	10	15	10	10	(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, laboratory and the Private Sewage System maintenance program.

County-Wide Key Strategic Outcome: A Safe County

Objective 1: Annually sample public water supply systems for the presence of coli form bacteria and nitrates in order to assure the public that water served from public water systems are safe.

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

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
System samples	447	454	440	454
% sampled	100%	100%	100%	100%
% with coli form bacteria	2.2%	2.5%	2.5%	2.5%
% with nitrates	0.4%	1.0%	1.0%	1.0%

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 2: Operate a mandatory maintenance program for private sewage systems notifying owners of these systems of the need for bi-annual maintenance requirements.

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

Performance Measure: Receive verification that maintenance has been conducted on working towards a goal of reaching 85% of the private sewage systems notified through maintenance notification.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Maintenance cards sent	9,431	10,250	10,000	10,000
Number returned	7,073	7,687	7,400	7,400
% Returned	75%	75%	74%	74%

Environmental Health (Continued)

Objective 3:

- Inventory private sewage systems that were installed before July 1, 1979 to comply with WI Statute 145.20(5)(am) for inclusion in the Mandatory Maintenance Program.
- Install "Transcendent Technologies" software for permit tracking with Private On-site Waste Treatment Systems (POWTS) Permit Automation and maintainers of the web portal.

Performance Measure: Installation of the new software will allow the efficient inventory of the estimated 16,000 additional POWTS in 2012.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Inventory Private Sewerage Systems Installed before July 1, 1979	60%	100%	60%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.02**	**4.42**	**4.04**	**4.42**	**0.00**
General Government	$47,825	$50,000	$50,000	$50,000	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$68,812	$57,900	$61,400	$57,900	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$135	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$312,578**	**$322,541**	**$322,541**	**$324,366**	**$1,825**
Total Revenues	**$429,350**	**$430,441**	**$433,941**	**$432,266**	**$1,825**
Personnel Costs	$326,376	$342,655	$338,109	$342,859	$204
Operating Expenses	$46,721	$49,200	$48,450	$48,700	($500)
Interdept. Charges	$38,671	$38,586	$38,564	$40,707	$2,121
Total Expenditures	**$411,768**	**$430,441**	**$425,123**	**$432,266**	**$1,825**
Rev. Over (Under) Exp.	$17,582	-	$8,818	-	-

Program Highlights

General Government revenues of $50,000 include a $35,000 pass-thru grant from the State for the Wisconsin Fund Septic System Replacement Program, intended to help lower-income County residents replace faulty septic systems. General Government revenues also include $15,000 budgeted for the State's Radon Grant to cover staff time and other costs related to providing radon education services to area residents. Charges for Service of $57,900 mainly includes $50,000 in state reimbursements for water samples examined in accordance with the Safe Drinking Water Act and $6,500 from the sale of radon testing kits.

Personnel costs increases only slightly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
WI Fund Grant (Septic Replacements)	2	9	8	9	-
# of on-site septic systems under Mandatory Maintenance	22,843	24,000	23,000	24,000	-

Humane Animal

Program Description

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

County-Wide Key Strategic Outcome: A safe county

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

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

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of reported animal bites	582	550	550	550
% bites followed up within 48 hours	100%	100%	100%	100%

Objective 2: Provide education, advice and enforcement on animal neglect/welfare issues in order to minimize animal abuse and neglect.

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

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
# Reports animal abuse/neglect	181	250	250	250
% followed up within 48 hours	90%	90%	90%	90%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.46**	**1.61**	**1.51**	**1.61**	**0.00**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$53,286	$60,000	$60,000	$55,000	($5,000)
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	$73,930	$76,939	$76,939	$80,847	**$3,908**
Total Revenues	**$127,216**	**$136,939**	**$136,939**	**$135,847**	**($1,092)**
Personnel Costs	$94,832	$103,147	$101,942	$103,455	$308
Operating Expenses	$8,573	$22,700	$17,800	$19,050	($3,650)
Interdept. Charges	$8,280	$11,092	$11,092	$13,342	$2,250
Total Expenditures	**$111,685**	**$136,939**	**$130,834**	**$135,847**	**($1,092)**
Rev. Over (Under) Exp.	$15,531	-	$6,105	-	-

Program Highlights

License revenue consists of dog license surcharge revenues of $55,000, which is a $5,000 reduction from the 2011 budget to closer reflect prior year 2010 actuals.

Personnel costs increase slightly costs to continue increases mostly offset by the impact of the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures are reduced $3,650 mainly due to reductions in general operating costs such as mileage reimbursement, contracted services, office supplies and printing/postage to be more in line with 2011 estimated spending. Interdepartmental charges are budgeted to increase $2,250, mainly due to a $1,600 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Educational presentations on rabies control and animal neglect/abuse	36	30	30	30	-
Humane Investigations	263	240	240	240	-
Rabies Control Activities (bite investigation and quarantine follow-up)	819	800	800	800	-

Hazardous Material

Program Description

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

County-Wide Key Strategic Outcome: An environmentally responsible county

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% Tank sites with no violations	96%	95%	96%	95%

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

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

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
% of Environmental assessments done within 20 working days of initial request	97%	95%	98%	95%

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**0.90**	**(0.10)**
General Government	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$18,556	$15,000	$16,200	$15,000	$0
County Tax Levy	**$151,428**	**$156,743**	**$156,743**	**$124,564**	**($32,179)**
Total Revenues	**$169,984**	**$171,743**	**$172,943**	**$139,564**	**($32,179)**
Personnel Costs	$112,800	$117,627	$114,042	$84,248	($33,379)
Operating Expenses	$8,917	$47,500	$47,200	$47,200	($300)
Interdept. Charges	$4,908	$6,616	$6,616	$8,116	$1,500
Total Expenditures	**$126,625**	**$171,743**	**$167,858**	**$139,564**	**($32,179)**
Rev. Over (Under) Exp.	$43,359	-	$5,085	-	-

Program Highlights

The Land Recycling Program, funded with appropriated General Fund Balance of $15,000, is designed to identify, clean up and market those tax delinquent properties having redevelopment potential, and $15,000 is included in operating expenses.

Personnel costs decrease $33,379 mainly due to a staff retirement and the reallocation of 0.10 FTE Hazardous Materials Coordinator position to the licensing program. Also, the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Base operating expenditures include $25,000 to conduct environmental reconnaissance for site assessments on properties the County is considering acquiring to determine if and how much pollution has contaminated the site.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Env. Assessment Performed					
In REM (foreclosure) Property Reviewed	33	25	35	25	-
Number of Petroleum Storage Tanks					
Monitor for Compliance--Above Ground	52	50	52	52	2
Monitor for Compliance--Under Ground	6	6	6	6	-

Licensing

Program Description

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

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

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

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

Perfor*ma*nce Measure: Perform at least one inspection of each licensed food establishment during the license year.

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of licensed food establishments	1,565	1,530	1,530	1,530
Number of inspections & consultations	2,401	2,750	2,680	2,600

Objective 2: The department, through a combination of technology improvements, vendor education and cross training of staff, will assure that continuation quality inspections of all licensed food establishments, efficient follow-up of complaints, and pro-active engagement with the owners and operators of restaurants and retail food establishments.

Key Outcome Indicator: Using the Voluntary National Retail Food Regulatory Program, Standard No. 8 as a guide, the department goal is to provide one FTE for every 280-352 licensed food inspections / consultations.

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

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of licensed food establishments inspectors	7.0	7.0	7.3	7.1
# of pre-inspections, inspections & consultations per inspector	343	393	367	366

Licensing (continued)

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**7.36**	**7.78**	**7.30**	**7.58**	**(0.20)**
General Government	$182	$0	$0	$0	$0
Fines/Licenses	$664,709	$622,500	$622,500	$635,000	$12,500
Charges for Service	$0	$0	$0	$0	$0
Interdepartmental	$3,764	$4,000	$4,000	$4,000	$0
Other Revenue	$0	$500	$0	$500	$0
County Tax Levy	**$7,973**	**$25,206**	**$25,206**	**($27,093)**	**($52,299)**
Total Revenues	**$676,628**	**$652,206**	**$651,706**	**$612,407**	**($39,799)**
Personnel Costs	$508,874	$587,872	$561,876	$546,823	($41,049)
Operating Expenses	$22,437	$31,900	$29,900	$31,500	($400)
Interdept. Charges	$26,997	$32,434	$32,184	$34,084	$1,650
Total Expenditures	**$558,308**	**$652,206**	**$623,960**	**$612,407**	**($39,799)**
Rev. Over (Under) Exp.	$118,320	-	$27,746	-	-

Program Highlights

License revenues are budgeted at $635,000, an increase of $12,500. Restaurant license/inspection revenues increase by $5,000 to $435,000, mainly due to a slight increase in program fees. Lodging and campground license fee revenues have been increased $2,500 to $70,000 due to a slight increase in program fees. Retail food license revenues have been increased $5,000 to $130,000 to closer reflect prior year actuals. Overall, licensing fees have been increased by a weighted average of approximately 2.0%.

Personnel costs decrease $41,049, mainly due to a net reduction of a 0.30 FTE Environmental Health Sanitarian position which includes the unfunding of 0.80 FTE offset by the transfer in of 0.50 FTE from the Septic and Well program. In addition, a 0.10 FTE Hazardous Materials Coordinator was transferred in from the Hazardous Materials program. Also the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs reduces the County's share of these costs, which more than offsets personnel cost to continue increases for 2012.

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Inspections/Consultations Performed					
# of Restaurant	1,822	2,050	2,000	2,050	-
# of Retail Food	579	530	530	530	-
# of School Food Services	120	120	120	120	-
# of Lodging	48	48	48	48	-
# of Public Pool, Camp & Rec/ED camp	291	295	295	295	-

# of Establishment Licenses issued	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Restaurants					
Temporary	137	100	125	100	-
Prepackaged	60	75	70	70	(5)
Full Service	944	915	926	926	11
Retail Food					
No Processing	119	110	105	105	(5)
Processing	305	312	315	315	3
Lodging					
Hotel/Motel	39	43	39	39	(4)
Bed and Breakfast	4	6	4	4	(2)
Tourist Rooming House	5	2	3	3	1
Recreation					
Public Pools	209	205	206	206	1

Septic/Well/Lab Programs

Program Description

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

County-wide Key Strategic Outcome: A safe county

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

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

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

	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
Number of unsafe samples	140	70	100	100
Number of owner-collected samples	617	500	500	500
% Reported same day	100%	100%	100%	100%

(a) Municipalities by ordinance may allow property owners that are connected to a municipal water supply to retain their private well provided they continue to produce safe water. Some of these wells have infrequent use which may result in greater number of unsafe samples, which skew the data. In 2010, there were significantly more of this type of well sampled.

County-wide Key Strategic Outcome: An environmentally responsible county

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

Key Outcome Indicator: After a sanitary permit is issued, a licensed plumber will install the sewage system. Plumbers are requested to call for an inspection appointment a day before the inspection is needed. Calling a day ahead allows for greater program efficiency with a reduction in staff

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

	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of systems inspected	273	300	270	300
% systems inspected on same-day	100%	100%	100%	100%

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**7.70**	**6.70**	**6.70**	**6.00**	**(0.70)**
General Government	$258	$0	$0	$0	$0
Fines/Licenses	$167,738	$210,000	$175,000	$175,000	($35,000)
Charges for Service	$71,846	$82,600	$82,600	$80,100	($2,500)
Interdepartmental	$0	$2,000	$0	$2,000	$0
Appr. Fund Balance	$16	$0	$0	$0	$0
County Tax Levy	**$373,085**	**$324,651**	**$324,651**	**$302,036**	**($22,615)**
Total Revenues	**$612,943**	**$619,251**	**$582,251**	**$559,136**	**($60,115)**
Personnel Costs	$583,794	$525,747	$519,760	$463,682	($62,065)
Operating Expenses	$36,312	$59,050	$55,052	$57,200	($1,850)
Interdept. Charges	$27,091	$34,454	$34,278	$38,254	$3,800
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$647,197**	**$619,251**	**$609,090**	**$559,136**	**($60,115)**
Rev. Over (Under) Exp.	($34,254)	-	($26,839)	-	-

Septic/Well/Lab Programs (Continued)

Program Highlights

License revenue consists of septic permit revenues, which decrease by $35,000 to $175,000, reflecting a decline in septic permits being issued, due to the downturn and the lack of recovery in the real estate development market. Charges for Service revenues are budgeted to decrease by $2,500 to $80,100, mainly due to a decline in the number of water sample being processed. Preliminary site evaluation (PSE) fees are budgeted at $30,000, the same as the 2011 budget,

Personnel costs decrease $62,065 mostly due to staff turnover and the net reduction of a 0.70 FTE Environmental Health Sanitarian position which includes the transfer out of 0.50 FTE to the Licensing program and the unfunding of 0.20 FTE. Also, the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. These decreases are partially offset by costs to continue increases for salaries and other benefits for the remaining personnel.

Operating expenses decrease by $1,850 budgeted at $57,200 mainly due to reductions in operating supplies, printing and small equipment purchases. Interdepartmental charges are budgeted to increase $3,800, mainly due to a $3,550 increase in End User Technology (EUTF) charges, as part of the phasing in of the cost of technology resources being used mostly offset by tax levy shifted in as the department absorbs only a 2% cost impact.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Number of Septic Permits Issued					
Conventional	158	150	150	150	-
Mound	104	130	110	100	(30)
Holding Tank	14	35	30	20	(15)
At Grade	5	5	5	5	-
Pressure Distribution	2	5	2	2	(3)

Parks Programs

Program Description

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

County-wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Study the principles of "Sustainability" energy and 'green' building concepts with a goal of implementing these principals in the design of the new Health and Human Services Center in 2013. Partner with Public Works staff to achieve this objective.

Key Outcome Indicator: Provide a measurable rate of return of 15% to 20% in operational energy savings in the new Health and Human Services Center when completed in 2013.

Performance Measures: The department will work to capture data necessary to develop Performance Measures in 2012 for the 2013 Budget.

Objective 2: Improve the efficiency of the current facilities and highway–system asset databases by acquiring new asset management systems in coordination with the Department of Parks and Land Use. Proposals for a single asset management system did not match expectations or budget.

Parks Programs (Continued)

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**60.76**	**63.16**	**61.71**	**63.16**	**0.00**
General Government	$38,888	$27,500	$28,756	$30,000	$2,500
Fine/Licenses	$8,300	$12,000	$9,000	$10,000	($2,000)
Charges for Services	$1,103,868	$981,600	$1,027,530	$1,015,950	$34,350
Interdepartmental	$125,495	$142,548	$140,548	$141,000	($1,548)
Other Revenue	$26,303	$23,000	$25,010	$18,000	($5,000)
Appr. Fund Balance (a)	$362,329	$60,000	$332,276	$30,000	($30,000)
County Tax Levy	**$3,198,413**	**$3,241,729**	**$3,241,729**	**$3,404,017**	**$162,288**
Total Revenues	**$4,863,596**	**$4,488,377**	**$4,804,849**	**$4,648,967**	**$160,590**
Personnel Costs	$2,985,780	$3,097,306	$3,084,810	$3,123,208	$25,902
Operating Expenses (a)	$573,194	$547,175	$583,631	$582,400	$35,225
Interdept. Charges	$643,365	$711,896	$701,365	$721,084	$9,188
Fixed Assets (a)	$103,292	$132,000	$363,550	$222,275	$90,275
Total Expenditures	**$4,305,631**	**$4,488,377**	**$4,733,356**	**$4,648,967**	**$160,590**
Rev. Over (Under) Exp.	$557,965	-	$71,493	-	-

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances. 61.71 FTE are estimated mainly due to lower usage of seasonal extra help hours than the 2011 budget anticipated.

Program Highlights

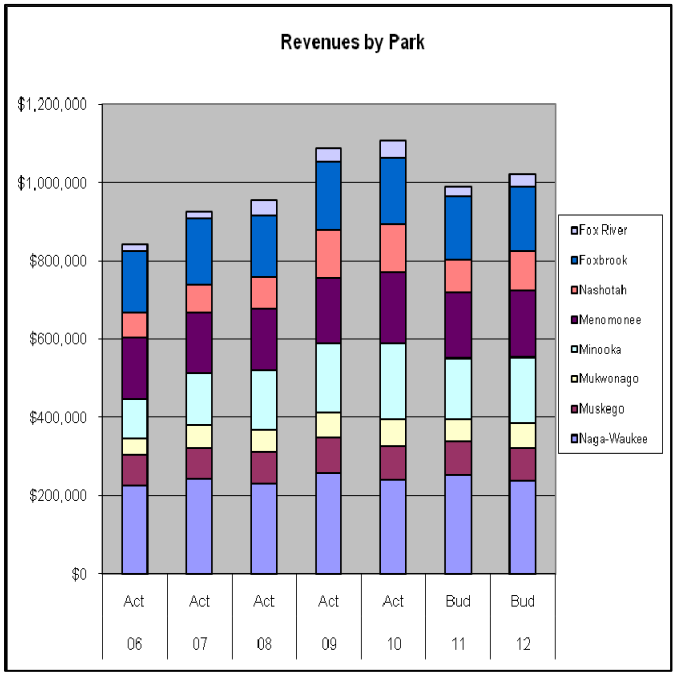
General Governmental revenues, which consist of state grant funding to maintain snowmobile trails has been increased $2,500 to $30,000. Fines and licenses, which are parking violations on County grounds, have been reduced $2,000 to $10,000 to be more in line with 2010 Actual and 2011 estimates. Charges for Service revenues increase by $34,350 to $1,015,950, and include the following; daily entrance - $280,700; annual stickers - $253,400; boat launch - $135,500; camping fee $105,600; concessions -$87,500; reservation fee -$76,450; and land lease - $76,800. Revenue increase is largely due to a $20,100 increase in parks entrance fees; an $8,800 increase in land lease revenues; and $8,000 increase in annual sticker revenues to closer reflect prior year actuals. The 2012 budget includes a slight increase for camping fees. In 2012, a new late fee for delinquent paper work for special event programming will be instituted. This new fee is designed to improve reservation processing and is not expected to generate significant revenue. Interdepartmental Revenues are budgeted to decrease by $1,548 to $141,000 mainly due to staff turnover which has resulted in a decrease in Parks Department staff time cost recovery for administration and management of the Department's enterprise and special revenue funds. Other Revenues have been decreased by $5,000 to more accurately reflect actual experience. Appropriated General Fund Balance decreases by $30,000 from $60,000 to $30,000, reflecting the planned phase down of General Fund Balance used to fund the Three-Year Maintenance plan work.

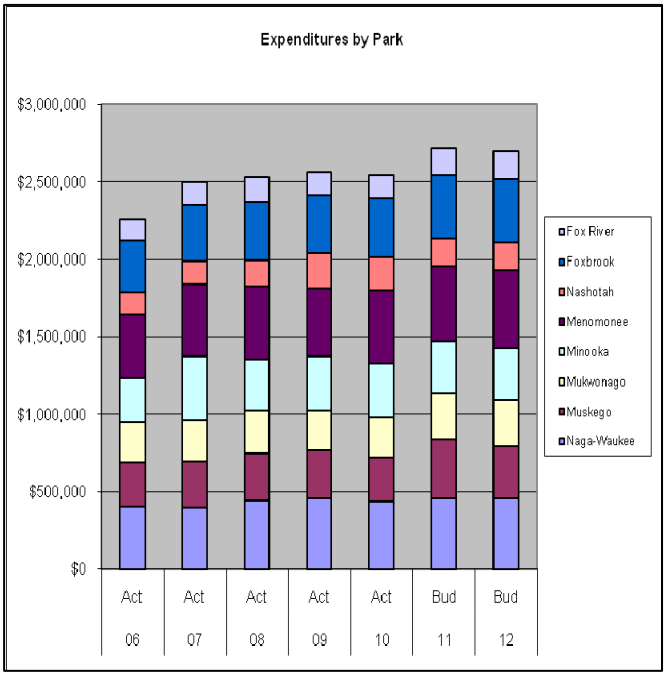
Personnel costs increase $25,902 about 1.0% and include the cost to continue existing staffing levels and a $10,000 increase in unemployment compensation from $55,000 to $65,000, which are mostly offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures have increased by $35,225 to $582,400, mostly due to a $14,000 increase in various operating supplies, a $6,000 increase in septic services, a $9,600 increase for online internet reservation service, an $8,500 for software maintenance charges and a $4,500 increase for mileage reimbursement costs to closer reflect prior year actuals. Interdepartmental charges are budgeted to increase by $9,188 mainly due to an increase of $15,839 in worker compensation charges and a $3,290 increase in other risk management charges which is partially offset by a reduction of $9,500 in fleet maintenance charges. Fixed asset expenditures are budgeted to increase by $90,275 to $222,275, mostly due to increases in the Three Year Maintenance Plan expenditures budgeted in this program. The fixed asset budget includes $60,000 for roof repairs; $39,500 for beach house repairs; $30,775 for green way trail improvements; $35,000 for retaining wall repair; $20,000 for Funks mill demolition; $25,000 for lake access repairs and $12,000 for brush mower.

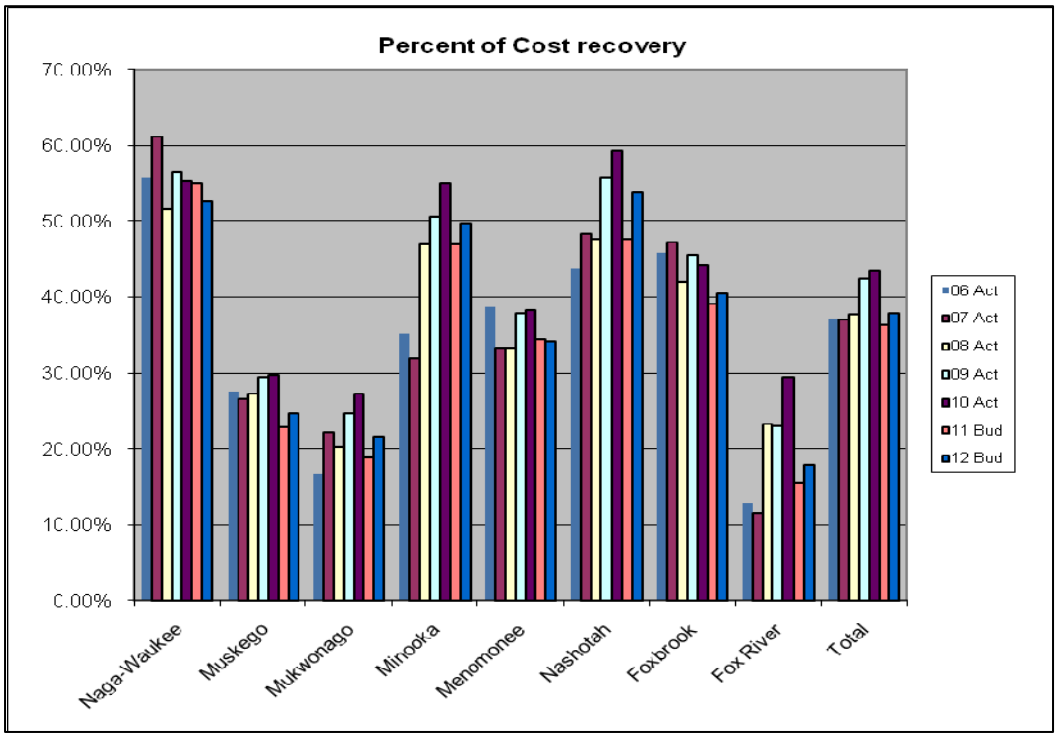
Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Daily Entrance Stickers	87,518	74,200	75,000	78,000	3,800
Annual Stickers	14,457	7,600	12,000	11,900	4,300
Family Camping	3,846	4,800	4,400	4,300	(500)
Group Camping	1,488	1,800	1,600	1,600	(200)
Reserved Picnics/ Pavilion/Lodge Rental	1,092	1,050	1,050	1,050	-
Annual Boat Launch Stickers	523	525 (a)	480	470	(55) (a)
Daily Boat Launch	13,981	13,400 (a)	12,100	12,450	(950) (a)

(a) 2011 budget was over estimated

Parks Programs (Continued)







The preceding analysis excludes all capital and three-year Maintenance Plan items from expenditures. The Park and Planning Commission has established a goal of 30% cost recovery for the park system. The charts indicate that while expenditures have increased, the park system has been able to maintain revenue recovery at approximately 43% of expenditure. The 2012 budget includes a cost recovery rate of 37.8%.

General County Grounds Maintenance

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE) (a)	**9.77**	**7.93**	**7.80**	**7.93**	**0.00**
General Government	$0	$0	$0	$0	$0
Interdepartmental (b)	$129,295	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$15,567	$0	$31,851	$0	$0
County Tax Levy	**$616,649**	**$699,119**	**$699,119**	**$664,287**	**($34,832)**
Total Revenues	**$761,511**	**$699,119**	**$730,970**	**$664,287**	**($34,832)**
Personnel Costs	$438,967	$327,702	$334,876	$339,134	$11,432
Operating Expenses (a)	$116,426	$91,418	$93,720	$100,400	$8,982
Interdept. Charges (a)	$154,554	$179,499	$189,509	$189,753	$10,254
Fixed Assets (a)	$76,023	$100,500	$142,351	$35,000	($65,500)
Total Expenditures	**$785,970**	**$699,119**	**$760,456**	**$664,287**	**($34,832)**
Rev. Over (Under) Exp.	($24,459)	-	($29,486)	-	-

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.
(b) The 2010 Actual includes an interdepartmental cross charge to Moor Downs Golf Course for grounds maintenance services. Beginning in the 2011 budget these expenditures are now budgeted directly in the Moor Downs Golf Course budget.

Program Highlights

Personnel costs are budgeted to increase by $11,432 mainly due to employee selection of health insurance and costs to continue personnel. These increases are partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating expenditures increase by $8,982, mostly due to an increase in one-time equipment and maintenance project expenditures of $6,700 and a $3,900 increase in utility costs. Interdepartmental charges increase by $10,254, mostly due to an increase in charges for salt and sand materials for snow removal at County facility parking lot and Parks roads by $15,000, based on higher prior year actual usage levels. Fixed Asset expenditures decrease by $65,500, due to a reduction in major one-time projects in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include $15,000 for retaining wall repairs and $20,000 for government campus landscaping improvements.

Activity Data

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Acres of Land Maintained	214	214	214	214	-
Acres of Parking Lot maintained	43	43	43	44	1
Linear Ft- Sidewalk/Entrances	31,000	31,000	31,000	31,000	-

Retzer Nature Center

Program Description

Retzer Nature Center is responsible for development, operation and maintenance of a land based nature center focused upon environmental education, natural land management, 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. In 2012, Naturalists will provide Saturday School of the Land educational classes.

County-wide Key Strategic Outcome: An environmentally responsible County

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

Key Outcome Indicator:

1. Exit survey results from educational programming that indicate high satisfaction with attended programs and a desire to attend future programming.
2. Increase number of attendees in environmental classes by 5% annually.

Performance Measures: The department will work to capture data necessary to develop Performance Measures in 2012 for the 2013 Budget.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Program Attendance	5,581	6,000	6,000	6,300	-

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**8.44**	**8.85**	**8.73**	**8.85**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$87,912	$79,000	$68,800	$77,200	($1,800)
Other Revenue	$60,974	$86,000	$78,000	$93,000	$7,000
Appr. Fund Balance (a)	$5,300	$0	$40,000	$0	$0
County Tax Levy	**$550,088**	**$543,230**	**$543,230**	**$544,841**	**$1,611**
Total Revenues	**$704,274**	**$708,230**	**$730,030**	**$715,041**	**$6,811**
Personnel Costs	$412,467	$425,449	$435,386	$443,015	$17,566
Operating Expenses	$144,443	$129,985	$129,635	$137,400	$7,415
Interdept. Charges	$81,634	$92,796	$88,230	$90,626	($2,170)
Fixed Assets	$0	$60,000	$60,000	$44,000	($16,000)
Total Expenditures	**$638,544**	**$708,230**	**$713,251**	**$715,041**	**$6,811**
Rev. Over (Under) Exp.	$65,730	-	$16,779	-	-

(a) The 2011 Estimate includes a 2010 carryover by approved ordinance.

Program Highlights

Charges for Services revenues include workshop and special event fees of $51,200, land and office rental fees totaling $10,000 and $16,000 from the Waukesha School District for Parks staff maintenance of the planetarium facility. Land lease revenues are reduced $7,200 and Workshop fees have been reduced $1,800 to reflect actual experience. These charges for service revenue decreases are offset by a $7,200 increase in office space rental. Other Revenues increase $7,000 and include $32,000 in birdseed sale; $23,000 of bookstore merchandise sale; $8,000 in miscellaneous revenue and $30,000 in donations. In 2012, donation revenue has been increased $7,000 due to a donation from the "Friends of Retzer Nature Center" to fund construction of an observation deck.

Personnel costs are budgeted to increase by $17,566 mainly due to higher health insurance costs as a result of employee selections of coverage and costs to continue personnel only partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Operating costs increase $7,415 mainly due to a $10,800 increase in food for resale budget related to the apple harvest event. The budget is being increased to match prior year's actual experience. Interdepartmental charges decrease $2,170 mainly due to a $3,000 reduction in vehicle maintenance charges. Fixed Asset expenditures decrease by $16,000, due a reduction in major one time projects and in the three-Year Maintenance plan budgeted in this cost center. Fixed assets include $30,000 for construction of an observation deck (offset with Friends of Retzer Nature Center donation) and $14,000 for new equipment.

Retzer Nature Center (Continued)

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Attendance at hikes, workshops, seminars	5,581	8,000	6,100	8,000	-
Apple harvest festival attendance	3,488	5,000	5,000	5,000	-
Site Evaluations	2	10 (a)	2	5	(5) (a)
Bird Seed Bags Sold	1,960	2,300	2,300	2,300	-

(a) 2011 budget appears to be over stated based on the 2010 actual and 2011 estimate.

Museum

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
County Tax Levy	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Total Revenues	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Operating Expenses	$215,000	$215,000	$215,000	$215,000	$0
Total Expenditures	**$215,000**	**$215,000**	**$215,000**	**$215,000**	**$0**
Rev. Over (Under) Exp.	-	-	-	-	-

Program Highlights

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

Activity	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget
Annual Contractual Visitor Performance Standard	13,330	13,530	13,730	13,930	14,130	14,330
Actual/Estimate	14,394	15,509	15,559	17,016	17,250	18,000

Exposition Center

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**10.22**	**8.84**	**8.79**	**8.84**	**0.00**
General Government	$10,788	$0	$0	$0	$0
Charges for Services	$518,705	$610,000	$525,000	$560,000	($50,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$54,535	$10,000	$30,002	$10,000	$0
County Tax Levy	**$103,071**	**$128,629**	**$128,629**	**$139,252**	**$10,623**
Total Revenues	**$687,099**	**$748,629**	**$683,631**	**$709,252**	**($39,377)**
Personnel Costs	$420,236	$429,533	$420,021	$425,554	($3,979)
Operating Expenses	$196,500	$251,857	$249,400	$220,025	($31,832)
Interdept. Charges	$81,521	$67,239	$66,665	$63,673	($3,566)
Fixed Assets	$97,444	$0	$0	$0	$0
Total Expenditures	**$795,701**	**$748,629**	**$736,086**	**$709,252**	**($39,377)**
Rev. Over (Under) Exp.	($108,602)	-	($52,455)	-	-

(a) 2011 estimates of expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

Charges for services revenue decrease $50,000, mainly due to the loss of several events, adjustment to County Fair contract and due to the slow economic recovery. Fees will be adjusted as necessary to maintain a competitive market position. A general fund balance appropriation of $10,000 is included in 2012 to fund one-time expenditures for the table and chair replacement program. Tax levy support for this program increases by $10,623 to $139,252, and also is provided to help offset the costs of free nonprofit and county agency use of the facility for County functions.

Personnel costs decrease $3,979 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which more than offsets personnel cost increases for 2012. Operating expenses decrease by $31,832, mainly due to a $30,000 reduction in one time maintenance roof replacement project. Interdepartmental charges are budgeted to decrease by $3,566, mainly due to a reduction in risk management 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 office efficiencies, automated file developments, strategic planning, and performance measurement.

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of PLU web pages on viewed on divisions home page	272,811	305,000	295,000	300,000
# of web based inquires/% responded to within 2 business days	160/100%	200/100%	200/100%	200/100%

Objective 2:
The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Number of Jail Days Saved	175	240	284	280
Est. Value in $ of service to the County	$45,224	$61,978	$24,447	$24,102

Note: In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

Objective 3: The PLU-Parks Division and DPW-Engineering Division will work with the Southeast Wisconsin Regional Planning Commission (SEWRPC) and local municipalities to refine the proposed on- and off-street bicycle plan for Waukesha County in order to create a shared plan for the development of bikeways in the County.

- DPW and Parks and Land Use staff have solicited and received bicycle plan updates from municipalities, SEWRPC and bicycle organizations. We are currently examining the changes and will incorporate them into an update to the County's Bikeway plan for approval by the county board in early 2012.

Key Performance Indicators and Performance Measures: The department will work to capture data necessary to develop Key Performance Indicators and Performance Measures in 2012 for the 2013 Budget.

Objective 4: The Departments of Parks and Land Use and Public Works will coordinate the implementation of the priority projects identified in the Waukesha County Sustainability Plan to reduce energy consumption by 10% to 20%. Performance measures to be developed and tracked during 2012.

Objective 5: The Department of Administration – Accounting / Payroll Divisions will coordinate with the Departments of Public Works and Parks and Land Use to analyze the various time reporting and employee scheduling systems in the Departments and evaluate automated systems used with current processes and integrate reporting and scheduling associated with projects, grants and work order systems in order to significantly reduce staff time and costs associated with reporting and scheduling.

Objective 6: Work with Public Works to determine impact of Wisconsin's Administrative rule to regulate fuel tanks, known as COMM10. Fuel Regulation changes on the Waukesha County fuel infrastructure to include budget strategy, station improvements and procedural changes. Long-term impacts of COMM10 Regulations will be completed by end of September 2011.

- Completed a detailed analysis of fuel infrastructure and fuel sites
- Capital project has been developed to address extensive work at three of the sites
- All regulatory work must be completed by end of 2014

Administrative Services (continued)

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**9.00**	**9.00**	**9.00**	**9.00**	**0.00**
General Government	$0	$15,000	$0	$0	($15,000)
Charges for Services	$0	$500	$500	$500	$0
Interdepartmental	$121,503	$152,952	$152,952	$149,000	($3,952)
Other Revenue	$0	$2,743	$2,600	$2,743	$0
Appr. Fund Balance (a)	$29,554	$0	$17,268	$0	$0
County Tax Levy	**$639,102**	**$672,588**	**$672,588**	**$677,399**	**$4,811**
Total Revenues	**$790,159**	**$843,783**	**$845,908**	**$829,642**	**($14,141)**
Personnel Costs	$708,958	$712,002	$701,158	$701,795	($10,207)
Operating Expenses (a)	$66,409	$68,750	$80,800	$66,000	($2,750)
Interdept. Charges	$60,384	$63,031	$62,979	$61,847	($1,184)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$835,751**	**$843,783**	**$844,937**	**$829,642**	**($14,141)**
Rev. Over (Under) Exp.	($45,592)	-	$971	-	-

(a) 2011 estimates for expenditures and revenues exceed the adopted budget due 2010 carryover and purchase orders and additional expenditure authority added to the budget by approved ordinances.

Program Highlights

General Government revenues reimbursement revenue related to federal stimulus Energy Efficiency Block Grant administrative cost recovery for managing federally funded energy efficiency projects (see Capital Project 200918) is being eliminated as the projects are anticipated being completed in 2011. Interdepartmental revenues decrease by $3,952 due to a slight decrease in administrative management charges to Parks Department enterprise and special revenue funds. County Tax Levy Support increases by $4,811 from $672,588 to $677,399 due to revenue reallocations mentioned above.

Personnel costs decrease $10,207 or approximately 1.4% mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which more than offsets personnel cost to continue increases for 2012. Operating costs are reduced $2,750 mainly due to a $2,500 reduction in computer and office equipment.

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN

Maintenance projects consist of repairs or improvements that are necessary for the maintenance of the County's grounds and park facilities. The Park and Land Use Department is responsible for identifying, scheduling, and performing the work necessary to complete the maintenance projects. These projects are different from capital projects in the frequency of the repair/improvement, the cost related to the project, and the inclusion of these projects in the department's annual operating budget. In order to plan for these expenditures on an annual basis and insure the continued maintenance of County grounds and park facilities, a three-year plan is developed to identify future projects and provide for a consistent annual budget base. Accounts #5712 (Building Repair/Maintenance--Planned) and account #5730 (Road/Runway/Parking Lot Maintenance) are operating expenditure items, and account #7255 (Building Improvements) is for projects over $5,000 and therefore classified as fixed asset expenditure items. Starting in budget year 2002, the department began including park facility maintenance recommendations contained in the County facility management plan.

	2012	2013	2014
Expo Center (1)			
Building Repair/Maintenance	$16,000	$16,000	$16,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Expo Center	$17,500	$17,500	$17,500
Grounds Maintenance (1)			
Building Repair/Maintenance	$2,500	$0	$0
Road/Parking Lot Maintenance	$4,500	$0	$0
Building Improvements	$20,000	$98,000	$0
Total Grounds Maintenance	$27,000	$98,000	$0
Retzer Nature Center (1)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$600	$900	$900
Building Improvements	$0	$0	$0
Total Retzer Nature Center	$600	$900	$900
Naga-Waukee Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$4,000	$1,500	$1,500
Building Improvements	$42,500	$0	$0
Total Naga-Waukee Park	$46,500	$1,500	$1,500
Muskego Park (*)			
Building Repair/Maintenance	$0	$0	$2,500
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$15,000
Total Muskego Park	$1,500	$1,500	$19,000
Mukwonago Park (*)			
Building Repair/Maintenance	$0	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$25,000	$12,500	$0
Total Mukwonago Park	$26,500	$14,000	$1,500

(1) These maintenance plan costs are included in each specific program budget.
(*) Included in Parks program budget.

PARK AND LAND USE
THREE-YEAR MAINTENANCE PLAN (continued)

	2012	2013	2014
Minooka Park (*)			
Building Repair/Maintenance	$0	$0	$2,800
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Minooka Park	$1,500	$1,500	$4,300
Menomonee Park (*)			
Building Repair/Maintenance	$0	$0	$20,900
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$12,000	$36,000	$100,000
Total Menomonee Park	$13,500	$37,500	$122,400
Nashotah Park (*)			
Building Repair/Maintenance	$0	$0	$2,000
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$0	$0	$0
Total Nashotah Park	$1,500	$1,500	$3,500
Foxbrook Park (*)			
Building Repair/Maintenance	$7,300	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$10,000	$0	$0
Total Foxbrook Park	$18,800	$1,500	$1,500
Fox River Park (*)			
Building Repair/Maintenance	$12,000	$0	$0
Road/Parking Lot Maintenance	$1,500	$1,500	$1,500
Building Improvements	$5,000	$0	$0
Total Fox River Park	$18,500	$1,500	$1,500
Total			
Building Repair/Maintenance	$37,800	$16,000	$44,200
Road/Parking Lot Maintenance	$21,100	$14,400	$14,400
Building Improvements	$114,500	$146,500	$115,000
Grand Total	$173,400	$176,900	$173,600
Planned Use of General Fund Balance appropriations	$30,000	$0	$0

(*) Included in Parks program budget.

Parks & Land Use

Statement of Purpose

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with Federal regulation is placed on:

1. The conservation and expansion of housing for low and moderate-income households.
2. The creation and retention of jobs, principally for low and moderate-income households.
3. The expansion of the quantity and quality of community services for low and moderate-income persons.
4. To affirmatively further equal housing opportunities.
5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
6. More effective environmental and strategic planning.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (b)	$3,873,786	$3,100,000	$5,202,397	$2,344,000	($756,000)	-24.4%
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 (c)	$591,147	$969,400	$530,000	$741,840	($227,560)	-23.5%
Appr. Fund Balance (d)	$2,990	$0	$0	$25,000	$25,000	N/A
County Tax Levy (d)	**$0**	**$29,200**	**$29,200**	**$0**	**($29,200)**	**-100.0%**
Total Revenue Sources	**$4,467,923**	**$4,098,600**	**$5,761,597**	**$3,110,840**	**($987,760)**	**-24.1%**
Expenditures						
Personnel Costs	$217,598	$228,037	$221,818	$187,511	($40,526)	-17.8%
Operating Expenses						
Subgrantee Grants	$3,287,265	$3,711,992	$5,348,744	$2,768,048	($943,944)	-25.4%
Administrative	$49,643	$41,261	$85,340	$53,084	$11,823	28.7%
Interdept. Charges	$118,812	$117,310	$112,280	$102,197	($15,113)	-12.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$4,757,352**	**$4,098,600**	**$5,768,182**	**$3,110,840**	**($987,760)**	**-24.1%**
Rev. Over (Under) Exp. (e)	($289,429)	$0	($6,585)	$0	-	-

Position Summary (FTE)					
Regular Positions	2.80	2.80	2.80	2.35	(0.45)
Extra Help	0.00	0.00	0.52	0.00	0.00
Overtime	0.04	0.04	0.04	0.04	0.00
Total	2.84	2.84	3.36	2.39	(0.45)

(a) 2011 Estimate includes a 2010 carryover of encumbered grant contracts totaling $6.5 million and an approved request to carry-over 2010 expenditure appropriations of $3.7 million. In addition $175,000 of additional Federal Stimulus Funding (Lead Grant) was awarded in 2011. The Community Development Coordinator will request allowable unspent funding to be carried over to the 2012 Budget.

(b) The 2012 Budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, the Finance Committee will be notified and the expenditures will be limited to the amount of the award notification.

(c) Other revenue mainly includes revolving loan and program income revenues.

(d) This Special Revenue fund relies mainly on federal funding. The actual County Tax Levy is usually $0 for this fund. However, in 2012 fund balance is budgeted for Wisconsin Partnership Housing Development technical assistance initiative. In the 2011 Budget County Tax Levy of $29,200 was budgeted to provide cross training and assistance from a PLU-Senior Planner, which was not needed. In 2012 General Fund balance is budgeted in the HOME program for administration/ technical assistance.

(e) The amount shown for the 2010 Actual and the 2011 Estimate represents expenditures more than revenues due to less revolving loan program repayments (Program Income) than revolving loans made during the year.

Community Development Block Grant

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

Program Description

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

	2010 Actual (d)	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**1.78**	**2.08**	**2.08**	**1.99**	**(0.09)**
General Government	$1,391,752	$1,600,000	$1,552,482	$1,176,000	($424,000)
Other Revenue (b)	$427,225	$700,000	$430,000	$565,000	($135,000)
Appr. Fund Balance	$2,990	$0	$0	$0	$0
County Tax Levy (c)	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,821,967**	**$2,300,000**	**$1,982,482**	**$1,741,000**	**($559,000)**
Personnel Costs	$129,349	$168,247	$169,182	$159,620	($8,627)
Operating Expenses					
Subgrantee Grants (a)	$1,941,621	$2,043,248	$1,800,000	$1,511,664	($531,584)
Administrative	$11,166	$14,783	$11,633	$9,656	($5,127)
Interdept. Charges	$65,883	$73,722	$72,060	$60,060	($13,662)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,148,019**	**$2,300,000**	**$2,052,875**	**$1,741,000**	**($559,000)**
Rev. Over (Under) Exp. (d)	($326,052)	$0	($70,393)	$0	$0

(a) 2011 Estimate includes a 2010 carryover of encumbrances totaling $1,042,706 and a 2010 carryover of $544,522 through a separate ordinance. Unexpended appropriations at year end 2011 will be requested to be carried over to the 2012 Modified Budget.
(b) Other Revenue includes revolving loan and program income revenue.
(c) This Special Revenue fund relies solely on Federal funding. No County Tax Levy is provided.
(d) The amount shown for the 2010 Actual represents less revenues than expenditures due to fewer revolving loan program repayments and Program Income revenue than revolving loans made during the year.

Program Highlights

Federal CDBG revenues from the Department of Housing and Urban Development (HUD) are expected to decrease $424,000 to $1,176,000 for the 2012 Budget based on an additional estimated 10% reduction from the current year's 2011 HUD allocation of 1,306,809.

Other revenue of $565,000 is reduced $135,000 from the 2011 budget includes revolving loan income estimated at $365,000 repaid by Waukesha County Economic Development Corporation (WCEDC) and program income repaid by the City of Waukesha, Housing Development and Housing Rehabilitation programs estimated at $200,000 for the 2012 Budget.

Personnel cost reflects an decrease of $8,600 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs. Also, 0.09 FTE of a clerk typist I-II position shared with the County Executive's Department is reallocated from this program area to the County Executive's budget. The CDBG program budget includes about $5,500 for CDBG Board expenses of which $4,845 is related to estimated personnel costs per diems and $650 is included for operating expense mileage reimbursements. Overall operating expenses decreases about $536,711. Estimated operating expense decreases are mostly related to about a $396,600 decrease in budgeted subgrantee awards and an estimated $135,000 decrease in revolving loans. Interdepartmental charges decreases mostly related to a reduction in administrative indirect cost recoveries due to HUD funding reductions.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: To improve the self sufficiency of persons at or below 80% of metro median income by using federal funding of the Community Development Block Grant Program (CDBG). This requires programming to benefit persons/households at or below 80% of the metro area median income who by definition are considered "at-risk." (CDBG)

Key Outcome Indicator 1a: In accordance with Federal objectives, three outcomes will be addressed: 1) availability/accessibility, 2) affordability, and 3) sustainability as programs are allocated funding. 98% of funded projects will benefit low-income (at-risk) persons. 80% of low-income clients served will have an improved quality of life and better knowledge of services available as a result of CDBG program funding.

Performance Measure 1a:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Low-Income Clients Improving Quality of Life	88%	88%	85%	85%
Number of persons benefiting	34,000	32,500	34,000	33,000

Key Outcome Indicator 1b: 90% of persons receiving economic opportunities through job training, counseling or directed employment shall have a more sustainable potential for self-sufficiency.

Performance Measure 1b:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of Persons Achieving Self-Sufficiency	91%	91%	92%	90%
Number of persons benefiting	1,800	1,650	1,700	1,600

Objective 2: To meet the Federal drawdown of funds requirement and provide timeliness of fund expenditures, subgrantees (beginning with 2007 agreements) will be required to drawdown funds within twelve months. The CDBG Board will be allowed to approve a request for an extension for a period not to exceed 12 months. If funding is not used prior to the end of the twenty-four months period from the initial funding date, the remaining funds will be automatically cancelled and reprogrammed. (CDBG)

Objective 3: To ensure effective program management and monitoring.

Key Outcome Indicator: The number of CDBG grants awarded by the CDBG Board will be reduced by at least 5%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Grants Awarded	76	77	70	65
Percent Change	-3.8%	-9.4%	-8.9%	-7.1%

Activity

	2010 Actual	2011 Budget	2011 Actual	2012 Budget	11-12 Budget Change
Grant $ Value Awarded	$1,568,714	$1,600,000	$1,306,879	$1,176,000	($424,000)
Contracts Awarded Annually	76	77	70	65	(12)

Cumulative Contracts
Approximately $32.4 million has been awarded since program inception began in 1990.

Community Development Block Grant (cont.)

Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Vernon, and Waukesha
Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Summit, Sussex, Wales, and Menomonee Falls

Non-Participating Communities:

Villages: Chenequa and Oconomowoc Lake

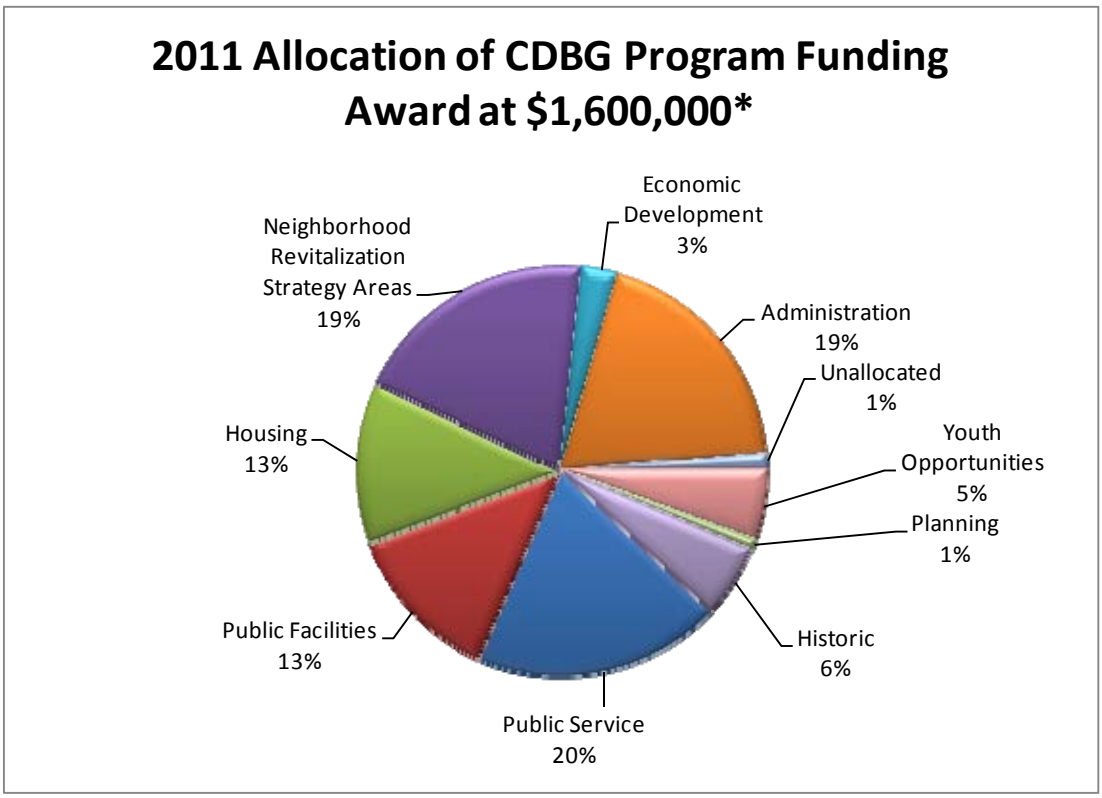
COMMUNITY DEVELOPMENT PROGRAM YEAR (Typical) *

January	CDBG / HOME program year begins
February	Public Hearings - Needs / Community Assessment for Program Year
March	Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report (AHPR)
April	Submit GPR and AHPR
May	Request for Proposals – Advertise and accept applications
June	Transmit copies of applications received to CDBG Board
July	Begin project application reviews
	Complete project application reviews
August	CDBG Board completes funding allocation recommendations
	Public Hearing on recommendations
	Executive Committee review, modify and/or approval of CDBG Board recommendations
September	County Board action on recommendations
October	Complete Grant Application / Environmental reviews for submission to HUD
	Write contracts for projects funded
November	Submission of Annual Consolidated Plan
December	Review carryover requests of previously funded projects
	Program year ends

* Due to uncertainty over 2012 grant funding levels to Waukesha County, the Community Development Coordinator recommended delaying the 2012 CDBG grant award notifications until the County receives the preliminary allocation from HUD.

Community Development Block Grant (cont.)

Changes for the CDBG Program	CDBG
Subgrantees	
2011 Adopted Budget - BASE Subgrantee HUD Grants	$1,600,000
2011 -HUD Award amount above\(below) 2011 Adopted Budget	($293,121)
2011 Actual HUD Award	$1,306,879
2011 Est. HUD Incr./(Decr.) from 2010 Actual award.	($130,879)
Subtotal Est. 2012 HUD Grants Amounts (Subgrantee & Admin)	***$1,176,000***
Revolving Loans/ Program Income	
2011 Adopted Budget Base - Revolving Loan Program	$700,000
2012 Est. Revolving Loan Program Income change	($135,000)
Subtotal Est. 2012 Revolving Program Income	**$565,000**
2011 Adopted Budget (incl Gen Fund Tax levy of $29,200)	**$2,300,000**
2012 Adopted Budget (Incl Gen Fund bal of $25,000)	**$1,741,000**
Total $ Increase/ (Decrease)	**($559,000)**



* Allocation based on CDBG Board approval to subgrantees. The actual HUD award in 2011 is $1,306,879 which is $293,121 less than the $1,600,000 grants awarded. The funding reductions were absorbed using program income and de-obligated funding from other projects awarded in a previous year. However, Public Service projects in 2011 were reduced by 20% to meet the federal cap that limits Public Service projects to 15% of the CDBG allocation.

HOME Investment Partnership Program

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

Program Description

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted out to private sector and or non-profit entities. The goal of this federally sponsored program is to "increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance.

	2010 Actual (d)	2011 Budget	2011 Estimate (a)	2012 Budget (b)	Budget Change
Staffing (FTE)	**0.76**	**0.76**	**0.76**	**0.40**	**(0.36)**
General Government	$1,348,658	$1,500,000	$1,497,489	$1,168,000	($332,000)
Other Revenue (b)	$163,922	$269,400	$100,000	$176,840	($92,560)
Appr. Fund Balance (c)	$0	$0	$0	$25,000	$25,000
County Tax Levy (c)	**$0**	**$29,200**	**$29,200**	**$0**	**($29,200)**
Total Revenues	**$1,512,580**	**$1,798,600**	**$1,626,689**	**$1,369,840**	**($428,760)**
Personnel Costs	$50,488	$59,790	$29,636	$27,891	($31,899)
Operating Expenses					
Subgrantee Grants (a)	$1,345,644	$1,668,744	$1,450,000	$1,256,384	($412,360)
Administrative	$38,477	$26,478	$43,640	$43,428	$16,950
Interdept. Charges	$41,347	$43,588	$39,605	$42,137	($1,451)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,475,956**	**$1,798,600**	**$1,562,881**	**$1,369,840**	**($428,760)**
Rev. Over (Under) Exp. (d)	$36,624	$0	$63,808	$0	$0

(a) 2011 Estimate includes a 2010 carryover of encumbrances totaling $652,789 and a 2010 carry-over of $1,038,086 through separate ordinance. Unexpended appropriations at year end 2011 will be requested to be carried over to the 2012 Modified Budget.

(b) Other Revenue for the 2012 Budget includes $156,850 for program income and $19,840 from Wisconsin Partnership housing development for facility rental charges.

(c) Prior to 2012 this Special Revenue fund relied solely on Federal funding. In 2012 General Fund balance is budgeted in the HOME program for temporary administration/technical assistance. In the 2011 Budget County Tax Levy of $29,200 was provided to provide cross training and assistance from a PLU-Senior Planner which was not needed.

(d) The amount shown for the 2010 Actual and the 2011 estimate represents expenditures under revenues due to less program income expenditures than program income received during the year.

Program Highlights

Federal HOME revenues from the Department of Housing and Urban Development (HUD) are expected to decrease $332,000 to $1,168,000 for the 2012 Budget based on an additional estimated 10% reduction from the current year's 2011 HUD allocation of $1,297,244.

Program income revenues decrease $93,000 to $157,000 to closer reflect prior year results. The program income revenue results from Down Payment Assistance, Housing Development and Housing Rehabilitation programs and include a sub-recipient contract agreement with WI Partnerships Housing Development to administer down payment assistance and housing rehabilitation programs and providing county reimbursed revenues which is budgeted for to increase $440 to $19,840.

Personnel cost to continue decrease by $31,899 mostly related to the reallocation of a 0.30 FTE Senior Planner and related tax levy of $29,200 from this program to the Parks and Land Use general fund budget. Also, the decrease relates to the State Budget Repair Bill that requires most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reduces the County's share of these costs. In addition, 0.06 FTE of a clerk typist I-II position shared with the County Executive's Department is reallocated from this program to the County Executive budget. Personnel costs also reflect costs to continue for 0.40 FTE positions allocated to this program.

Overall operating expenses decreases about $395,100. Estimated operating expense decreases are mostly related to a $319,400 decrease in budgeted subgrantee awards and a $93,000 reduction in revolving loans. These expenses are offset by a $25,000 increase for temporary administration/technical assistance costs to WI Partnerships Housing Development.

HOME Investment Partnership Program (cont.)

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

Objective 1: To provide services that improves affordable housing opportunities for low- and moderate- income households in the County. (HOME)

Key Outcome Indicator: 95% of persons receiving housing assistance for housing rehabilitation, home purchase assistance, housing construction and/or fair housing will maintain or improve their housing affordability.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Percent of Persons Improving Housing Affordability	99%	99%	98%	99%
Number of households benefiting	188	225	195	205

Activity*	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	11-12 Budget Change
Grant Value Awarded	$1,476,615	$1,500,000	$1,297,244	$1,168,000	($332,000)
# of Down payment and Closing Cost Assistance	79	80	65	70	(10)
# of Homebuyer Counseling (# People Counseled/ to the # of Actual Homebuyers) (a)	620/79	650/75	670/80	675/80	25/5
Housing Rehabilitation	27	45	40	35	(10)
Purchase/Rehab	36	28	24	25	(3)

* Only reflects Waukesha County data (not other participating Counties of Jefferson, Washington and Ozaukee Counties).

(a) The Continued weakness in the housing market reduced the number of households seeking housing rehabilitation assistance. However, down payment assistance remained strong due to federal home buyer tax credits. The number of actual homebuyers who receive financial assistance is limited and is based on the available funding and grant amount as established by the HOME Board.

Cumulative Contracts
A cumulative total of $18.3 million has been awarded since program inception began in 1998.

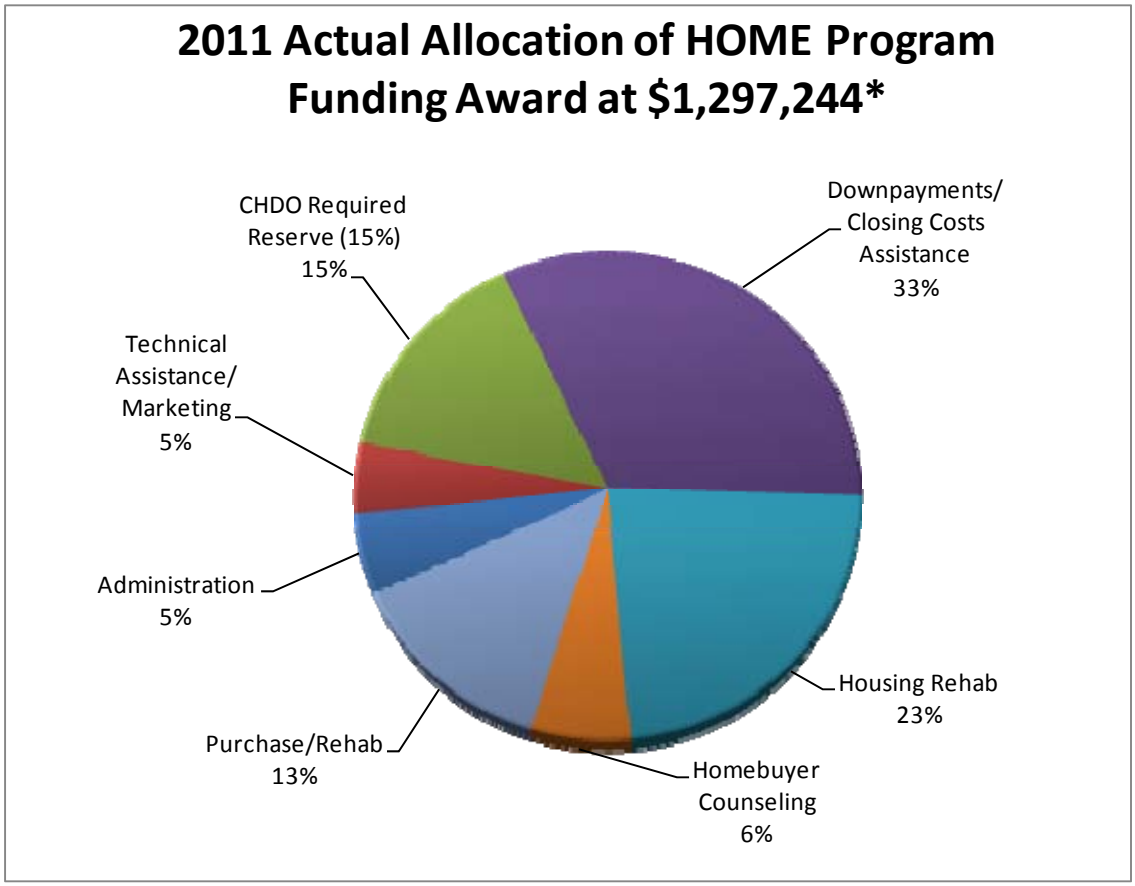
Waukesha County Participating Communities*:
Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Vernon, and Waukesha
Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Summit, Sussex, Wales, German Town, and Menomonee Falls

Waukesha County Non-Participating Communities:
Villages: Chenequa and Oconomowoc Lake

* HOME program participation includes 99 of 103 possible jurisdictions including all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

HOME Investment Partnership Program (cont.)

Changes for the HOME Program	HOME
Subgrantees	
2011 Adopted Budget - BASE Subgrantee HUD Grants	1,500,000
2011 -HUD Award amount above\(below) 2011 Adopted Budget	(202,223)
2011 Actual HUD Award	1,297,777
2011 Est. HUD Incr./(Decr.) from 2010 Actual award.	(129,777)
Subtotal Est. 2012 HUD Grants Amounts (Subgrantee & Admin)	***1,168,000***
Revolving Loans/ Program Income	
2011 Adopted Budget Base - Revolving Loan Program	250,000
2012 Est. Revolving Loan Program Income change	(93,000)
Subtotal Est. 2012 Revolving Program Income	**157,000**
Reimbursement from Wis. Partnership Housing Dev. 2011	19,400
Reimbursement from Wis. Partnership Housing Dev. Change	440
Reimbursement from Wis. Partnership Housing Dev. 2012	**19,840**
2011 Adopted Budget (incl Gen Fund Tax levy of $29,200)	**1,798,600**
2012 Adopted Budget (Incl Gen Fund bal of $25,000)	**1,369,840**
Total $ Increase/ (Decrease)	**(428,760)**



* Allocation based on recommendations being made to the HOME Board.

Other CDBG Grant Programs

Program Description

Administration for other grant assistance programs as funding is provided.

	2010 Actual (a)	2011 Budget (a)	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.52**	**0.00**	**0.00**
General Government (a)	$1,133,376	$0	$2,152,426	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,133,376**	**$0**	**$2,152,426**	**$0**	**$0**
Personnel Costs	$37,761	$0	$23,000	$0	$0
Operating Expenses	$1,084,034	$0	$2,128,811	$0	$0
Subgrantee Grants	$1,080,181	$0	$2,098,744	$0	$0
Administrative	$3,853	$0	$30,067	$0	$0
Interdept. Charges	$11,582	$0	$615	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures (a)	**$1,133,377**	**$0**	**$2,152,426**	**$0**	**$0**
Rev. Over (Under) Exp.	($1)	$0	$0	$0	$0

(a) 2011 Estimate includes a 2010 encumbrance carry-over of $4,851,860 and a $2,162,144 carry over through separate ordinance and it is estimated that over $5 million will be carried over to the 2012 Budget. No budget appropriation for these Federal funds was included in the 2011 Adopted Budget. Personnel related to temporary extra help for the Emergency Assistance Program.

Program Highlights

The 2011 Estimate of $2.15 million consists of the following:

Community Development Block Grant (CDBG)-Emergency Assistance Program (EAP)
Waukesha County was awarded $4,380,000 in federal Housing and Urban Development (HUD) funds for the 2008 flood. In 2010 an additional $2,552,600 was awarded. According to federal guidelines, Waukesha County originally had a deadline until 12/31/10 to spend the federal money. An extension has been granted to 12/31/12. The Community Development Coordinator plans to request carryover of unspent appropriation estimated at approximately $5 million to the 2012 budget.

HUD-Neighborhood Stabilization Program (NSP)
Waukesha County was awarded $1,312,575 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the NSP. In 2010, the County was awarded an additional $324,650 of HUD funding from the State of Wisconsin for the Housing and Economic Recovery Act of 2008 under the Supplemental HUD-Neighborhood Stabilization Program.

CDBG-R Recovery –Federal Stimulus Funding
Waukesha County was awarded $392,451 of federal HUD funds under the American Recovery and Reinvestment Act of 2009 to stimulate the economy including infrastructure improvements and energy efficiency.

Lead Grant –Federal Stimulus Funding
The County was awarded $120,000 of federal HUD funds under the American Recovery and Reinvestment Act of 2009 in 2010. In 2011 an additional $175,000 was awarded to the County.

Other CDBG Grant Programs (Cont.)

Funding Source	Grant Amount	2011 Modified Budget	Estimated To Be Spent in 2011	Amount Estimated To Be Requested to be Carried Over to 2012
CDBG- Emergency Assistance Program (EAP) for the 2008 Flood ($4,380,000 awarded in 2009) ($2.552,600 awarded in 2010	$6,932,600	$6,553,701	$1,517,123	$5,036,578
Neighborhood Stabilization Program (NSP) ($1,312,575,Awarded in 2009) ($324,650 Awarded in 2010)	$1,637,225	$230,639	$230,639	$0
CDBG-R awarded under the American Recovery and Reinvestment Act of 2009 (Federal Stimulus) (Awarded in 2009)	$392,451	$117,413	$117,413	$0
Lead Grant awarded under the American Recovery and Reinvestment Act ($120,000 Awarded in 2010), ($175,000 awarded in 2011)	$295,000	$287,251	$287,251	$0
Sub-Total	**$9,257,276**	**$7,189,004**	**$2,152,426**	**$5,036,578**
Supplemental CDBG- Emergency Assistance Program (EAP) for the LiDAR Data Collection Capital Project (Budgeted directly to Capital Project budget awarded in 2011)	$204,520	$204,520	$5,000	$199,520
Total	**$9,461,796**	**$7,393,524**	**$2,157,426**	**$5,236,098**

Community Development Administration:

- HUD allows 20% of the CDBG grant to be used for administration expense purposes. According to the Community Development Coordinator, the administration per HUD rules must include County CDBG administration, WCEDC administration and Technical assistance administration. Also, due to the HUD grant reductions, the Community Development Coordinator plans to eliminate most planning grants, with the exception of Fair Housing which is planned to be transferred and counted towards Public Services grant allocations, Thereby reducing the Public Service allocation, which is limited to 15% of the HUD CDBG grant award. (Note: Planning grants are allowed to be counted either as an administration costs or as Public Service). The CDBG administration is estimated to be within the allowable 20% (as shown in the chart below) based on the 2012 estimated CDBG grant award of $1,176,000. Department management plans to charge administration to other awarded CDBG grants (i.e. EAP) that are planned to be carried over to the 2012 budget which will reduce administration in this program area below the allowable limits.
- HUD allows 10% of the HOME grant to be used for administration expense purposes. Also, HUD rules include Technical Assistance subgrantee expenditures as administration. The HOME administration (including technical assistance) in the adopted budget is within the 10% allowable amount based on the 2012 estimated HOME grant amount of $1,168,000.

Administration 2012	CDBG	HOME	Total
Personnel Costs	$159,620	$27,891	$187,511
Operating Expenses	$9,656	$17,078	$26,734
Interdepartmental Charges	$60,060	$23,647	$83,707
Total	$229,336	$68,616	$297,952
-Waukesha County Economic Development Corp. (WCEDC)	TBD (a)	$0	$0
-Technical Assistance Est. (b)	$7,000	$43,000	$50,000
-Estimated Administration charges to other CDBG Grants	($1,136)	$0	($1,136)
Grand Total	$235,200	$111,616	$346,816
Estimated Grant Amount	$1,176,000	$1,168,000	
Allowable Administration %	20%	10%	
Total Allowable Administration	$235,200	$116,800	
Administration (over) / under % allowable by HUD	**$0**	**$5,184**	**$5,184**

(a) Community Development Coordinator states that WCEDC administration, which HUD states must be counted as administration is allowed to be offset with program income, and therefore may not affect the allowable administration percentages.
(b) Parks Management indicates that CDBG technical assistance is estimated to be reduced by $13,000 to $7,000 in 2012.

Fund Purpose/Program Description

The Waukesha County Land Information System (LIS) is a special revenue fund created to establish a County–wide, integrated approach to linking land parcel locations to digital mapping and databases concerning property information through a computerized environment.

The Land Information System program is responsible for implementation and oversight of an integrated, comprehensive Land Information System for Waukesha County, whereby land information files containing land parcel data are linked to digital maps via geospatial software, relational database technology and/or a parcel identifier. Program staff also study, identify, and address issues attendant to data custody, control, and maintenance.

The Division activities are mainly funded by document recording fees. For each document recorded in the Register of Deeds Office, a special $10 fee is collected and retained for Land Records Modernization efforts. This fee was raised from $7 in 2010. Of this $10, $2 is sent to the Wisconsin Department of Revenue; $8 is retained locally, of which $6 is used for general local land records activities; and $2 is used specifically for providing land information via the Internet.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$300	$300	$300	$300	$0	0.0%
Charges for Services	$587,024	$704,000	$640,000	$704,000	$0	0.0%
Other Revenues	$5,588	$6,500	$6,000	$6,535	$35	0.5%
Interdept. Charges	$15,000	$15,500	$15,500	$15,500	$0	0.0%
Appr. Fund Balance (a)	$117,519	$0	$15,000	$0	$0	NA
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$725,431**	**$726,300**	**$676,800**	**$726,335**	**$35**	**0.0%**
Expenditures						
Personnel Costs	$392,483	$411,739	$402,304	$410,678	($1,061)	-0.3%
Operating Expenses (a)	$174,371	$193,463	$207,714	$194,366	$903	0.5%
Interdept. Charges	$124,184	$121,098	$119,781	$121,291	$193	0.2%
Fixed Assets	$0	$0	$0	$0	$0	NA
Total Expenditures	**$691,038**	**$726,300**	**$729,799**	**$726,335**	**$35**	**0.0%**
Rev. Over (Under) Exp.	$34,393	-	($52,999)	-	-	NA
Position Summary (FTE)						
Regular Positions	4.00	4.00	4.00	4.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	4.00	4.00	4.00	4.00	0.00	

(a) The 2011 estimate for appropriated LIS Fund Balance exceeds the 2011 adopted budget due to a 2010 open purchase order and expenditures authority carried forward into 2011.

CURRENT AND ADOPTED CAPITAL PROJECTS

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Estimated Operating Impact	A=Annual T= One-Time
201119	Orthophotography	2015	$400,000	50%	$0	NA

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Number of Parcels added	1,270	1,000	1,400	1,200
# of months parcels were updated on LIS within 1 month of receipt from Tax Listing	12	12	12	12

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

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Average # of maps created for viewing per day	3,800	5,000	4,500	5,000

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

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

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
# of survey monuments maintained	46	80	60	60

Program Highlights

Charges for Service revenues, which consist of document recording fee revenues, are anticipated to remain at the 2011 budget level of $704,000. This estimate is based the number of recorded documents remaining at a level of 88,000 in 2012. For Interdepartmental Revenue, Land Information staff contract with the Department of Emergency Preparedness to provide street address maintenance services. The contract is anticipated to continue at current service level and will generate $15,500 in revenue.

Personnel costs decrease by about $1,100 to $410,700, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating expenses increase by about $900, to $194,400, mostly due to a $1,000 increase for computer software maintenance charges.

Fund Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)(b)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government (a)	$130,000	$0	$580,000	$0	$0	NA
Charges for Services	$0	$0	$0	$0	$0	NA
Other Revenue	$375,914	$300,000	$151,000	$300,000	$0	0.0%
Appr. Fund Balance (b)	$300,000	$700,000	$744,250	$700,000	$0	0.0%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**NA**
Total Revenue Sources	**$805,914**	**$1,000,000**	**$1,475,250**	**$1,000,000**	**$0**	**0.0%**
Expenditures						
Operating Expenses	$94,218	$25,000	$20,000	$125,000	$100,000	400.0%
Fixed Assets (b)	$321,207	$975,000	$1,455,250	$875,000	($100,000)	-10.3%
Total Expenditures	**$415,425**	**$1,000,000**	**$1,475,250**	**$1,000,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$390,489	-	-	-	-	NA

Position Summary (FTE)

No Positions are Budgeted in this Fund.

(a) General Government revenues consists of State Stewardship reimbursement grants for approximately 40% of land acquisition cost. Reimbursements are likely to increase with additional land purchases.

(b) The 2011 estimated revenues and expenditures exceed budget due to higher than budget land purchases anticipated during 2011, which will require ordinances requesting additional expenditure appropriations and Tarmann Fund Balance to cover purchase costs.

Summary of Tarmann Fund Funding Sources 2009 – 2012

Revenue Source	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Budget Change
DNR Stewardship Grant Reimbursements	$0	$130,000	$0	$0	$0
Interest Income	$192,174	$132,453	$200,000	$150,000	($50,000)
Landfill Siting	$281,684	$239,776	$100,000	$150,000	$50,000
Tarmann Fund Balance	$437,400	$300,000	$700,000	$700,000	$0
Land Sales - Permits/Sales, Etc.	$5,557	$3,685	$0	$0	$0
Total Revenues	**$916,815**	**$805,914**	**$1,000,000**	**$1,000,000**	$0
Total Expenditures	**$1,433,915**	**$415,425**	**$1,000,000**	**$1,000,000**	$0
Revenues Over/(Under) Expenditures	**($517,100)**	**$390,489**	**$0**	**$0**	**$0**

Program Highlights

General governmental revenue consist of State Stewardship grant reimbursements for prior year purchases. State Stewardship reimbursement often does not occur in the same year as acquisition. For budget purposes, Stewardship grant revenues are recorded as revenue in the year received. Reimbursements are anticipated to remain at an average of 40% of acquisition costs. Fund balance will be used for initial purchase. Other Revenues include interest income earned on Tarmann Fund Balance that decreases by $50,000, from $200,000 to $150,000, to be closer to 2010 actuals. This is offset by an increase in landfill sitting revenues by $50,000, from $100,000 to $150,000, based on higher 2010 actual revenues received.

Expenditures remain at 2011 budget level of $1,000,000, which include $875,000 for land purchases, $100,000 for grants to conservancy organizations to assist with land purchases, and $25,000 for consulting services such as surveying, appraising and other costs related to land acquisition.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Acres of parkland and greenway lands acquired	34	300	120	300

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

Objective 2: Acquire land identified in the Waukesha County Park and Open Space Plan.

Key Outcome Indicator: Reach the acquisition goals contained in the Waukesha County Park and Open Space Plan.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Acres in Parks Plan	4,664	4,664	4,664	4,664
Acres of Parks Plan Acquired	4,021	4,121	4,081	4,131
% of Park Plan Acquired	86.2%	88.4%	87.5%	88.6%
Acres in Greenway Plan	8,301	8,301	8,301	8,301
Acres of Greenway Plan Acquired	3,205	3,511	3,265	3,515
% of Greenway Plan Acquired	38.6%	42.3%	39.3%	42.3%

Fund Purpose

This budget is comprised of three separate golf courses (Naga-Waukee, Wanaki, and Moor Downs) that are financed in a manner similar to private business enterprises. The Fund's purpose is to provide complete golfing facilities for the general public at an affordable rate, while not requiring a tax subsidy; to generate adequate income; to develop, maintain, and operate the facilities consistent with industry's standards; and to continue to provide new improvements to the facilities, which will serve to enhance the recreational experience for the golfing public while maintaining a high level of usage at the facility.

Financial Summary	2010 Actual	2011 Adopted Budget (d)	2011 Estimate (d)	2012 Budget (d)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,932,592	$3,300,000	$3,100,100	$3,199,000	($101,000)	-3.1%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$28,144	$30,000	$28,000	$28,000	($2,000)	-6.7%
Appr. Fund Balance	$214	$0	$20,133	$0	$0	N/A
County Tax Levy	$0	$0	$0	$0	$0	N/A
Total Revenue Sources	**$2,960,950**	**$3,330,000**	**$3,148,233**	**$3,227,000**	**($103,000)**	**-3.1%**
Expenditures						
Personnel Costs (d)	$1,195,988	$1,387,290	$1,346,201	$1,318,966	($68,324)	-4.9%
Operating Expenses (b)	$1,028,334	$1,137,333	$1,054,022	$1,044,406	($92,927)	-8.2%
Interdept. Charges (d)	$919,450	$861,243	$857,453	$863,628	$2,385	0.3%
Fixed Assets (Memo) (c)	$12,985	$71,500	$0	$0	($71,500)	-100.0%
Total Expenditures (b)(c)	**$3,143,772**	**$3,385,866**	**$3,257,676**	**$3,227,000**	**($158,866)**	**-4.7%**
Operating Inc./(Loss) (b)	**($182,822)**	**($55,866)**	**($109,443)**	**$0**	**$55,866**	**-100.0%**
Cash Flow From Operations (b)	**$15,615**	**$142,598**	**$76,198**	**$183,865**	**$41,267**	**28.9%**
Position Summary (FTE)						
Regular Positions	8.85	8.85	8.85	8.85	0.00	
Extra Help	23.83	23.13	20.99	19.75	(3.38)	
Overtime	0.92	0.92	0.92	0.92	0.00	
Total	33.60	32.90	30.76	29.52	(3.38)	

(a) Other Revenue contained in the 2010 Actual includes interest income of $28,144. Interest income is budgeted and accounted for by management only in the Moor Downs Golf Course program area.

(b) Cash Flow from operations for the 2010 actual is obtained from the County's 2010 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2011 estimate and 2012 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.

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

(d) The 2010 Actual includes interdepartmental cross-charge from the Parks & Land Use - General County Grounds Maintenance program areas for grounds maintenance services. Beginning with the 2011 budget, these expenditures are now budgeted directly in the personnel costs appropriation unit in the Moor Downs Golf Course budget.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide affordable golfing opportunities to the general public, and establish and implement a business plan for the courses that provides for cost-effective investments within golf course facilities.

Key Outcome Indicator: Earnings before interest, taxes, depreciation, and amortization (EBITDA). The National Golf Foundation provides comparisons of other public golf courses within the upper Midwest. A comparison of other public courses provides an indicator for the general financial health of the golf courses, as well as an indicator of systems financial direction and effectiveness of planning.

Performance Measure:	*Frost Belt Median 2005	2010 Actual	2011 Target	2011 Estimate	2012 Target
All three courses net operating income - EBITDA	$158,820	$15,615	$141,803	$20,698	$183,865

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Objective 2: With the Department of Administration Business Services and Human Resources Divisions, pilot a Lean Program to identify workflow processes within golf course reservation and cashiering operations to map and revise workflow identifying areas to decrease costs and improve customer service, by 3rd Qtr 2012.

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating of redundant processes by 3rd Qtr 2012.

Naga-Waukee Golf Course

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**13.93**	**13.93**	**12.70**	**12.43**	**(1.50)**
Charges for Services	$1,630,529	$1,745,000	$1,666,000	$1,725,000	($20,000)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$214	$0	$11,428	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,630,743**	**$1,745,000**	**$1,677,428**	**$1,725,000**	**($20,000)**
Personnel Costs	$554,860	$575,317	$543,565	$554,698	($20,619)
Operating Expenses (excl. Depr. Expense)	$386,970	$453,655	$410,455	$409,157	($44,498)
Depreciation Expense	$75,528	$84,706	$73,761	$72,558	($12,148)
Interdept. Charges	$357,311	$404,069	$403,569	$410,357	$6,288
Fixed Assets (Memo)(a)	$0	$60,000	$0	$0	($60,000)
Total Expenditures (a)	**$1,374,669**	**$1,517,747**	**$1,431,350**	**$1,446,770**	**($70,977)**
Operating Inc./(Loss)	**$256,074**	**$227,253**	**$246,078**	**$278,230**	**$50,977**

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

Naga-Waukee Golf Course (cont.)

Program Highlights

Charges for Services revenue from greens fees, cart rental, food/merchandise and discount card sales decrease $20,000 to $1.73 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,200 offset by an overall weighted average increase in fees of 1%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase approximately $0.50 per round.

Total budgeted expenditures decrease $70,977 or 4.7% to $1,446,770. Personnel costs decrease $20,619 or 3.6% to $554,698, which includes the cost to continue 3.27 FTE existing regular full time staff and a 1.5 FTE reduction from 10.25 FTE to 8.75 FTE in temporary extra help. The reduction in extra help reduces personnel expenses $26,800. Personnel costs also reflect an $11,900 decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs. These personnel cost reductions are partially offset by changes in benefit plan selections by full time employees.

Operating expenses (excluding depreciation) decrease $44,498 or 9.8% to $409,157. Operating decreases include $19,350 in chemical, fertilizer and other course maintenance expenses. Payment card processing expenses are reduced $8,500 reflecting the migration of credit card processing to the countywide cashiering application. Small equipment expenses are reduced $7,460 mainly due to lower net costs associated with the replacement of 12 golf carts. Merchandise for resale expenses are reduced $5,000 to reflect recent experience. Depreciation expenses decrease $12,148 to $72,558.

Interdepartmental charges increase $6,288 to $410,357 reflecting an increase in county-wide indirect cost charges and an increase for the total cost of technology.

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	73,140	76,600	73,900	75,400	(1,200)
Golf Car Rentals	27,904	23,100	25,600	27,000	3,900
ID Cards Paying	1,392	1,600	1,400	1,400	(200)
9 Hole Play	19,512	21,200	20,100	20,800	(400)
18 Hole Play	26,814	27,700	26,900	27,300	(400)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median 2005	2010 Data
Gross Revenue	$1.1 million	$1,768,600
Gross Revenue/Round	$35	$38.17
Rounds Played	31,000	46,326
# of Full Time Employees	6.2	3.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Naga-Waukee Golf Course (cont.)

Naga-Waukee Golf Course Revenue				
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	$925,481	$1,033,000	$965,000	$1,010,000
Carts	$360,100	$332,100	$355,000	$360,000
ID Cards	$26,416	$38,000	$27,000	$27,000
Food	$174,030	$177,500	$175,000	$179,500
Merchandise	$101,050	$115,400	$101,000	$104,500
Misc. Revenue	$43,452	$49,000	$43,000	$44,000
Total Revenue	$1,630,529	$1,745,000	$1,666,000	$1,725,000

Wanaki Golf Course

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

Program Description

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

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**13.44**	**13.44**	**12.93**	**12.11**	**(1.33)**
Charges for Services	$1,002,833	$1,215,000	$1,122,000	$1,149,000	($66,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$2,262	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$6,205	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,005,095**	**$1,215,000**	**$1,128,205**	**$1,149,000**	**($66,000)**
Personnel Costs	$529,539	$551,166	$542,804	$522,427	($28,739)
Operating Expenses (excl. Depr. Expense)	$378,280	$399,236	$379,773	$381,045	($18,191)
Depreciation Expense	$92,815	$93,757	$92,227	$91,407	($2,350)
Interdept. Charges	$323,235	$336,762	$335,662	$334,256	($2,506)
Fixed Assets (Memo) (a)	$12,985	$11,500	$0	$0	($11,500)
Total Expenditures (a)	**$1,323,869**	**$1,380,921**	**$1,350,466**	**$1,329,135**	**($51,786)**
Operating Inc./(Loss) (a)	**($318,774)**	**($165,921)**	**($222,261)**	**($180,135)**	**($14,214)**

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

Program Highlights

Charges for Services revenue from greens fees, cart rental, food/merchandise and discount card sales decrease $66,000 to $1.15 million. Budgeted revenue recognizes a decrease in 9-hole rounds of 5,850 partially offset by an overall weighted average increase in fees of 0.6%. Fees will be adjusted as necessary to maintain market position; however, fees are expected to increase by less than $0.25 per round.

Total budgeted expenditures decrease $51,786 or 3.8% to $1,329,135. Personnel costs decrease $28,739 or 5.2% to $522,427, which includes the cost to continue 3.25 FTE existing regular full time staff and a 1.33 FTE reduction from 9.83 FTE to 8.50 FTE in temporary extra help. The reduction in extra help reduces budgeted personnel expenses $23,883. Personnel costs also reflect an $11,300 decrease due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Wanaki Golf Course (cont.)

Operating expenses (excluding depreciation) decrease $18,191 or 4.5% $381,045. Operating decreases include $7,960 in chemical, fertilizer and other course maintenance expenses. Payment card processing expenses are reduced $6,300 reflecting the migration of credit card processing to the countywide cashiering application. Merchandise for resale expenses are reduced $4,000 to reflect recent experience. Small equipment expenses are reduced $1,800 mainly due to lower net costs associated with the replacement of 11 golf carts. Travel and training expenses are also reduced $1,550. Depreciation expenses decrease $2,350.

Interdepartmental charges decrease $2,506 to $334,256 mainly due to a decrease in workers compensation expenses.

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	50,753	59,850	54,000	54,000	(5,850)
Golf Car/Cart Rental	14,366	14,800	14,800	14,800	0
ID Cards Paying	1,061	1,136	1,000	1,000	(136)
9 Hole Play	22,021	27,250	25,000	25,000	(2,250)
18 Hole Play	14,366	16,300	14,500	14,500	(1,800)

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2010 Data
Gross Revenue	$1.1 million	$1,090,675
Gross Revenue/Round	$35	$29.97
Rounds Played	31,000	36,387
# of Full Time Employees	6.2	3.0

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005.

Wanaki Golf Course Revenue				
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	$580,130	$727,200	$680,000	$702,000
Carts	$121,417	$152,800	$125,000	$130,000
ID Cards	$19,727	$23,000	$20,000	$20,000
Food	$140,535	$157,000	$150,000	$150,000
Merchandise	$122,974	$136,000	$128,000	$128,000
Misc.	$18,050	$19,000	$19,000	$19,000
Total	$1,002,833	$1,215,000	$1,122,000	$1,149,000

Moor Downs Golf Course

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

Program Description

Provides a well-maintained 9-hole golf course and support facilities without Tax Levy funds.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.53**	**5.53**	**5.13**	**4.98**	**(0.55)**
Charges for Services	$299,230	$340,000	$312,100	$325,000	($15,000)
Other Revenue (a)	$25,882	$30,000	$28,000	$28,000	($2,000)
Appr. Fund Balance	$0	$0	$2,500	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$325,112**	**$370,000**	**$342,600**	**$353,000**	**($17,000)**
Personnel Costs	$111,589	$260,807	$259,832	$241,841	($18,966)
Operating Expenses (excl. Depr. Expense)	$74,640	$85,978	$78,153	$70,339	($15,639)
Depreciation Expense	$20,101	$20,001	$19,653	$19,900	($101)
Interdept. Charges	$238,904	$120,412	$118,222	$119,015	($1,397)
Fixed Assets (Memo) (b)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$445,234**	**$487,198**	**$475,860**	**$451,095**	**($36,103)**
Operating Inc./(Loss) (b)	**($120,122)**	**($117,198)**	**($133,260)**	**($98,095)**	**$19,103**

(a) In 2012, Other Revenue consists of interest income at $28,000, which is budgeted and accounted for by management only in the Moor Downs Golf Course program area.

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

Program Highlights

Charges for Services revenue from greens fees, cart rental, food/merchandise and discount card sales are budgeted to decrease $15,000 to $325,000. Budgeted revenue recognizes a decrease in 9-hole rounds of 1,400 Fees will be adjusted as necessary to maintain market position; however, fees are expected to be unchanged in 2012.

Total budgeted expenditures decrease $36,103 or 7.4% to 451,095. Personnel costs decrease $18,966 or 7.3% to $241,841, which includes the cost to continue 2.33 FTE existing regular full time staff and a 0.55 FTE (1,144 hours) reduction from 3.05 FTE (6,344 hours) to 2.50 FTE (5,200 hours) in temporary extra help. The reduction in extra help reduces personnel expenses $10,619 to $241,841. Personnel costs also reflect about a $6,000 cost savings due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs.

Operating expenses (excluding depreciation expenses) decrease $15,639 or 18% to $70,339. Operating decreases include chemical, fertilizer and other course maintenance expenses, as well as reductions in contractual services reflecting the discontinuation of goose control services. Clubhouse operating expenses are reduced $2,900 reflecting decreased spending on supplies and repairs. Additionally, payment card processing expenses are reduced to reflect the migration of credit card processing to the countywide cashiering application.

Interdepartmental charges decrease $1,397 to $119,015 mainly due to a decreases vehicle maintenance and insurance costs.

Moor Downs Golf Course (cont.)

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
9 Hole Rounds	18,073	21,440	19,140	20,040	(1,400)
Golf Car Rental	6,262	5,550	5,550	5,550	0
ID Cards paying	712	820	700	700	(120)
9 Hole Play	17,561	21,200	18,900	19,800	(1,400)
18 Hole Play	256	120	120	120	0

Public Mid-Range Frost Belt Courses*		
	National Golf Foundation Median	2010 Data
Gross Revenue	$1.1 million	$323,400
Gross Revenue/Round	$35	$18.15
Rounds Played	31,000	17,817
# of Full Time Employees	6.2	2.33

*The National Golf Foundation benchmark comparison for golf courses in the Upper Midwest. Most recent data available is from 2005

Moor Downs Golf Course Revenue*				
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Green Fees	$212,955	$255,500	$225,500	$237,500
Carts	$41,550	$40,000	$41,100	$42,000
ID Cards	$11,341	$11,500	$11,500	$11,500
Food	$20,791	$21,000	$21,000	$21,000
Merchandise	$6,877	$7,900	$7,000	$7,000
Misc. Revenues	$5,716	$4,100	$6,000	$6,000
Total Revenue	$299,230	$340,000	$312,100	$325,000

***Excludes Investment Income

Fund Purpose

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

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	NA
Fine/Licenses	$0	$0	$0	$0	$0	NA
Charges for Services	$1,052,591	$1,024,000	$1,015,000	$1,045,200	$21,200	2.1%
Interdepartmental	$0	$0	$0	$0	$0	NA
Other Revenue	$10,269	$11,000	$12,000	$12,000	$1,000	9.1%
Appr. Fund Balance	$0	$0	$3,000	$0	$0	NA
County Tax Levy	$0	$0	$0	$0	$0	NA
Total Revenue Sources	**$1,062,860**	**$1,035,000**	**$1,030,000**	**$1,057,200**	**$22,200**	**2.1%**
Expenditures						
Personnel Costs	$455,370	$462,580	$447,231	$462,455	($125)	0.0%
Operating Expenses (b)	$501,935	$527,880	$508,172	$532,576	$4,696	0.9%
Interdept. Charges	$73,105	$73,649	$74,597	$81,172	$7,523	10.2%
Fixed Assets(Memo)	$24,867	$60,000	$38,500	$50,000	($10,000)	-16.7%
Interdept. Debt-Prin (Memo) (d)	$0	$0	$0	$0	$0	NA
Total Expenditures	**$1,030,410**	**$1,064,109**	**$1,030,000**	**$1,076,203**	**$12,094**	**1.1%**
Operating Inc./(Loss) (b) (c)	**$32,450**	**($29,109)**	**$0**	**($19,003)**	**$10,106**	**-34.7%**
Cash Flow From Operations(a)	**$157,822**	**$105,464**	**$132,412**	**$115,341**	**$9,877**	**9.4%**
Position Summary (FTE)						
Regular Positions	4.95	4.95	4.64	4.95	0.00	
Extra Help	4.42	4.42	4.42	4.42	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	9.37	9.37	9.06	9.37	0.00	

(a) Cash Flow from operations for the 2010 actual is obtained from the County's 2010 Comprehensive Annual Financial Report (CAFR). Cash flow from operation figures for the 2011 budget, 2011 estimate and 2012 budget consist of estimates based on total operating revenues less expenditures, excluding depreciation expense.

(b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes higher depreciation expense from all capital investment regardless of the funding source.

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

(d) The General Fund principal repayment for Eble Park and Naga-Waukee Ice Arenas' loan amounts have been suspended until no later than 2013 or the year in which projections indicate that at least five years of principal payments can be made without exhausting the Ice Arena cash reserves. Interest expense payments for the ice arenas are delayed until the end of the current loan term, at which time annual interest expense payments will be paid in the amount per year originally scheduled.

Major Departmental Strategic Outcomes and Objectives for 2012

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

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

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

Performance Measure:	2009 Actual (a)	2010 Actual	2011 Target	2011 Estimate(a)	2012 Target
Naga-Waukee: Prime hours utilized	65%	71%	62%	62%	65%
Eble: Prime hours utilized	54%	61%	60%	57%	60%

(a) The reduction in hours at Eble is partially associated with the 2009 and 2011 five-week closure of Eble for routine major maintenance.

Key Outcome Indicator 2: Percentage of non-prime time (contracted) booked ice time based on a calendar year, a 24-hour per day operation (less prime hours as identified above).

Performance Measure:	2009 Actual	2010 Actual (a)	2011 Target	2011 Estimate	2012 Target
Naga-Waukee: Non-prime hours utilized	24%	30%	25%	25%	27%
Eble: Non-prime hours utilized	23%	24%	25%	23%	25%

(a) The reduction in hours at Eble is partially associated with the 2009 and 2011 five-week closure of Eble for routine major maintenance.

Naga-Waukee Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.51**	**4.51**	**4.51**	**4.51**	**0.00**
Charges for Services	$520,954	$507,000	$507,000	$520,200	$13,200
Other Revenue (a)	$10,269	$11,000	$12,000	$12,000	$1,000
App. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$531,223**	**$518,000**	**$519,000**	**$532,200**	**$14,200**
Personnel Costs	$205,455	$210,732	$207,672	$213,648	$2,916
Operating Expenses (excl. depr. expense)	$209,544	$226,119	$206,309	$223,779	($2,340)
Depreciation Expense (b)(c)	$63,671	$65,202	$63,901	$63,442	($1,760)
Interdept. Charges	$34,403	$35,512	$36,721	$38,982	$3,470
Fixed Assets (Memo) (c)	$0	$20,000	$0	$0	($20,000)
Interdept. Debt-Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$513,073**	**$537,565**	**$514,603**	**$539,851**	**$2,286**
Operating Inc./(Loss) (b)(c)	**$18,150**	**($19,565)**	**$4,397**	**($7,651)**	**$11,914**

(a) Other Revenue is solely investment income.

(b) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations, which is contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital, resulting in higher depreciation expense.

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

Naga-Waukee Ice Arena (cont.)

Program Highlights

Charges for service revenue is estimated to increase by $13,200 or 2.6% to $520,200 mainly reflecting rate increases for public skating fees of $0.50 from $4.50 to $5.00 for junior/seniors and $6.00 to $6.50 for adults. These increased fees are planned to begin in the Fall 2012 season (September 2012). Contracted skating rates are budgeted to increase a weighted average of 1.5%. The 2012 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs increase $2,916 to about $213,600 reflecting $5,900 savings due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which partially offsets personnel cost increases for 2012. Operating costs decrease $2,340 to about $223,800 reflecting utility cost savings due HVAC replacements that occurred in early 2011. Depreciation expense estimates decrease $1,760 to $63,400. Interdepartmental charges increase $3,470 to $38,982, mainly reflecting increasing County-wide Indirect Cost charges and increased vehicle replacement costs.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Contract Ice Hours	1,555	1,610	1,605	1,610	0
Public Skating Attendance (a)	14,166	8,900	9,100	9,100	0
No. of Skate Rentals	6,933	4,700	4,700	4,700	0

(a) Lower budgeted and estimated Public Skating activity is based on lower actual attendance in years prior to 2010.

Naga-Waukee Ice Arena Revenue

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Public Skating - $Receipts	$60,500	$42,900	$44,700	$45,900	$3,000
Contracted - $ Receipts	$350,300	$373,500	$371,500	$378,000	$4,500
Concession- $ Receipts	$49,100	$48,000	$48,500	$49,000	$1,000
Merch/Bds/Misc* - $ Receipts	$61,054	$42,600	$42,300	$47,300	$4,700
Total	**$520,954**	**$507,000**	**$507,000**	**$520,000**	**$13,200**

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts. In 2010, lessons expanded to include hockey player development programming. Prior to 2010, Waukesha Youth Hockey conducted this program using contracted ice.

Eble Ice Arena

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

Program Description

Provide a quality ice skating facility.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.86**	**4.86**	**4.55**	**4.86**	**0.00**
Charges for Services	$531,637	$517,000	$508,000	$525,000	$8,000
Other Revenue	$0	$0	$0	$0	$0
App. Fund Balance	$0	$0	$3,000	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$531,637**	**$517,000**	**$511,000**	**$525,000**	**$8,000**
Personnel Costs	$249,915	$251,848	$239,559	$248,807	($3,041)
Operating Expenses (excl. depr. expense)	$160,735	$167,188	$169,451	$174,453	$7,265
Depreciation Expense (a)	$67,985	$69,371	$68,511	$70,902	$1,531
Interdept. Charges	$38,702	$38,137	$37,876	$42,190	$4,053
Fixed Assets (Memo) (b)	$24,867	$40,000	$38,500	$50,000	$10,000
Interdept. Debt-Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures (a)(b)	**$517,337**	**$526,544**	**$515,397**	**$536,352**	**$9,808**
Operating Inc./(Loss) (a)(b)	**$14,300**	**($9,544)**	**($4,397)**	**($11,352)**	**($1,808)**

(a) Budgeted depreciation expense includes only the County's portion of the capital investment, and excludes donations as contributed capital. As a result, the operating income/(loss) differs from the comprehensive annual financial statement, which includes donations as contributed capital resulting in higher depreciation expense.

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

Program Highlights

Charges for services revenues are estimated to increase by $8,000 or 1.5% to $525,000, mainly reflecting rate increases for public skating fees of $.50 from $4.50 to $5.00 for junior/seniors and $6.00 to $6.50 for adults. These increased fees are planned to begin in the Fall 2012 season (September 2012). Contracted skating rates are budgeted to increase a weighted average of 1.85%. The 2012 budgeted fees may be adjusted as necessary to maintain market position.

Personnel costs decrease $3,041 to about $248,800 mainly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating costs increase $7,265 to about $174,450. Increasing operating expenses include $3,000 to replace an ice edger, $2,500 of increased utility expenses mainly due to increase electrical rates and $2,000 in equipment maintenance expenses. Depreciation expenses increase $1,531 to reflect recent and budgeted fixed asset improvements, which include the 2011 sealing of exterior concrete structure, 2011 sign replacement and 2012 replacement of a refrigeration condensing unit. Interdepartmental charges increase $4,053 to $42,190 mainly reflecting increased County-wide Indirect Cost charges of $2,500 and increased vehicle repair/maintenance costs of $1,500. Fixed asset expenditures of $50,000 are budgeted for the replacement of the Arena's refrigeration condensing unit.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Contract Ice Hours	1,625	1,570	1,545	1,570	0
Public Skating Attendance	14,199	13,300	13,300	13,300	0
No. of Skate Rentals	9,249	7,700	7,800	7,700	0

Eble Ice Arena Revenue

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	2012 vs. 2011 Budget Change
Public Skating- $ Receipts	$65,200	$60,500	$60,500	$63,200	$2,700
Contracted - $ Receipts	$363,700	$359,600	$353,800	$366,200	$6,600
Concession- $ Receipts	$48,700	$50,000	$48,000	$48,600	($1,400)
Merch/Bds/Misc - $ Receipts*	$54,037	$46,900	$45,700	$47,000	$100
Total	**$531,637**	**$517,000**	**$508,000**	**$525,000**	**$8,000**

* Misc. includes Waukesha County Hockey League (WCHL) revenue collected for referee and scorekeeper expenses and paid directly to referee and scorekeepers. Misc Revenue also includes lesson receipts. In 2010, lessons expanded to include hockey player development programming. Prior to 2010, Waukesha Youth Hockey conducted this program using contracted ice.

Fund Purpose/Program Description

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

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

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

Financial Summary	2010 Actual (d)	2011 Adopted Budget (a)(b)(d)	2011 Estimate (a)(b)	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$1,273,410	$1,300,000	$874,000	$875,000	($425,000)	-32.7%
Charges for Services	$136,795	$65,200	$120,000	$120,000	$54,800	84.0%
Other Revenue	$1,186,898	$800,000	$1,000,000	$1,000,000	$200,000	25.0%
Appr. Fund Balance (a)(b)	$784,894	$1,031,400	$1,036,584	$992,600	($38,800)	-3.8%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,381,997**	**$3,196,600**	**$3,030,584**	**$2,987,600**	**($209,000)**	**-6.5%**
Expenditures						
Personnel Costs (d)	$0	$365,469	$360,436	$356,624	($8,845)	-2.4%
Operating Expenses	$1,591,637	$2,091,474	$2,009,049	$2,050,434	($41,040)	-2.0%
Interdept. Charges (d)	$210,693	$202,492	$199,630	$212,660	$10,168	5.0%
Fixed Assets Memo (c)	$20,413	$30,000	$30,000	$30,000	$0	0.0%
Total Expenditures	**$1,802,330**	**$2,659,435**	**$2,569,115**	**$2,619,718**	**($39,717)**	**-1.5%**
Operating Inc./(Loss)	$1,579,667	$537,165	$461,469	$367,882	($169,283)	-31.5%

Position Summary (FTE) (b)(d)					
Regular Positions	0.00	4.15	4.15	4.15	0.00
Extra Help	0.00	1.45	1.45	1.08	(0.37)
Overtime	0.00	0.00	0.00	0.00	0.00
Total Positions	0.00	5.60	5.60	5.23	(0.37)

(a) MRF Fund Balance appropriation for 2012 includes prior-year State Recycling Grant revenues received above budgeted amounts, and $873,700 is appropriated to pay for a portion of the disbursement payments (the Base Dividend and the Rebate Incentive) to municipalities participating in the County's recycling program. The remaining $118,900, consists of prior-year State Recycling Efficiency Initiative (REI) grant dollars, which are budgeted to provide yard-waste composting services to municipalities at no charge.

(b) The 2011 adopted budget and estimated fund balance appropriation has been adjusted by $274,035 for comparative purposes to the 2012 budget.

(c) Total expenditures and net operating income/(loss) exclude capitalized fixed asset purchases and debt principal payments to conform to financial accounting standards. Fixed Asset purchases are made from cash generated by operating revenues, and are included in the Department's fixed asset request. Operating revenues are used to fund the purchase of fixed asset capital outlay expenditures of $30,000 planned for 2011 and 2012.

(d) 2011 was the first year budgeting for staff in the MRF Fund that were previously accounted for in the Parks General Fund Solid Waste, Implementation and Education Program. Prior to this in 2010, staff costs related to the MRF facility were charged to this fund through an interdepartmental chargeback.

Program Highlights

General Government revenues, which consists of the State Recycling Grant are budgeted to decrease by $425,000 to $875,000, due to a reduction in the State's 2011-13 Biennial Budget. Charges for Service consist of a per-ton payment received from the MRF contractor for incoming tons, and is budgeted to increase $54,800 mainly due to the vendor contract, which ties this payment to market conditions, which have improved (discussed below). Other Revenue consists of the County's share (50%) of material sales from MRF operations, which is budgeted to increase $200,000 to $1,000,000, reflecting an improvement in market sale prices. Recovered material markets have rebounded from a low of $39.22 per ton (county share) in January 2009 and has exceeded $65 per ton (county share) through April of 2011. Appropriated MRF Fund Balance includes $873,700 to help fund a portion of the recycling disbursements (the Base Dividend and the Rebate Incentive) paid to participating municipalities (discussed below). State Recycling Grant revenues fund the rest of the recycling disbursement. The remaining $118,900 in MRF Fund Balance, consists of prior-year State Recycling Efficiency Initiative (REI) grant funding and is used to provide yard waste composting services to municipalities at no charge.

Personnel costs decrease by about $8,800 to $356,600 and include the cost to continue current full time staff (4.15 FTE); a reduction of $10,800 (0.37 FTE or about 770 hours) in temporary extra help (student interns); and the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. In addition, this budget includes the transfer in of 0.10 FTE (about 210 hours) of a senior conservation specialist position from the Parks General Fund to better reflect staff time spent working on municipal yardwaste composting. This is partailly offset by shifting in 0.10 FTE of a Clerk Typist III position out to the Parks General Fund, which results in a net personnel cost increase in this Fund of about $2,600 for 2012.

Operating expenditures decrease by about $41,000 to $2,050,400, and includes a decrease in promotional assistance charges for the recycling public information campaign (formerly Recycle MORE Challenge), due to collaborating with a different statewide organization that requires a smaller contribution; a $13,000 reduction in computer software development consulting; and a $10,000 reduction in dropoff site collection services base on actual experience. Recycling disbursements to communities participating in the County's Recycling program (mentioned above, and displayed in the table below) remains at 2011 budget levels. This disbursement consists of three components, including the base dividend, prorated to each community based on State Recycling Grant eligible costs; the solid waste tip fee credit payment; and the rebate incentive, which is calculated based on the actual tons delivered to the MRF and each community's recycling rate.

Disbursement and Other Grants to Communities: 2011 and 2012

	'11 Budget	'12 Budget	Bud. Chng.	% Chng.
Base Dividend	$459,400	$459,400	$0	0%
Solid Waste Tip Fee Credit	$343,700	$343,700	$0	0%
Rebate Incentive	$414,300	$414,300	$0	0.0%
Subtotal Disbursement to Participating Municipalities	**$1,217,400**	**$1,217,400**	**$0**	**0%**
Other Recycling Grants to Communities/Organizations (a)	$51,000	$56,000	$5,000	10%
Total Grants to Communities	**$1,268,400**	**$1,273,400**	**$5,000**	**0%**

(a) Other recycling grants to communities include funding for green school program, special event recycling program and subsidies for drop-off site operations.

Interdepartmental charges increase just over $10,000 mainly due to an $8,000 increase in Countywide indirect cost recovery charges and a $2,000 increase in drop-off bin maintenance charges from the Department of Public Works. Fixed asset purchases of $30,000 are budgeted for new conveyor belts. Pending a decision on the future of the current facility, major modifications are being deferred. The County will continue to pursue negotiations toward a regional Materials Recovery Facility agreement and aggregated tonnage with the City of Milwaukee

Activity Workload – Output Data	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget (a)	Budget Change
Tons processed at County compost facility	8,244	8,000	8,000	8,200	200
Tons of office paper and containers recycled – County	253	250	250	250	-
Number of participants in education presentation/events	2,673	2,000	2,400	2,500	500
Lbs. of residential computers recycled (a)	533,000	600,000	600,000	700,000	100,000

(a) Pounds of residential computers recycled are anticipated to increase in 2011 and 2012 because of the new state E-Cycle Wisconsin law (2009 Act 50) requiring certain electronics be recycled. Municipalities have now taken over program operations but County will continue program promotion.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An environmentally responsible county

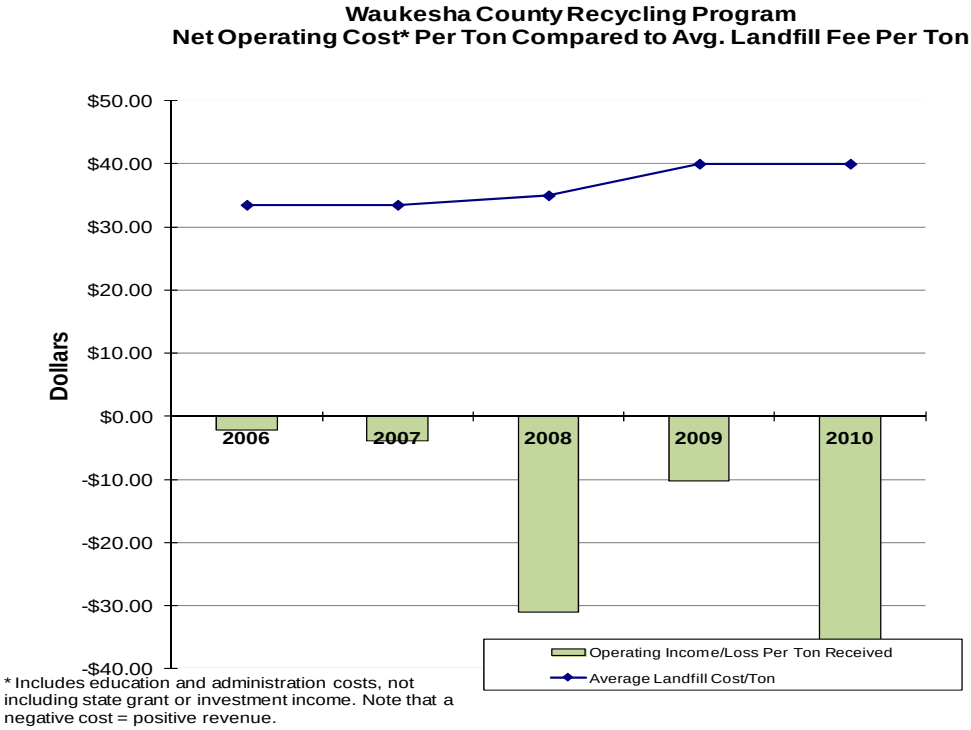
Objective 1: Maintain a cost-effective system for processing recyclables at the County Materials Recycling Facility (MRF) that is competitive with local landfill costs.

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Revenue as a percentage of total expenses	193%	97%	126%	117%
Net operating cost per ton (a)	($29.36)	$1.31	($10.59)	($6.95)

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

The following chart shows the net operating cost per ton compared to the average landfill revenue tip fee for the past five years. There has been a positive net operating cost since 2006, mainly due to relatively strong markets and a significant reduction in processing costs due to a new vendor contract in 2008. With the economic downturn in 2009 market revenues declined. However, markets have recovered and stabilized in 2010 and 2011. The prevailing landfill disposal charge for solid waste is estimated at $40.00 per ton. The five year net average operating gain of $16.43 per ton when added to landfill costs is $56.43 per ton advantage to recycling.



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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of residue rejected	3.5%	4.0%	3.5%	4.0%

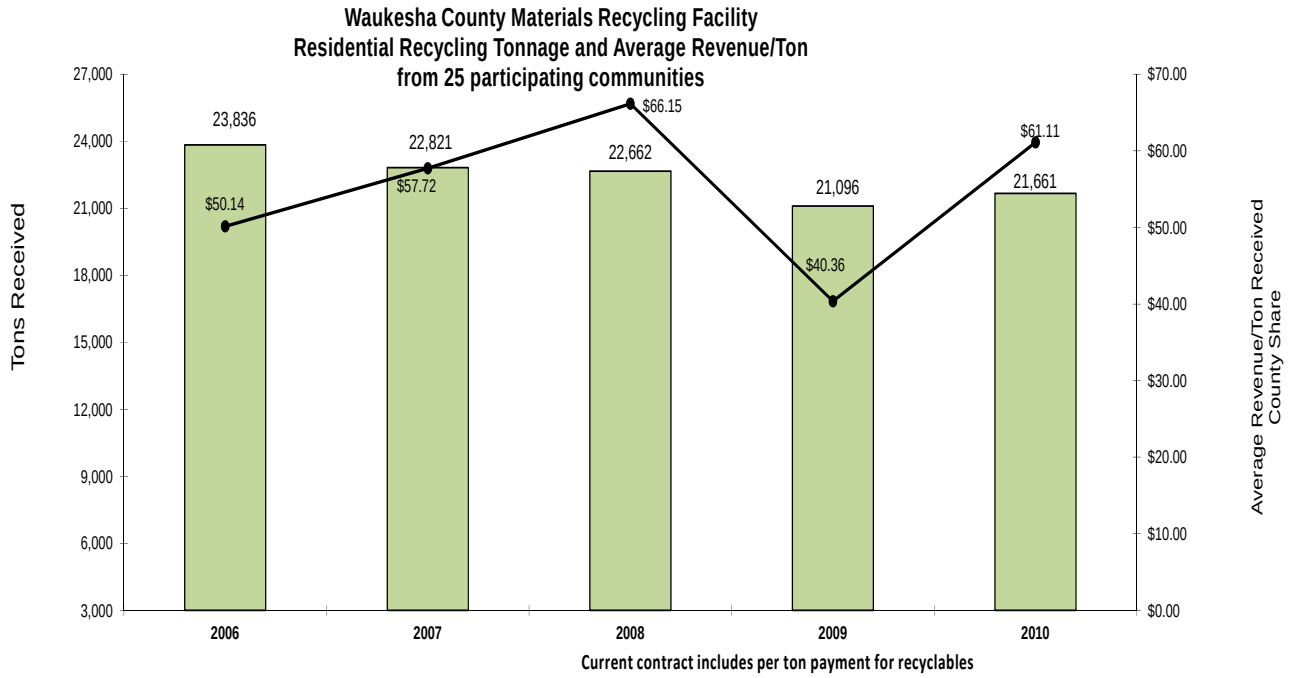
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

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

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

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Tons of recyclables received	21,666	23,000	22,000	22,000

There has been a slight gradual decline in annual tonnage recycled at the MRF since 2006. However, because of the rebound in the economy there is a projected increase for 2012. The drop in average per ton revenue in 2009 reflected the economic conditions. However, with improved economic conditions, the county share of average revenue per ton is expected to continue to be approximately $50.00 per ton in 2012.



Objective 4: Maintain 35% waste diversion from landfills through resident's participation in recycling, waste reduction, and composting.

Key Outcome Indicators: 35% of residential material diverted from landfills through recycling, composting, and waste reduction, calculated annually.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of waste stream recycled (a)	47%	42%	42%	42%

(a) 2010 actual percentage of waste stream diverted from landfills is higher due to debris from a tornado in the south west part of the County.

Public Works

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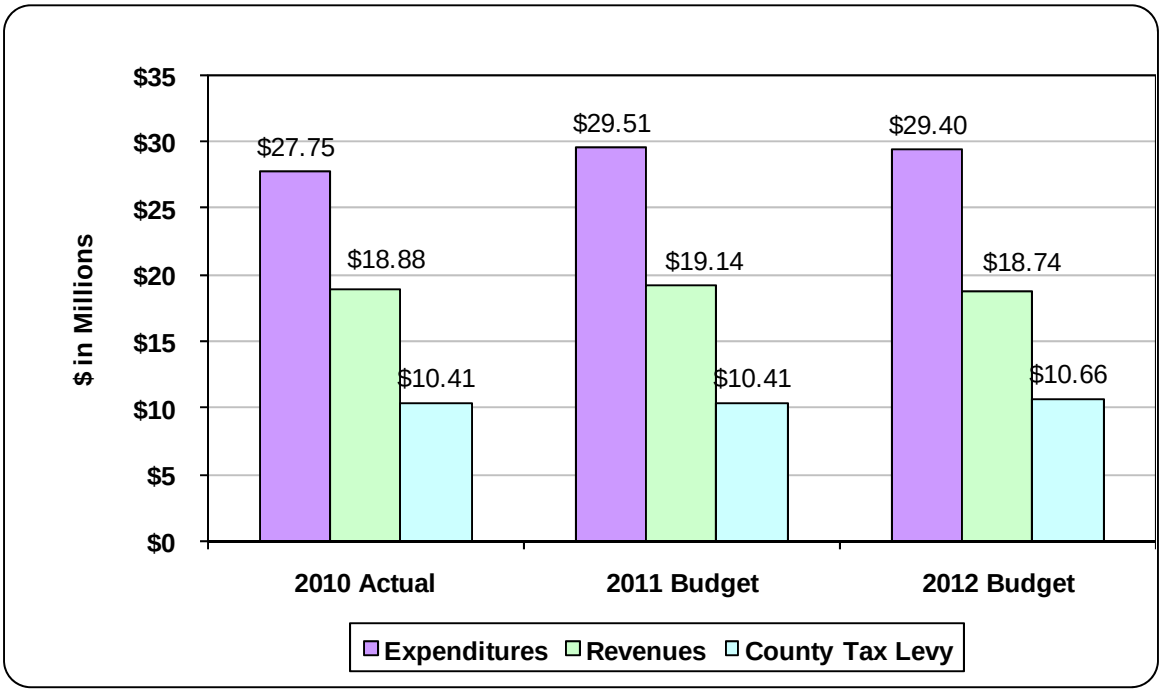
PUBLIC WORKS

Functional Area Budget Highlights

The Public Works Functional Area includes all Public Works Department funds outlined below including Airport Operations. The **Public Works** Department includes **General Fund** appropriations to provide architectural services, energy and utility costs, construction management and engineering for roadways and facilities, maintenance and housekeeping services, and permit processing and traffic control. The **Transportation Fund** includes all maintenance and repair services for the County Trunk Highway System and also provides appropriations for maintenance and repair of State Trunk Highways within the County, under contract with the State. Also in the fund are contracted **transit service** activities including commuter bus service to/from Milwaukee, plus limited intra-county bus service and program administration. A **Central Fleet Maintenance Fund** provides for maintenance and repairs of County-owned motorized equipment, and assists equipment users in making vehicle maintenance, repair and replacement decisions. The **Vehicle/Equipment Replacement Fund** was established to finance necessary and justified replacements of vehicles and major pieces of equipment. The **Airport Operations/Development Fund** as part of the Department of Public Works, maintains and operates, through a Fixed Based Operator contract, a reliever airport serving general aviation and business travel needs. Not included in this functional area are Public Works related capital projects, (See Capital Projects Section) and major IT equipment replacements (from the End-User Technology Fund, in General Administration Functional Area Section).



The 2012 expenditure budget for this functional area totals $29,396,652 after adjustments to exclude proprietary fund capitalized fixed asset items, a decrease of $117,692 or 0.4% from the 2011 Adopted Budget. Budgeted revenues (including $1,139,912 of Fund Balance appropriations) total $18,740,669, a decrease of $399,335 or 2.1% from the previous year's budget. The tax levy necessary to fund this functional area totals $10,655,983 an increase of $250,621 or less than 2.4% from the 2011 Adopted Budget.

**** PUBLIC WORKS ****

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change from 2011 Adopted Budget $	%
*** TOTAL PUBLIC WORKS ***						
Revenues (a)	$18,884,466	$19,140,004	$19,983,402	$18,740,669	($399,335)	-2.1%
County Tax Levy (b) (c)	$10,406,537	$10,405,362	$10,405,362	$10,655,983	$250,621	2.4%
Expenditures (d)	$27,749,437	$29,514,344	$30,393,066	$29,396,652	($117,692)	-0.4%
Rev. Over (Under) Exp.	$1,152,080	$0	$516,192	$0	$0	N/A
Oper Income/(Loss) (d)	$389,486	$31,022	$186,865	$0	($31,022)	-100.0%

(a) Includes Central Fleet Fund Balance appropriations of $141,088 in 2010, and $141,083 in 2011 and 2012; Transportation Fund Balance of $371,000 in 2010 and $148,274 in 2011 and $423,000 in 2012; General Fund Balance $591,200 in 2010, $858,120 in 2011, and $373,000 in 2012; Airport Operations Fund Balance of $286,516 in 2010, $371,349 in 2011, and $180,829 in 2012.

(b) Tax levy amount is not determined by expenditures less revenues due to proprietary fund accounting.

(c) Tax levy is provided in Airport Fund to fund estimated operating loss and/or fixed asset purchases.

(d) Total expenditures and net operating income exclude capitalized fixed asset purchases to conform with financial accounting standards. Fixed Assets purchases will be made out of operating revenues, and are included in the department's fixed asset request. Vehicle Replacement Fund expenditures exclude capitalized fixed asset purchases of $2,748,550 in 2010, $2,949,295 in 2011 and $2,322,660 in the 2012 Budget.

PUBLIC WORKS

Functional Area Budget Highlights

- **State General Transportation Aids (GTA)** decrease nearly $648,000 or 12% to $4,678,000 due to formula reduction provisions in the State's 2012- 2013 biennial budget. Fund balance of $405,000 is being used in 2012 to partially offset the drastic reduction of these revenues. The plan is to phase down reliance on fund balance in future year's budgets. As a result of lower revenues, County highway maintenance operations include unfunding 1.0 FTE vacant Patrol Worker position assigned to signal work. Overtime is also budgeted to decrease by 0.24 FTE for County winter maintenance with a budgeted increase of extra help at 0.46 FTE (approx. 960 hours) to allow for hiring employees for winter seasonal coverage.

- **Highway operations vehicle fuel** budget is increased by $47,500 as the volatile price per gallon is projected to increase at least $0.30 per gallon to $3.30 per gallon (equivalent to about $3.62 per gallon retail) in 2012. **Road salt expenditures** are budgeted to increase by $16,000 to nearly $1.25 million including an estimated 1.3% price increase for 2012 to $53.16 per ton on 16,400 tons expected to be purchased for County highway snow and ice removal usage and 7,000 tons of salt to be purchased by municipalities.

- **State Highway revenue reimbursements** for maintenance work on State roads are budgeted to decrease by $112,245 to $4,337,500 based on current (2011) State's Routine Maintenance Agreement (RMA) and State Department of Transportation levels of service requested. This agreement amount allows for funding of 22.0 FTE Patrol Workers, allocated to State highway maintenance work, which is one less than 2011. Budgeted extra help for summer seasonal work is being eliminated (0.49 FTE or about 1,020 hours) while extra help for a winter second shift continues.

- **Central Fleet Maintenance operations** includes a management decision to no longer fund 1.0 FTE Shop Supervisor and 0.50 FTE Mechanic. This is a direct result of decreased repair service requested by customers. Revenues for these services decrease $117,000 or 5%. Fuel charge revenues to users are budgeted to increase by $136,000 mainly due to an estimated 10% increase in fuel prices with no change to the markup.

- **Public Works General Fund building operations** include a management decision to contract out for additional housekeeping services, which results in a net budget cost savings to the County of $78,000. However, this decision requires unfunding and abolishing 5.0 FTE Building Service Worker positions which results in personnel cost savings of $247,800, of which a $169,800 will be used to offset the costs of additional contracted housekeeping services. Remaining buildings served with in house staff are the Courthouse and the Northview facility. Supplies costs are also reduced by $29,500.

- On-going **energy/utility costs** for County facilities are projected to increase about $127,000 from the 2011 budget. Electricity costs are projected to increase $345,000 mostly due to higher than anticipated rate charges in the current year and due to the loss of the Point Beach facility energy credit. This is partially offset with lower projected costs for natural gas of $205,000 (-29%) and water and sewer of $25,000 (-23.6%).

- The **building improvement maintenance plan** totals $950,000. Building maintenance project funding in the 2011 budget was increased for one time catch up projects by $234,500 from the previous year's plan. This year's plan is reduced by $134,500 due to last year catch up projects. The maintenance plan is funded by $700,000 of County Tax Levy and $250,000 of General Fund Balance for one-time projects. General Fund Balance is planned to continue to be phased down in future year's budgets.

- Public Works **utility permit revenues** are budgeted to decrease by $20,000 and access permit revenues are being decreased by $10,000. There are no changes in the permit fee rates being adopted in this budget.

- The **Vehicle Replacement Fund** includes a $600,000 reduction in the purchase of replacement equipment due to the advance purchase of 2012 squads made in 2011 which allowed a year to select a replacement model for the Ford Crown Victoria which will be discontinued at the end of 2011.

- County Tax Levy support for **transit services** increases $25,000 to $867,700. Transportation Fund Balance of $90,000 is budgeted for expenses related to fuel adjustment clauses in vendor contracts to be bid out in April of 2012. The State and Federal revenues reimbursed rate of 56.2% of gross expenses, is reduced from the 2011 budget of 57.5%. Route 901 changes from a traditional fixed route commuter service, operating all day, to a peak service commuter route operating only at peak passenger times which is primarily at the beginning and the end of the work day. No fare increases are planned in the 2012 budget.

- The **Airport Tax Levy is unchanged** at $192,563. This includes a minor increase in revenues ($2,500) due to annually adjusting Fixed Base Operator (FBO) leased facilities and land lease by the change in the Consumer Price Index (CPI). Through resources provided in the budget for marketing efforts and airport events, the airport fuel flowage revenues are budgeted to increase by $3,700 to $87,000. Expenditures remain in line due to favorable experience with building maintenance costs, a new grass-cutting contract and a decrease in depreciation expenses associated with fully depreciated control tower assets.

BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND

PUBLIC WORKS

Agency	Fund	2010 Year End	2011 Adopted Budget	2011 Modified Budget	2012 Budget	11-12 Change
PUBLIC WORKS	General	68.25	63.75	63.75	57.50	(6.25)
PUBLIC WORKS	Transportation	61.85	61.85	61.85	61.10	(0.75)
PUBLIC WORKS	Central Fleet Maintenance	16.00	15.50	15.50	14.00	(1.50)
PUBLIC WORKS	Vehicle Replacement Fund	-	-	-	-	-
AIRPORT	Airport Development	3.00	3.00	3.00	3.00	-
	TOTAL REGULAR POSITIONS	149.10	144.10	144.10	135.60	(8.50)
	TOTAL EXTRA HELP	4.56	5.01	5.01	5.99	0.98
	TOTAL OVERTIME	3.75	3.75	3.75	3.51	(0.24)
	TOTAL BUDGETED POSITIONS	157.41	152.86	152.86	145.10	(7.76)

2012 BUDGET ACTIONS

General Fund

Abolish 3.00 FTE Building Service Worker I
Abolish 2.00 FTE Building Service Worker II
Transfer out 1.25 FTE Patrol Worker to Transportation Fund
Increase Extra Help 1.11 FTE
Reclass 7.00 FTE Building Service Worker I to Building Service Worker
Reclass 2.00 FTE Building Service Worker II to Building Service Worker

Transportation Fund

Unfund 2.00 FTE Patrol Workers
Transfer in 1.25 FTE Patrol Workers
Reduce Extra Help 0.03 FTE
Reduce Overtime 0.24 FTE

Central Fleet Maintenance

Unfund 0.50 FTE Mechanic
Unfund 1.00 FTE Shop Supervisor
Decrease Extra Help by 0.10 FTE

2011 CURRENT YEAR ACTIONS

None

2011 BUDGET ACTIONS

General Fund

Unfund 1.00 FTE Building Service Worker I
Unfund 3.00 FTE Building Service Worker II
Abolish 1.00 FTE Building Service Worker II (unfunded in 2010)
Abolish 3.00 FTE Maintenance Mechanic II
Create 3.00 FTE Maintenance Mechanic I
Unfund 0.50 FTE Clerk Typist II
Increase Extra Help 0.15 FTE

Transportation Fund

Unfund 3.00 FTE Patrol Workers
Reduce Overtime 0.42 FTE

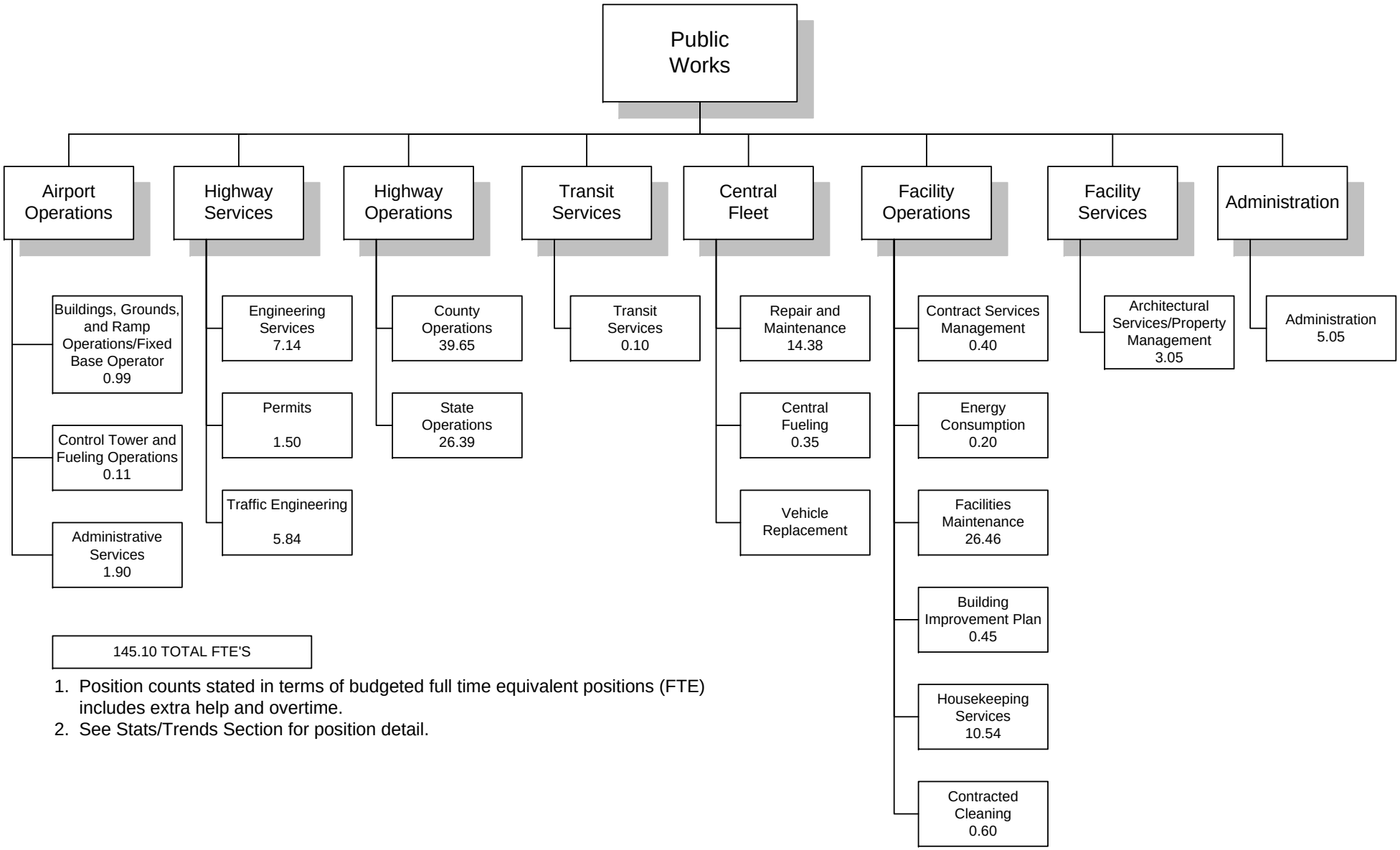
Central Fleet Maintenance

Increase Extra Help by 0.30 FTE
Unfund 0.50 FTE Mechanic

Public Works

PUBLIC WORKS

FUNCTION / PROGRAM CHART



145.10 TOTAL FTE'S

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

Statement of Purpose

The Waukesha County Department of Public Works strives to provide quality infrastructure and services that meet or exceed our customers' expectations.

Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate (b)	2012 Budget (c)	Change From 2011 Adopted Budget $	%
Public Works-General Fund						
Revenues (d)	$2,318,757	$2,171,975	$2,519,239	$1,963,430	($208,545)	-9.6%
County Tax Levy (c)	$8,667,799	$8,377,657	$8,377,657	$8,461,540	$83,883	1.0%
Expenditures	$10,066,906	$10,549,632	$10,871,799	$10,424,970	($124,662)	-1.2%
Rev. Over (Under) Exp.	$919,650	$0	$25,097	$0	($33,321)	NA
Transportation Fund						
Revenues	$9,822,058	$9,889,408	$9,850,306	$9,710,959	($178,449)	-1.8%
County Tax Levy (c)	$1,546,175	$1,835,142	$1,835,142	$2,001,880	$166,738	9.1%
Expenditures	$11,135,803	$11,724,550	$11,901,712	$11,712,839	($11,711)	-0.1%
Rev. Over (Under) Exp.	$232,430	$0	($216,264)	$0	$0	NA
Central Fleet						
Revenues (d)	$3,174,879	$3,562,551	$3,912,083	$3,581,024	$18,473	0.5%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$3,222,536	$3,561,369	$3,902,970	$3,581,024	$19,655	0.6%
Operating Inc./(Loss) (e)	($47,657)	$1,182	$9,113	$0	($1,182)	-100.0%
Vehicle Replacement						
Revenues	$2,539,183	$2,602,918	$2,602,918	$2,569,597	($33,321)	-1.3%
County Tax Levy (a)	$0	$0	$0	$0	$0	NA
Expenditures	$2,303,791	$2,573,078	$2,573,078	$2,569,597	($3,481)	-0.1%
Operating Inc./(Loss)	$235,392	$29,840	$29,840	$0	($29,840)	-100.0%
Airport						
Revenues (f)	$1,029,589	$913,152	$1,098,856	$915,659	$2,507	0.3%
County Tax Levy	$192,563	$192,563	$192,563	$192,563	$0	0.0%
Expenditures	$1,020,401	$1,105,715	$1,143,507	$1,108,222	$2,507	0.2%
Operating Inc./(Loss)	$201,751	$0	$147,912	$0	$0	NA
Total All Funds						
Revenues (d)	$18,884,466	$19,140,004	$19,983,402	$18,740,669	($399,335)	-2.1%
County Tax Levy	$10,406,537	$10,405,362	$10,405,362	$10,655,983	$250,621	2.4%
Expenditures	$27,749,437	$29,514,344	$30,393,066	$29,396,652	($117,692)	-0.4%
Rev. Over (Under) Exp.	$1,152,080	$0	($191,167)	$0	$0	NA
Operating Inc./(Loss) (e)	$389,486	$31,022	$186,865	$0	($31,022)	NA
Position Summary (FTE)						
Regular Positions	149.10	144.10	143.40	135.60	(8.50)	
Extra Help	4.56	5.01	5.01	5.99	0.98	
Overtime	3.75	3.75	3.75	3.51	(0.24)	
Total	157.41	152.86	152.16	145.10	(7.76)	

a) Tax Levy amount is not determined by expenditures less revenues.
b) The 2011 Estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.
c) Tax levy of $15,622 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments for expenditure increases above 2%.
d) Includes Central Fleet Fund Balance appropriations of $141,088 in 2010, and $141,083 in 2011 and 2012; Transportation Fund Balance of $371,000 in 2010 and $148,274 in 2011 and $445,000 in 2012; General Fund Balance $591,200 in 2010, $858,120 in 2011, and $373,000 in 2012; Airport Operations Fund Balance of $286,516 in 2010, $371,349 in 2011, and $180,829 in 2012.
e) Total expenditures and net operating income excludes capitalized fixed asset purchases and debt service principal repayment of Proprietary Funds to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues, and are included in the department's fixed asset request.
f) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An environmentally responsible county

Objective 1: Study and select appropriate sites for the creation of low or zero maintenance horticultural plantings in place of grassy areas. Began installing selected plantings in 2009.

Key Outcome Indicator: Reduce the cost to maintain medians by 10% each year.

Performance Measurement	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Change
Annual cost to maintain 1 acre of median	$2,200	$2,000	$2,000	$2,000	$0

Converted 800 foot section of CTH O (Moorland Rd) just north of CTH I (Beloit Rd) to remove existing grass and plant wildflower mix. This conversion is in its third season and is fairly well established. Hand weeding will be required and over seeding will help it continue to thrive.
In 2010, three rural sections were converted on Silver Spring Road. These sections, totaling 1,000 feet, have been harder to establish. These sections have been hand weeded this year, with Huber labor, and has not done well in 2011. This will be re-evaluated to determine the next course of actions.

Objective 2: Reduce per-application salt usage by 20%, when compared to similar non-prewet sections of road, while maintaining safe winter roadways by adopting pre-wetting strategies. Evaluate the performance of the State pre-wetting systems used in the 2008/2009, 2009/2010, and 2010/2011 winter seasons.

- Prewet performance can be seen both statistically and anecdotally. Storms of similar duration and snow accumulation over the past 5 years with similar temperatures and storm characteristics were compared. In some cases there has been up to a 50% salt reduction when a truck with prewet was added to the patrol section. The salt brine use in this particular case was130 gallons. 39 tons of salt were used on the non prewet storm versus 19.5. 130 gallons of brine requires 56 pounds of salt. 56 pounds of salt used to save 19.5 tons or 39,000 pounds. Some sections have seen only a 15% reduction. Anecdotally, prewet salt works faster with less scatter and bounce. Research shows that as much as 30% of salt can be saved by eliminating the bounce of the salt off of the road surface. The prewet salt starts to melt snow and ice as soon as it hits the pavement instead of waiting for snow moisture to activate it.
- Highway Operations is continuing to study through the WDOT funded Automatic Vehicle Location (AVL) application the use and application rates of de-icing materials and the benefit that vehicle location may provide in reducing salt usage. Hopefully, this DOT analysis will provide insight into the cost benefit of adding this equipment to County-section trucks.
- Highway Operations is also increasing efforts to anti-ice (pre-storm) with the conversion of two tandem trucks to slide in tank units. These units will allow us to anti-ice prior to the storm and to transport salt brine made at the main shop in Waukesha to all four of our substations for pre-wet use. WDOT has asked DPW/HO to provide an analysis of de-icing (during storm) with these slide-in units versus traditional methods. This unit would spray salt brine only during a storm. Part of the analysis is to determine salt savings versus the traditional dry salt method. The other portion of the analysis is to determine at what point in a storm do you convert that slide in liquid unit over to spread granular salt. WDOT funding is providing one de- icing tank plus its installation.

Key Outcome Indicator: Reduce annual salt usage by 10% or greater, assuming full fleet is equipped.

Performance Measurement	09/10 Season Actual	10/11 Seasonal Actual	11/12 Seasonal Estimate	12/13 Seasonal Estimate
Tons of salt used seasonally on County roads	13,801	19,829	16,982	16,500

92% of the equipment will be pre-wet equipped by the 2010 – 2011 season. Salt Brine use continues to increase with 19,300 gallons used in 2008 – 2009 season; 28,340 gallons in the 2009 – 2010 season and 86,000 gallons in the 2010 – 2011 season.

Objective 3: Address all pothole complaints within one business day and have permanent repair (when possible) within 3 business days.

	2011 Estimate	2011 Actual (a.)	2012 Estimate	2012 Actual
Total	25		50	
Repair within 1 business day	22		45	
Repair within 3 business days	3		5	
Repair after 3 business days	0		0	
% 1 business day	88.00%		90.00%	
% 3 business days	12.00%		10.00%	
% after 3 business days	0.00%		0.00%	
% Total	100.00%		100.00%	

(a.) 2011 data tracking began September 1, 2011.

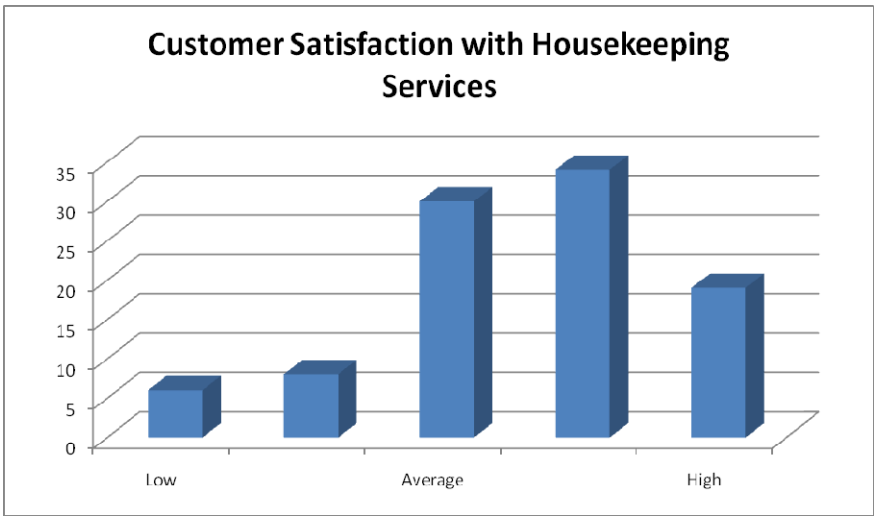
Objective 4: Study the principles of 'sustainability' energy and 'green' building design concepts, with a goal of implementing these principals in the design of the new Health and Human Services Center in 2013. Partner with Parks and Land Use staff to achieve this objective.

Key Objective Indicator: Provide a measurable rate of return of 15% to 20% in operational energy savings in the new Health and Human Services Center when completed in 2013.

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

Objective 5: Continue utilizing an on-line poll to efficiently and accurately measure the customer satisfaction ratings of maintenance of buildings. (Facilities Maintenance & Services, Housekeeping Services)

Key Outcome Indicator: Conduct customer satisfaction surveys and maintain a customer satisfaction benchmark level.



This chart depicts the results of an online customer satifaction survey conducted in 2010 and 2011. The survey asked a number of questions relating to housekeeping customer satisfaction in work/office areas, public areas, restrooms, and carpet care.

This chart depicts the results of an online customer satifaction survey conducted in 2010 and 2011. The survey asked a number of questions relating to maintenance customer satisfaction with building upkeep, project coordination, repairs and service calls, special requests and the timliness of response.

County-Wide Key Strategic Outcome: A safe county

Objective 6: Maintain a sufficiency index of 80.0 for county bridges and a pavement condition index of 70.0 for County highway pavement. Reduce number of load posted bridges to a level of 0 by 2015.

Key Outcome Indicator: Bridge sufficiency index and pavement condition index.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Bridge Conditions				
Sufficiency Index Benchmark:	80.0	80.0	80.0	80.0
Sufficiency Index: Actuals	85.0	85.0	85.0	84.0
Number of Bridges	64	65	64	65
Load Posted Bridges	1	1	1	0
Pavement Condition Index				
PCI—Benchmark	70.0	70.0	72.0	72.0
PCI—Actual				
Asphalt—primary	74.0	71.0	72.0	72.0
Asphalt—secondary	71.0	70.0	68.0	64.0
Asphalt—tertiary	67.0	70.0	61.0	64.0
PCI -- Concrete	53.0	54.0	61.0	59.0

Objective 7: Improve the efficiency of the current facilities and highway-system asset databases by acquiring new asset management systems in coordination with the Department of Parks and Land Use. Proposals for a single asset management system did not match expectations or budget.

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

Objective 8: Maintain or reduce the per square foot costs in county buildings by comparing current usage with previous year's usage. (Facilities Maintenance and Services)

Key Outcome Indicator: Annual square foot program costs across all major County buildings.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Utility Consumption per rentable square foot				
Therm usage per rentable sq ft.	0.85	0.95	0.84	0.83
Kilowatt-hour per rentable sq. ft.	18.27	17.00	18.00	17.00
Gallons usage per rentable sq. ft.	28.5	28.5	28.5	28.5
Maintenance & Housekeeping costs per square foot				
Maintenance costs per rentable sq ft.	$1.78	$1.80	$1.85	$1.90
Housekeeping costs per rentable sq. ft.	$2.47	$2.70	$2.49	$2.41

Objective 9: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby ensuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.

Key Outcome Indicator: To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biennially by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
FAA benefit/cost ratio determined biennially	1.7	1.7	1.7	1.7

Objective 10: To have Crites Field comply with the suggested enhancements of the Transportation Safety Administration's published General Aviation Security Guidelines (GASG) point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.

Key Outcome Indicator: To implement/maintain the security enhancements associated with a facility rating of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. Enhancements equivalent to a rating of greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of relevant items compliant with GASG	83%	85%	84%	85%

Objective 11: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.

Key Outcome Indicator: To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56.

PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Pavement Sections Below Key Outcome Indicator (41+)	4	3	3	2

Objective 12: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.

Key Outcome Indicator: To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Runway 10/28 closures due to snow	0	0	1	0

Objective 13: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy.

Key Outcome Indicator: Continue implementation of the marketing plan resulting in the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures (based on survey results)	**2011 Estimate**	**2012 Target**
Customer Satisfaction		
-Management Effectiveness	89%	89%
-Communication Effectiveness	84%	84%
T-Hangar Occupancy Rate	98%	98%
New Hangar Construction	1	1

Objective 14: Continue to actively explore acquisition of lands as identified in the Airport Master Plan adopted by the County Board.

County-Wide Key Strategic Outcome: An economically vibrant county

Objective 15: Develop a Van Pool program that will provide transit options where traditional bus service is not cost effective. Based on outcome of evaluation, expand program beyond the eight vans owned by county.

Key Outcome Indicators: Total number of vans filled and operating; cost per rider on traditional bus service versus van pool service; number of businesses impacted, number of vehicles trips reduced.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of filled Van Pools	0	8	8	8

Objective 16: Provide an efficient and effective mass transit system to meet the needs of both employers and employees commuting between Waukesha County and Milwaukee County.

Key Outcome Indicators: Rides per revenue hour should consistently exceed 10.00 rides per revenue hour.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	18.62	18.75	19.10	19.49
10	Brookfield Square Extension	29.46	29.27	31.70	29.13
79	Weekday from Menomonee Falls to Downtown Milwaukee	15.43	16.92	18.83	20.48
218	New Berlin Industrial Park Shuttle	7.07	0.00	0.00	0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.36	11.48	11.57	17.25
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Subtotal Average		15.69	16.91	17.43	21.33
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.55	2.71	2.65	2.53
Avg with Paratransit		14.59	15.61	16.00	19.18

Objective 17: The Departments of Public Works, and Parks and Land Use will analyze the County fuel system infrastructure in order to comply with Wisconsin's Administrative rule to regulate fuel storage tanks, known as COMM10. The departments will also develop a fuel tank replacement plan to address aging tank(s) and infrastructure.

- Completed a detailed analysis of fuel infrastructure and fuel sites
- Capital project has been developed to address extensive work at three of the sites.
- All regulatory work must be completed by end of 2014.
- Capital project for years 2018 – 2024 has been developed to address tank replacements and infrastructure improvements.

Objective 18: The Sheriff's Department, the Department of Public Works and the Department of Parks and Land Use will expand the Huber Workforce Initiative to provide inmates a work alternative to daily incarceration.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Total Number of Jail Days Saved (a)	175	240	284	280
Value in $ of service to the County (8 hours/day, 3 days/week at $10.76/hr)	$45,224	$61,978	$24,447	$24,103

(a) In May 2011, an ordinance was approved by the Waukesha County Board allowing inmates to work a day off their sentence by working 8 hours instead of 24 hours. The ordinance went into affect mid-year 2011.

Objective 19: The Department of Administration – Accounting / Payroll Divisions will coordinate with the Departments of Public Works and Parks and Land Use to analyze the various time reporting systems in the Departments and evaluate automated systems used with current processes and integrate reporting associated with projects, grants and work order systems in order to significantly reduce staff time associated with reporting.

- As of July 2011, DPW staff has worked with DOA Accounting/Payroll and IT to analyze proposals for a new workforce management software. Implementation of software will begin in the fourth quarter of 2011.

Objective 20: The Parks and Land Use-Parks Division and Department of Public Works -Engineering Division will work with the SEWRPC and local municipalities to refine the proposed on and off-street bicycle plan for Waukesha County in order to create a shared plan for the development of bikeways in the County.

- DPW and P&LU staff have solicited and received bicycle plan updates from municipalities, SEWRPC and bicycle organizations. We are currently examining the changes and will incorporate them into an update to the County's Bikeway plan for approval by the county board in early 2012.

Objective 21: Develop a long term building and a pavement maintenance program for the Airport Operations.

- Airside pavements are managed through the Wisconsin Bureau of Aeronautics master pavement management contract. Land side pavements will be incorporated into the County's pavement management contract and a pavement management plan developed when the contract is renewed in 2012.

Objective 22: Coordinate with other groups to develop events that promote aviation and the Waukesha County Airport.

Fund Purpose

Through planning, design, construction and maintenance, preserve and extend the useful life of the County's facilities and road infrastructure. Provide a safe and efficient work environment within the County facilities. Provide managerial, fiscal, technical and clerical support to the capital planning and implementation process in conjunction with an overall approach to addressing County infrastructure issues.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget (b)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$998,979	$1,011,106	$992,672	$879,780	($131,326)	-13.0%
Fine/Licenses	$75,860	$110,000	$80,000	$80,000	($30,000)	-27.3%
Charges for Services	$73,109	$75,092	$75,370	$79,521	$4,429	5.9%
Interdepartmental	$476,319	$494,777	$494,777	$533,629	$38,852	7.9%
Other Revenue	$103,290	$18,500	$18,300	$17,500	($1,000)	-5.4%
Appr. Fund Balance (c)	$591,200	$462,500	$858,120	$373,000	($89,500)	-19.4%
County Tax Levy (a)	**$8,667,799**	**$8,377,657**	**$8,377,657**	**$8,461,540**	**$83,883**	1.0%
Total Revenue Sources	**$10,986,556**	**$10,549,632**	**$10,896,896**	**$10,424,970**	**($124,662)**	-1.2%
Expenditures						
Personnel Costs	$4,708,138	$4,810,799	$4,617,075	$4,422,242	($388,557)	-8.1%
Operating Expenses	$4,799,860	$5,164,771	$5,539,683	$5,422,000	$257,229	5.0%
Interdept. Charges	$415,515	$430,562	$431,934	$465,728	$35,166	8.2%
Fixed Assets	$143,393	$143,500	$283,107	$115,000	($28,500)	-19.9%
Total Expenditures	**$10,066,906**	**$10,549,632**	**$10,871,799**	**$10,424,970**	**($124,662)**	-1.2%
Rev. Over (Under) Exp.	$919,650	$0	$25,097	$0	-	N/A

Position Summary (FTE)

Regular Positions	68.25	63.75	63.75	57.5	(6.25)
Extra Help	1.98	2.13	2.13	3.24	1.11
Overtime	0.49	0.49	0.49	0.49	0.00
Total	70.72	66.37	66.37	61.23	(5.14)

(a) The 2011 estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.

(b) Tax levy of $13,145 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 2%.

(c) Includes General Fund Balance of $158,000 in 2010 including $150,000 for Building Maintenance Plan and $8,000 for possible rental property demolitions and repairs; $462,500 in 2011 including $434,500 for Building Maintenance Plan, $20,000 for one-time traffic engineering contracted services, and $8,000 for possible rental property demolitions and repairs. and $373,000 in 2012 including $250,000 for Building Maintenance Plan, $95,000 to offset General Transportation Aid (GTA) reduction and $28,000 for possible rental property demolitions and repairs.

Architectural Services/ Property Management

County-Wide Key Strategic Outcome: A well-planned county

Program Description

It is this division's responsibility to coordinate all building related capital projects in the five-year capital plan. This coordination consists of following County Project Control Methodology to present, implement, design, construct and administer all new and renovated or remodeled capital projects. Measurements of successful projects are realized in both fiscal management and timely completion of each project. Also, this division manages rental properties by coordinating with and supervising a real estate firm in the collection of revenues and repair of residential properties, which the County owns. This division also administers the disposal or sale of properties when necessary. In addition, this division is responsible for management of non-rental properties the county acquires through land acquisitions, tax foreclosures, etc. Management can include securing properties, demolition of sites, or sale of sites as well as preparation and execution of leased space within County office buildings.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.05**	**3.05**	**3.05**	**3.05**	**0.00**
Charges for Services	$29,347	$26,458	$28,000	$29,970	$3,512
Appr. Fund Balance	$11,675	$8,000	$9,552	$28,000	$20,000
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$300,055**	**$305,954**	**$305,954**	**$295,049**	**($10,905)**
Total Revenues	**$341,077**	**$340,412**	**$343,506**	**$353,019**	**$12,607**
Personnel Costs	$304,120	$319,500	$305,341	$305,577	($13,923)
Operating Expenses	$27,016	$19,850	$21,400	$46,400	$26,550
Interdept. Charges	$923	$1,062	$1,592	$1,042	($20)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$332,059**	**$340,412**	**$328,333**	**$353,019**	**$12,607**
Rev. Over (Under) Exp.	$9,018	-	$15,173	-	-

Program Highlights

This budget assumes the County will maintain and collect rental revenue from four rental properties in 2012. The County has a contract with a property management company to oversee the management of these properties. This company retains 6% of the rent collected. Rental rates are projected to increase approximately 2% from 2011 rates. Fund Balance is used to fund maintenance, repair and/or demolition of County properties that do not generate rental revenue. In addition, $20,000 of fund balance is included in the 2012 budget to offset the costs of one-time expenditures for repairs to the Orchard Knoll property. This property is rented by Homes for Independent Living and provides short term housing service to adults with physical, mental, and developmental disabilities. Staffing levels in this program area remain consistent with 2011 levels, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses are used to provide administrative support to the capital projects and to provide building project services to the other County departments. Expenses include funds for small architectural design services, the cost of printing project plans, and the cost of professional staff development. Operating expenses also include the cost of property maintenance repairs.

Current and Adopted Architectural Services Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Est. Operating Impact
200326	Courts Project Secured Corridor	2011	$2,000,000	100%	TBD
200617	Radio Services Bldg Remodel	2011	$984,000	100%	TBD
200808	Communications Center Expansion	2014	$1,710,000	0%	TBD
200615	HHS Office Building	2014	$36,680,000	20%	TBD
200914	Courthouse Future Study	2014	$250,000	0%	TBD
201204	Construct Holding Cells in Jail	2016	$295,000	0%	TBD
201205	Construct Bathrooms in Pod 4 & 5 in Jail	2016	$90,000	0%	Increase

Building Improvement Plan

County-Wide Key Strategic Outcome: A well-planned county

Program Description

Review building structure, mechanical systems and other needs on a regular basis to ensure they are still of good quality and functioning in the most effective manner. Plan for long-term maintenance, repair and replacement and develop a five-year funding plan.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.45**	**0.45**	**0.45**	**0.45**	**0.00**
General Government	$0	$0	$0	$0	$0
Appr. Fund Balance	$517,491	$434,500	$633,187	$250,000	($184,500)
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$822,789**	**$704,702**	**$704,702**	**$750,180**	**$45,478**
Total Revenues	**$1,340,280**	**$1,139,202**	**$1,337,889**	**$1,000,180**	**($139,022)**
Personnel Costs	$42,267	$44,702	$43,810	$45,180	$478
Operating Expenses	$866,334	$951,000	$957,789	$840,000	($111,000)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$143,393	$143,500	$283,107	$115,000	($28,500)
Total Expenditures	**$1,051,994**	**$1,139,202**	**$1,284,706**	**$1,000,180**	**($139,022)**
Rev. Over (Under) Exp.	$288,286	-	$53,183	-	-

Program Highlights

Fund Balance revenues of $250,000 are adopted in 2012 to offset the costs of on-going painting, roofing and carpeting projects. The use of Fund Balance is expected to be reduced annually by $50,000 and replaced with tax levy by the same amount through the 2017 budget. Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Projects in the plan are either identified by the Public Works staff as necessary improvements to buildings; are requested by other County employees as improvements to their work areas; or have been identified by staff during a condition analysis. Reduction in plan assumes the Health and Human Services Center, the Courthouse and Northview are in "maintenance only" mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken, however they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building Improvement Plan (cont.)

Type	Sum of 11 Adopted	Sum of 12 Planned	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned
Roof	$90,000	$90,000	$90,000	$90,000	$75,000	$75,000
Hvac	$140,000	$290,000	$242,000	$305,000	$380,000	$455,000
Plumbing	$42,000		$22,000			
Security	$65,000	$50,000	$50,000	$50,000	$50,000	$50,000
Furniture	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Paint / Wall Cover	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000
Tower Cooling			$50,000			
Electrical	$112,000	$45,000	$45,000	$85,000	$0	
HVAC Controls	$40,000					
Equipment	$66,000	$70,000	$21,000	$15,000	$40,000	$0
Carpet / Tile / Seal	$115,000	$75,000	$75,000	$75,000	$75,000	$75,000
Fire			$25,000			
Floor Drain	$10,000					
Arch Int	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Doors & Windows	$50,000	$50,000	$50,000	$50,000	$50,000	$15,000
Seal/ Tuckpoint	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000
Maintenance Only (a)	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Remodel	$74,500					
Grand Total	$1,084,500	$950,000	$950,000	$950,000	$950,000	$950,000

(a) Maintenance Only mode includes the Health and Human Services Center, the Courthouse, and Northview facilities operating in “maintenance only” mode pending renovation/replacement of buildings in the Capital Plan. This means that the mechanical systems will be repaired when broken, however, they will not be upgraded or replaced as a preventative measure in the building improvement plan.

Building	Sum of 11 Adopted	Sum of 12 Planned	Sum of 13 Planned	Sum of 14 Planned	Sum of 15 Planned	Sum of 16 Planned
County Jail	$64,500					
Courthouse	$50,000	$0				
UWW	$29,000	$60,000	$60,000	$15,000		
Administration Center	$55,000		$72,000			
Law Enforcement Center	$40,000	$30,000				
Juvenile Center	$25,000				$40,000	
Mental Health Center	$57,000	$40,000	$21,000			
Highway Operations	$84,000		$25,000	$15,000		
Other/All Buildings	$680,000	$820,000	$772,000	$920,000	$910,000	$950,000
Grand Total	**$1,084,500**	**$950,000**	**$950,000**	**$950,000**	**$950,000**	**$950,000**
Use of Fund Balance (b)	$300,000	$250,000	$200,000	$150,000	$100,000	$50,000

(b) Designated for future use to replace interior treatments (e.g. carpeting, painting, roofing) and small projects (building systems, HVAC) to facilitate a stable maintenance plan.

Energy Consumption

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

Program Description

Review of utility bills to monitor energy consumption. Identify possible equipment inefficiencies so repairs can be performed to eliminate energy waste, and identify specifications in new equipment to ensure future energy efficiencies.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$43,762	$48,634	$47,370	$49,551	$917
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$2,267,954**	**$2,112,418**	**$2,112,418**	**$2,226,528**	**$114,110**
Total Revenues	**$2,311,716**	**$2,161,052**	**$2,159,788**	**$2,276,079**	**$115,027**
Personnel Costs	$21,941	$23,052	$22,637	$23,079	$27
Operating Expenses	$1,874,704	$2,138,000	$2,253,920	$2,253,000	$115,000
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,896,645**	**$2,161,052**	**$2,276,557**	**$2,276,079**	**$115,027**
Rev. Over (Under) Exp.	$415,071	-	($116,769)	-	-

Program Highlights

Charges for Services includes outside County revenue for space rental. Rates will increase about 2%. Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Utility expenses are anticipated to increase approximately $115,000 from the 2011 budget base. This is primarily due to the loss of the Point Beach Energy Credit for electricity. Due to the volatile nature of the utility market, costs can often be difficult to predict. The department continues to maintain and improve the buildings' infrastructure to provide for the most efficient heating and cooling systems. As systems are updated, utility usage is monitored and budgets are adjusted accordingly.

Activity
Utility Source

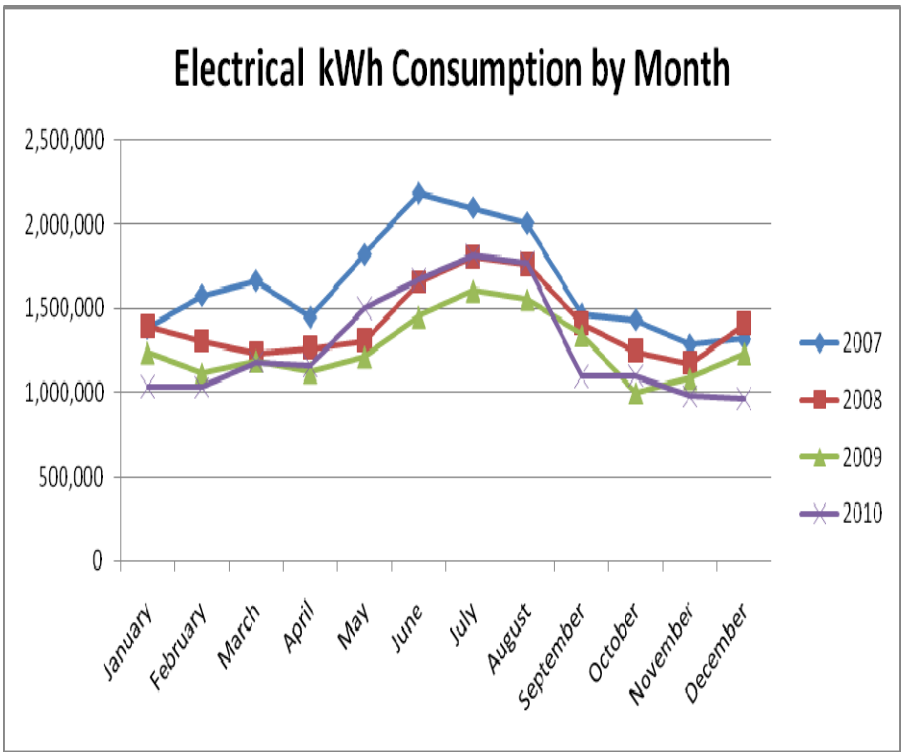
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Electricity (Kilowatt-Hrs)	16,411,582	15,500,000	14,500,000	14,502,946	(997,054)
Natural Gas (Therms)	765,287	725,000	775,000	750,000	25,000
Water/Sewer (Gallons)	25,610,401	30,000,000	26,500,000	26,500,000	(3,500,000)

Energy Consumption (cont.)

In order to evaluate utility performance the Department will track and monitor utility usage by building on a square foot basis. This allows the Department to use the lowest common denominator cost/square foot as a benchmark. The graphs below give a quick comparison of utility usage by building. There can be numerous reasons why building utility performance varies or is higher than average, but the important thing is to investigate why and implement physical or operational changes if needed. Examples of factors that impact utility usage include 24-hour operations, support of full time populations, inefficient equipment or operational procedures.

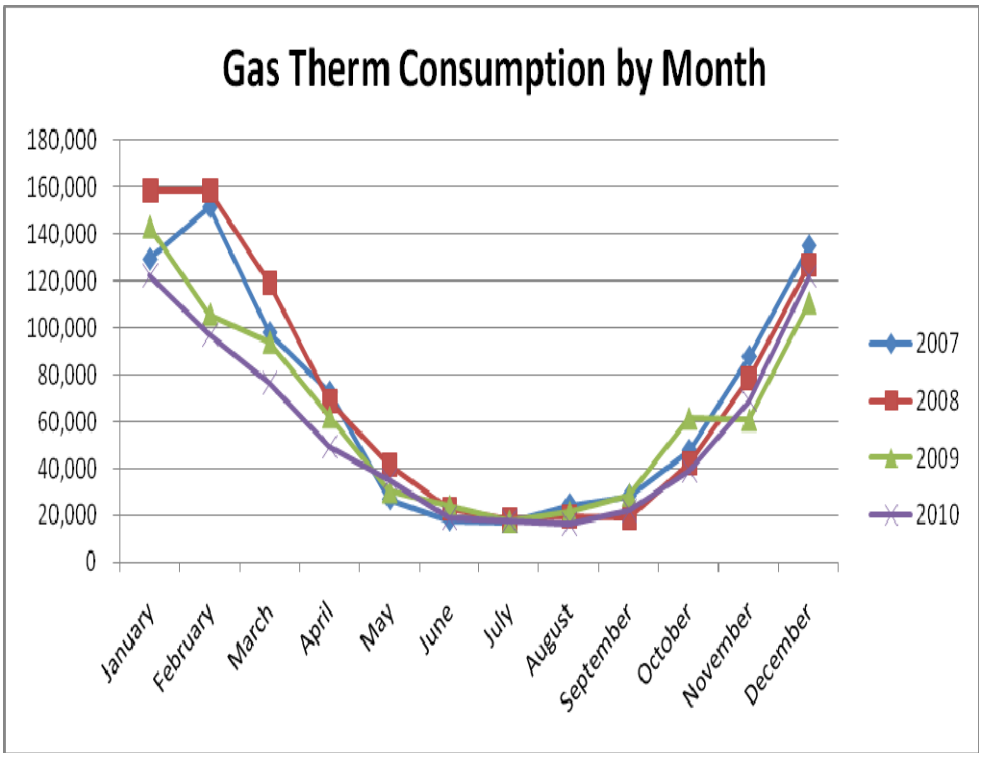
	2010 Annual units per rentable square foot	Gas - Therms	Electricity - KWH	Water- M Gallons
ALL	All Buildings	0.85	18.27	28.50
AC	Administration Center	0.85	22.02	24.62
CC	Communications Center	0.68	59.28	23.04
CJ	County Jail	0.91	20.37	47.57
CH	Courthouse	0.97	26.70	17.99
HS	Health & Human Services Center	0.69	9.39	8.29
LE	Law Enforcement Center	0.75	20.39	61.67
JV	Juvenile Center	1.62	24.30	12.23
MH	Mental Health Center	0.98	21.43	21.76
NV	Northview	0.88	11.89	40.98
PH	Public Health Center	0.24	18.13	7.40

Note: The Highway facility data is still in the process of being compiled.

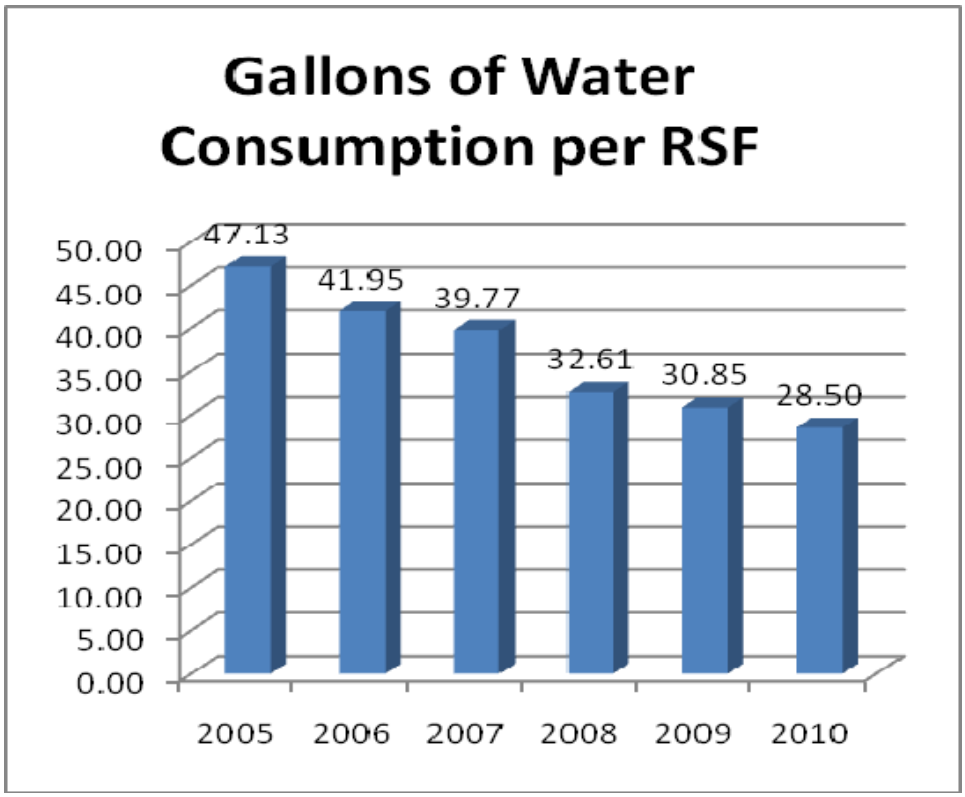


This chart depicts the total electrical consumption per month for the facility management facilities for the past four years. Consumption is affected by weather, equipment efficiency, facility usage and corporate culture. Consumption has generally been decreasing the past few years. Monthly electrical usage is the highest in the summer due to the operation of the air conditioning equipment. There have been a number of energy efficiency projects initiated over the past few years that have had an effect on electrical comsumption. In 2011 a number of lighting upgrade projects have been completed that should reduce consumption in the future.

Energy Consumption (cont.)



Gas consumption has remained relatively stable. We do expect some savings in the future due to the boiler burner upgrades to high efficiency burners, the use of ozone generation for the laundry, and solar hot water equipment on the roofs of the Jail.



Water consumption for all buildings has been on the decline since 2005. There are a number of factors that contribute to this, including low flow toilets and operational changes in the Jail. But the primary reason is the elimination of the water cooled condensing units in the Law Enforcement Center.

Contracted Services Management

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

Program Description

Schedule and monitor contracted services on elevators, fire alarm systems, sprinkler systems, security services, waste disposal services, and high technology equipment maintenance including security cameras and security doors at the Justice Center. Identify new areas where service contracts would be cost beneficial.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.40**	**0.40**	**0.40**	**0.40**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$11,380	$0	$87,570	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$398,255**	**$342,778**	**$342,778**	**$358,783**	**$16,005**
Total Revenues	**$409,635**	**$342,778**	**$430,348**	**$358,783**	**$16,005**
Personnel Costs	$43,882	$46,104	$45,276	$46,158	$54
Operating Expenses	$136,213	$150,500	$268,500	$153,500	$3,000
Interdept. Charges	$161,128	$146,174	$143,674	$159,125	$12,951
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$341,223**	**$342,778**	**$457,450**	**$358,783**	**$16,005**
Rev. Over (Under) Exp.	$68,412	-	($27,102)	-	-

Program Highlights

Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Staff is responsible for the administration of contracts required for the operations of the building systems. Staff continues to work closely with the Purchasing Division to determine the most effective and economical level of contracted service for the buildings. Maintenance contracts, budgeted in operating expenses, include: controlled access maintenance; elevator service; chiller and boiler maintenance; and sprinkler/fire alarm testing. Interdepartmental charges include budgeted insurance charges of about $122,100 and security services for public entrance budgeted at $27,000. The increase in this area is primarily due to an increase in Worker's Compensation charges.

Facilities Maintenance & Services

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

Program Description

The Facility Maintenance & Services division provides a variety of services to customers. The primary function is to extend the useful life of the facilities by providing preventative maintenance and repair services for our building infrastructure and equipment. This includes maintaining interior aesthetics, painting, carpeting, etc. This also includes the management of maintenance related capital projects.

The secondary function is to provide support services to the various county programs. Examples include room set ups, moving furniture, or any other request from a program manager that is necessitated by a program requirement and not a building requirement.

This program area is the main contact with departmental customers for all building maintenance needs.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**26.29**	**26.29**	**26.46**	**26.46**	**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	$365,899	$379,777	$379,777	$415,129	$35,352
Appr. Fund Balance	$49,743	$0	$101,011	$0	$0
Other Revenue	$40,483	$0	$0	$0	$0
County Tax Levy	**$2,187,691**	**$2,233,087**	**$2,233,087**	**$2,226,614**	**($6,473)**
Total Revenues	**$2,643,816**	**$2,612,864**	**$2,713,875**	**$2,641,743**	**$28,879**
Personnel Costs	$1,717,802	$1,803,465	$1,791,262	$1,765,322	($38,143)
Operating Expenses	$880,789	$750,100	$869,750	$813,050	$62,950
Interdept. Charges	$54,103	$59,299	$59,691	$63,371	$4,072
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$2,652,694**	**$2,612,864**	**$2,720,703**	**$2,641,743**	**$28,879**
Rev. Over (Under) Exp.	($8,878)	-	($6,828)	-	-

Program Highlights

Revenues in this program area are received from other county departments for maintenance services provided to their department. These revenues are from enterprise funds or other special revenue funds that receive outside revenue sources for their expenses.

Staffing levels for this program increase slightly to 26.46, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Extra Help, is increased 0.17 FTE to 0.40 FTE for a student intern to assist with integrating building design files with the Facilities Management software. Operating expenses are increasing from the 2011 budget and are more consistent with actual spending in this area. Expenditures include materials and supplies required to maintain the exterior and interior County buildings, including wall coverings, flooring, and roofing. Also included are materials for the heating, cooling, plumbing and electrical systems in all the buildings. Interdepartmental charges include the cost of vehicle repair, usage and replacement; insurances; telephone and copier replacement charges.

Facilities Maintenance & Services (cont.)

Current & Adopted Facilities Maintenance Capital Projects

Project #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 11	Est. Operating Impact
200918	Energy Block Grant	2011	$1,651,900	100%	Reduced
200706	Juvenile Center Boilers	2011	$220,000	100%	Reduced
200708	Northview Upgrades	2011	$2,360,000	100%	TBD
201107	Law Enforcement Center Roof Rplacement	2011	$380,000	100%	TBD
201108	Highway Substations Roofing Upgrades	2012	$583,000	0%	TBD
201208	Energy Efficiency Improvements	2014	$864,000	0%	Reduced
201109	Highway Substations HVAC Upgrades	2015	$591,000	0%	TBD
201113	Admin Center Roofing Upgrades	2015	$222,000	0%	TBD
201115	Mental Health Center Chiller Upgrades	2015	$631,000	0%	TBD
200902	UWW Boiler, Chiller & Controls Rplmnt	2016	$3,340,000	0%	Reduced
201110	UWW Roofing Upgrades	2016	$4,141,000	0%	TBD
201206	Highway Ops Center HVAC Upgrades	2017	$763,000	0%	TBD

Housekeeping Services

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

Program Description

Internal Housekeeping staff is responsible for maintaining a clean working environment in portions or all areas of the Courthouse, Communications Center, a portion of the Human Services Center, Northview, Law Enforcement Center, and the new County Jail. The housekeeping staff follows a planned schedule of cleaning, but also responds to individual requests for specific areas of need. Housekeeping services also include the supervision, monitoring and management of housekeeping service contracts for Administration Center, Mental Health Center, Juvenile Center, a portion of the Human Services Center, Highway Operations Center and four substations and the Public Health Center.

In-House Services

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**15.54**	**15.54**	**15.52**	**10.54**	**(5.00)**
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
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$1,120,712**	**$904,998**	**$904,998**	**$630,916**	**($274,082)**
Total Revenues	**$1,120,712**	**$904,998**	**$904,998**	**$630,916**	**($274,082)**
Personnel Costs	$969,002	$836,278	$842,136	$594,696	($241,582)
Operating Expenses	$67,211	$68,500	$60,600	$36,000	($32,500)
Interdept. Charges	$0	$220	$220	$220	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,036,213**	**$904,998**	**$902,956**	**$630,916**	**($274,082)**
Rev. Over (Under) Exp.	$84,499	-	$2,042	-	-

Housekeeping Services (cont.)

Contract Cleaning

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.60**	**0.60**	**0.60**	**0.60**	**0.00**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$110,420	$115,000	$115,000	$118,500	$3,500
Appr. Fund Balance	$911	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	**$392,528**	**$532,043**	**$532,043**	**$724,528**	**$192,485**
Total Revenues	**$503,859**	**$647,043**	**$647,043**	**$843,028**	**$195,985**
Personnel Costs	$39,480	$41,772	$41,064	$42,728	$956
Operating Expenses	$457,675	$605,271	$602,874	$800,300	$195,029
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$497,155**	**$647,043**	**$643,938**	**$843,028**	**$195,985**
Rev. Over (Under) Exp.	$6,704	-	$3,105	-	-

Program Highlights

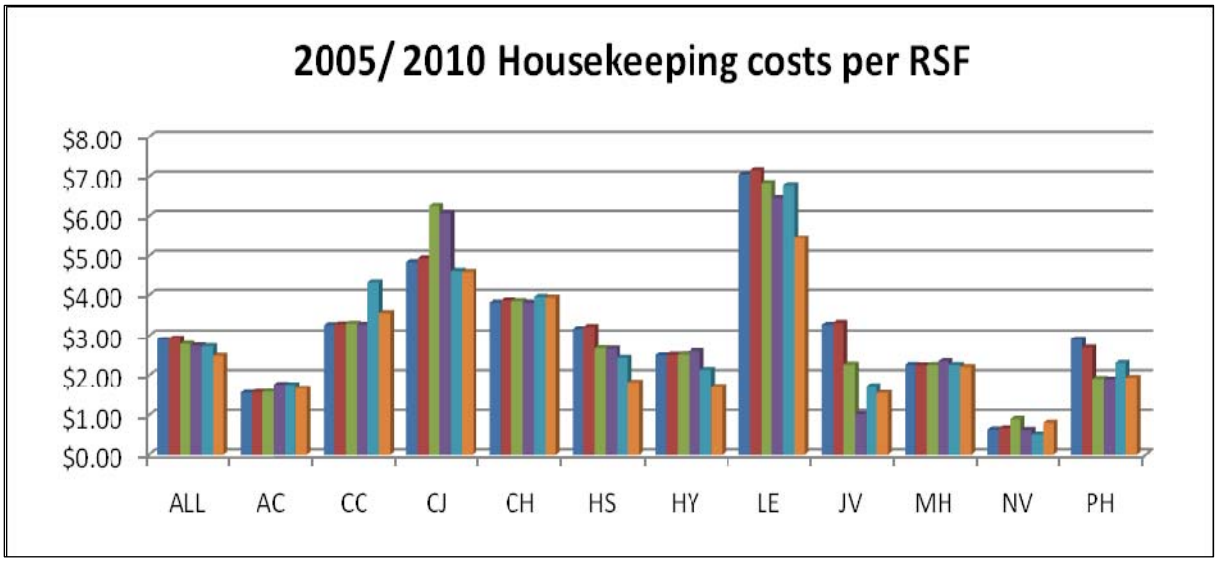
Revenues in this program reflect recovery of Mental Health Center costs through the Mental Health Center budget. Three Building Service Worker I and two Building Service Worker II positions are being abolished in 2012. The savings from these unfunded positions will be used to help offset the costs of additional contracted housekeeping service. In addition, the remaining 7 Building Service Worker I and two Building Service Worker II positions are reclassed to a new classification of Building Service Worker. Housekeeping supervisory staff is the primary point of contact for communication from other county personnel for all housekeeping concerns. Contracted cleaning services, budgeted at just over $800,000, are used to clean all County buildings except the Courthouse and Northview in 2012. Buildings serviced with Contracted Cleaning include the Administration Center, Law Enforcement Center, County Jail, Juvenile Center, Public Health Center, Mental Health Center, Health and Human Services Center, Highway Operations Center and all Highway Substations and the Communications Center. 2011 is the last year of the three-year housekeeping contract. The 2012 budget assumes a 3% increase in service due to a new contract.

Buildings Cleaned within this budget

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Buildings Cleaned Daily					
In-house staff	6.2	5.0	5.0	2.0	(3.0)
Contracted staff	9.8	11.0	11.0	14.0	3.0
Floor Area Cleaned Daily (sq. ft)					
In-house staff	264,550	235,831	235,831	156,425	(79,406)
Contracted staff	297,213	325,441	325,441	404,847	79,406
Total Square Foot	561,763	561,272	561,272	561,272	0
Cost per Sq. Ft.					
In-house staff	$3.47	$3.44	$3.44	$3.72	$0.28
Contracted staff	$1.81	$1.90	$1.90	$1.98	$0.08

Housekeeping Services (cont.)

Internal staff services the Courthouse, contracted staff services all other County buildings.



Housekeeping costs per rentable square foot (RSF) continue to decrease. The primary reason for this is the phasing out of in-house cleaning staff. Costs vary by building but on an average it costs approximatly $3.50 per square foot for in-house staff and approximatly $2.00 per square foot for contract cleaning staff.

ALL	All Buildings
AC	Administration Center
CC	Communications Center
CJ	County Jail
CH	Courthouse
HS	Health & Human Services Center
HY	Highway
LE	Law Enforcement Center
JV	Juvenile Center
MH	Mental Health Center
NV	Northview
PH	Public Health Center

Engineering Services

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Engineering Services Division is the main point of contact for meeting the customers' technical needs and requests concerning major road projects. This division administers the design and construction of county trunk highways and bridges. The work involves planning of capital projects, selecting consultants for design work and construction management or providing "in-house" design services, administering contracts, acquiring right of way, advertising and awarding construction contracts, and administering the construction contracts and activities. In addition, the Engineering Services Division works with the Operations Division in resurfacing of asphalt pavements, replacement of culverts, roadside ditching projects and side bank cutting.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**7.10**	**7.10**	**7.10**	**7.14**	**0.04**
General Government	$486,576	$492,481	$483,421	$427,941	($64,540)
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$48,308	$48,308
Other Revenue	$0	$0	$800	$0	$0
County Tax Levy	**$152,850**	**$178,084**	**$178,084**	**$155,580**	**($22,504)**
Total Revenues	**$639,426**	**$670,565**	**$662,305**	**$631,829**	**($38,736)**
Personnel Costs	$619,646	$633,976	$635,392	$598,840	($35,136)
Operating Expenses	$23,866	$30,150	$25,850	$25,950	($4,200)
Interdept. Charges	$6,619	$6,439	$6,739	$7,039	$600
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$650,131**	**$670,565**	**$667,981**	**$631,829**	**($38,736)**
Rev. Over (Under) Exp.	($10,705)	-	($5,676)	-	-

Program Highlights

General Transportation Aids (GTA) are decreasing by over $64,540 from the 2011 budget base. The decrease in this budget represents a approximately 10% of the total budgeted GTA revenues in the Public Works budget. The County Highway Operations and Traffic Control budgets also includes GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of $48,300 is being used in 2012 to partially offset the drastic reduction of these revenues.

Staffing levels are remaining consistent with the 2011 levels, however due to a retirement, a Sr. Engineering Technician position is budgeted at an under-fill Engineering Technician level in 2012. Included in 2012 is funding for 0.70 FTE for three summer student interns and for 1.00 FTE co-op student. The co-op student program is run through a partnership with Marquette University. Operating Expenses include funds for engineering software maintenance, survey supplies, and funds for staff professional development. Interdepartmental charges include costs of phone services.

Current and Adopted Capital Projects

Project #	Project Name	Total Project Cost	Total County Cost	Non-County Fed/State Revenues	Estimated Completion Year	2011 Est. % Compl. Yr End	Net Annual Est. Operating Impact
9131	Bridge Aid Program	$180,000	$180,000	$0	Ongoing	N/A	$0
9817	Culvert Replacement Program	$100,000	$100,000	$0	Ongoing	N/A	$0
200427	Signal/Safety Improvements	$1,100,000	$1,100,000	$0	Ongoing	N/A	Reduced
200509	Repaving Program	$1,900,000	$1,900,000	$0	Ongoing	N/A	$0
9707	CTH VV, Marcy-Bette Rd	$8,400,000	$2,080,000	$6,320,000	2011	100%	$15,500
9904	CTH X, STH 59-Harris Highlands	$15,320,000	$4,408,000	$10,912,000	2011	100%	$18,600
200008	CTH E, Oconomowoc River Bridge	$1,165,000	$947,000	$218,000	2011	100%	Reduced
200606	CTH P, Bark River Bridge & Approach	$716,000	$330,400	$385,600	2011	35%	Reduced
200810	CTH CW, Ashippun River Bridge	$852,000	$318,400	$533,600	2011	20%	Reduced
200511	CTH D, Calhoun Road - Intersection	$1,500,000	$1,500,000	$0	2012	20%	$0
200011	CTH L, CTH Y - Moorland	$26,537,000	$21,031,000	$5,506,000	2013	40%	$13,500
200905	CTH F, I-94 to STH 190 (Rehabilitation)	$4,668,000	$1,250,000	$3,418,000	2013	0%	$0
200917	Waukesha West By Pass	$8,320,000	$3,070,000	$5,250,000	2013	5%	$36,000
200608	CTH VV, CTH Y - Jackson Dr.	$11,562,000	$3,952,000	$7,610,000	2014	5%	$36,750
201004	CTH ES, Fox River Bridge	$1,034,000	$332,000	$702,000	2014	0%	Reduced
201006	CTH NN, STH 83 - CTH ES	$4,006,000	$1,686,000	$2,320,000	2015	0%	Reduced
201007	CTH O, CTH HH to Grange Ave.	$4,405,000	$1,213,000	$3,192,000	2015	0%	Reduced
201116	CTH C, Mill Streat to Oakwood Rd.	$2,063,000	$1,600,000	$463,000	2016	0%	Reduced
201008	CTH M, CTH YY to East County Line	$17,695,000	$6,535,000	$11,160,000	2017	0%	Reduced
201005	CTH I, CTH ES - CTH O (Rehabilitation)	$4,864,000	$2,726,000	$2,138,000	2018	0%	Reduced
201201	CTH Q, Oconomowoc River Bridge	$632,000	$222,000	$410,000	2018	0%	Reduced
201202	Expand CTH M, Calhoun Rd - CTH YY	$9,070,000	$3,838,000	$5,232,000	2019	0%	Reduced

Traffic Control

County-Wide Key Strategic Outcome: A safe county

Program Description

The Traffic Control program provides for the maintenance, engineering and placement of traffic signals, signs and pavement markings on the County Trunk Highway System.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.09**	**6.09**	**5.84**	**5.84**	**(0.25)**
General Government	$503,515	$509,625	$500,251	$442,839	($66,786)
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$20,000	$24,200	$46,692	$26,692
Other Revenue	$61,755	$17,000	$17,000	$17,000	$0
County Tax Levy	**$324,630**	**$336,366**	**$336,366**	**$323,816**	**($12,550)**
Total Revenues	**$889,900**	**$882,991**	**$877,817**	**$830,347**	**($52,644)**
Personnel Costs	$326,666	$454,535	$300,229	$405,291	($49,244)
Operating Expenses	$426,138	$426,700	$442,700	$423,500	($3,200)
Interdept. Charges	$1,506	$1,756	$1,556	$1,556	($200)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$754,310**	**$882,991**	**$744,485**	**$830,347**	**($52,644)**
Rev. Over (Under) Exp.	$135,590	-	$133,332	-	-

Program Highlights

General Transportation Aids (GTA) are decreasing by over $66,700 from the 2011 budget base. The decrease in this budget represents approximately 10% of the total budgeted GTA revenues in the Public Works budget. The County Highway Operations and Engineering budgets also includes GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of about $46,700 is being used in 2012 to partially offset the drastic reduction of these revenues.

Staffing levels are decreasing from the 2011 base. 1.25 FTE Patrol Worker positions are being transferred to the Highway Operations Division and 1.00 FTE of Extra Help is budgeted for a Co-op student to assist with traffic studies and related work. In addition personnel costs are reduced due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's cost. The budget includes $130,000 for traffic signal electricity costs. This assumes a 10% increase from the 2010 rates. Other expenses in this budget include: pavement marking expenses at $147,000; signal maintenance costs, which include cabinet maintenance and Digger's Hotline charges, are budgeted at $63,000; signage at $42,000; and the replacement of two traffic counters at $5,000. The 2011 budget included $20,000 for traffic analysis consulting services. These costs and the related fund balance have been removed from the 2012 budget.

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Traffic Signals	99	100	100	100	0
Total Electricity Costs	$129,014	$120,000	$125,000	$130,000	$10,000
Avg annual electrical cost for one intersection	$1,303	$1,200	$1,250	$1,300	$100

Permit Processing

County-Wide Key Strategic Outcome: A well-planned county

Program Description

The Permit Processing program area is the main point of contact for meeting the customers' requests concerning driveway and utility permits. Staff works with utility companies, developers, and homeowners to review applications and answer questions about utility and access permits.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.60**	**1.60**	**1.60**	**1.50**	**(0.10)**
General Government	$0	$0	$0	$0	$0
Fines/Licenses	$75,860	$110,000	$80,000	$80,000	($30,000)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
County Tax Levy	$19,479	$40,013	$40,013	$60,518	$20,505
Total Revenues	**$95,339**	**$150,013**	**$120,013**	**$140,518**	**($9,495)**
Personnel Costs	$135,057	$150,013	$137,804	$140,518	($9,495)
Operating Expenses	$0	$0	$0	$0	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$135,057**	**$150,013**	**$137,804**	**$140,518**	**($9,495)**
Rev. Over (Under) Exp.	($39,718)	-	($17,791)	-	-

Program Highlights

Permit fees were are remaining stable from the 2011 rates as itemized on the following schedule. The next increase is planned for 2013, which follows the cycle of increasing fees every two years. Due to the unknown nature of the types of permits being requested and the number of permits that may be requested, revenues for utility permit revenues are being decreased by $20,000 and access permit revenues are being decreased by $10,000.

Staffing levels are decreasing from 2011 due to the shifting of 0.10 FTE Sr. Civil Engineer position to the Engineering program area. In addition personnel costs are reduced due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's cost.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Driveway & Miscellaneous Permits Processed	47	60	60	60	0
Utility Permits Processed	271	300	300	300	0

The following is the Permit Fee structure for 2011 and 2012:

		2009/2010 Rates		2011/2012 Rates	
Utility Permits					
Type	Unit	Application	Inspect	Application	Inspect
Excavate in Pavement	First 200'	$75	$200	$80	$210
	Add'l 1,000'		$200		$210
Excavate/Plow in ROW	First 200'	$75	$150	$80	$160
	Add'l mile		$150		$160
New Poles	Each	$75	$150	$80	$160
Re-application		$75		$80	
Driveway Permits					
Single Family, Farm		Application	Permit	Application	Permit
1) with culvert	Each drive		$760		$800
2) without culvert	Each drive		$275		$290
Commercial/Industrial/ Institutional/Subdivision (type A,B,C or D entrance)	Each drive	$360	$500	$380	$525
Commercial/Industrial/ Institutional/Subdivision (> 50,000 sf) or Subdivision (>100 Units) (type A,B,C or D entrance)	Each drive	$360	$765	$380	$805
Commercial/Industrial/ Institutional/Subdivision (Roadway reconstruction needed)		$360	$2,730	$380	$2,870
Traffic Signal Installation	Per signal		$1,260		$1,325
Re-application		$80		$85	
Other driveway work (no culvert)		$75		$80	

Administrative Services

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

Program Description

This area serves as the first and primary point of contact for the public and other government agencies. This division provides the overall administrative direction for the department; maintains financial and administrative records for the department; provides central supervision for all organizational units. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to the department.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.05**	**5.05**	**5.05**	**5.05**	**0.00**
General Government	$8,888	$9,000	$9,000	$9,000	$0
Fines/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$2,600	$0	$0
Other Revenue	$272	$1,500	$500	$500	($1,000)
County Tax Levy (a)	**$680,856**	**$687,214**	**$687,214**	**$709,028**	**$21,814**
Total Revenues	**$690,016**	**$697,714**	**$699,314**	**$718,528**	**$20,814**
Personnel Costs	$488,275	$457,402	$452,124	$454,853	($2,549)
Operating Expenses	$38,784	$24,700	$36,300	$30,300	$5,600
Interdept. Charges	$191,693	$215,612	$218,462	$233,375	$17,763
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$718,752**	**$697,714**	**$706,886**	**$718,528**	**$20,814**
Rev. Over (Under) Exp.	($28,736)	-	($7,572)	-	-

(a) In the 2012 Budget, tax levy of $13,145 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 2%.

Program Highlights

Revenues include administrative reimbursement for the Local Road Improvement Program (LRIP). This revenue is received every other year; however one-half of the revenue is budgeted every year to provide for a more stable revenue budget from year to year. Other revenues include the sale of plans to contractors that may bid on projects.

Staffing levels for this program continue at the same levels as 2011, however, due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. 0.15 FTE of Extra Help continues to be budgeted to assist with some special projects such as redesigning the website design and file system management. Operating expenses include funds for general office supply purchases; postage and printing costs for the department; funds for employee bus passes for the Clean Air Compliance program; and funding for staff professional development. Interdepartmental charges are increasing primarily due to the increase in the End User Technology Fund charge for computer support and replacement that are funded with additional tax levy provided. Interdepartmental charges include expenses for computer replacement, telephone services, copier replacement charges, and radio replacement charges for most of the department.

Fund Purpose

Provide for transportation related activities including roadways and transit services. Activities include the maintenance, repair, and operation of the County Trunk Highway System and providing the necessary labor, equipment and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Transit activities include bus services to selected areas of Waukesha County; primarily addressing the transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Paratransit service to the physically challenged along a parallel commuting corridor is also provided in accordance with the Americans with Disabilities Act.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (a)	2012 Budget (b)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$8,432,554	$8,773,612	$8,610,996	$8,144,722	($628,890)	-7.2%
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$398,989	$509,360	$488,780	$524,200	$14,840	2.9%
Interdepartmental	$477,766	$398,247	$466,067	$446,100	$47,853	12.0%
Other Revenue	$141,749	$130,189	$136,189	$150,937	$20,748	15.9%
Appr. Fund Balance (c)	$371,000	$78,000	$148,274	$445,000	$367,000	470.5%
County Tax Levy (a)	**$1,546,175**	**$1,835,142**	**$1,835,142**	**$2,001,880**	**$166,738**	**9.1%**
Total Revenue Sources	**$11,368,233**	**$11,724,550**	**$11,685,448**	**$11,712,839**	**($11,711)**	**-0.1%**
Expenditures						
Personnel Costs	$4,855,285	$4,902,557	$4,812,521	$4,797,600	($104,957)	-2.1%
Operating Expenses	$2,827,926	$3,185,481	$3,418,856	$3,244,766	$59,285	1.9%
Interdept. Charges	$3,289,674	$3,636,512	$3,647,061	$3,670,473	$33,961	0.9%
Fixed Assets	$162,918	$0	$23,274	$0	$0	N/A
Total Expenditures	**$11,135,803**	**$11,724,550**	**$11,901,712**	**$11,712,839**	**($11,711)**	**-0.1%**
Rev. Over (Under) Exp.	$232,430	-	($216,264)	$0	-	N/A

Position Summary (FTE)					
Regular Positions	61.85	61.85	61.85	61.10	(0.75)
Extra Help	2.13	2.13	2.13	2.10	(0.03)
Overtime	3.18	3.18	3.18	2.94	(0.24)
Total	67.16	67.16	67.16	66.14	(1.02)

(a) The 2011 estimate includes 2010 carryovers and open encumbrances which modified the budget after it was adopted.

(b) Tax levy of $2,477 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments, as recommended by Internal Audit for expenditure increases above 3%.

(c) Includes General Fund Balance of $131,000 in 2010 including $47,000 for one time project design costs, $60,000 for Transit fuel adjustment and $24,000 for van pool; $78,000 in 2011 including $60,000 for Transit fuel adjustment and $18,000 for van pool, $445,000 in 2012 including $355,000 to offset General Transportation Aid (GTA) reduction, $90,000 for Transit fuel adjustment.

County Operations

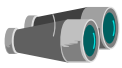
County-Wide Key Strategic Outcome: A safe county

Program Description

The Operations Division provides service directly to the public by keeping County trunk highways safe and well maintained. This includes plowing, salting, and sanding in the winter; repaving highway pavement and shoulders; mowing of roadsides and median strips; cutting back vegetation from the right of way; clearing culverts, drainage ditches and catch basins; and concrete and asphalt repair. To perform these tasks, the division operates a fleet of vehicles and equipment at the highway operations center and at four substations located throughout the County. The Operations Division also provides services to other County departments and municipalities on a cost reimbursement basis.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**39.18**	**39.18**	**39.18**	**39.65**	**0.47**
General Government	$4,272,028	$4,323,867	$4,244,329	$3,807,222	($516,645)
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$398,989	$509,360	$488,780	$524,200	$14,840
Interdepartmental (a)	$477,766	$398,247	$466,067	$446,100	$47,853
Other Revenue	$40,927	$18,000	$15,000	$15,000	($3,000)
Appr. Fund Balance	$47,000	$0	$47,000	$355,000	$355,000
County Tax Levy	**$718,475**	**$992,442**	**$992,442**	**$1,134,180**	**$141,738**
Total Revenues	**$5,955,185**	**$6,241,916**	**$6,253,618**	**$6,281,702**	**$39,786**
Personnel Costs	$2,941,771	$2,886,084	$2,825,191	$2,879,376	($6,708)
Operating Expenses	$1,441,391	$1,842,027	$1,905,977	$1,862,750	$20,723
Interdept. Charges	$1,435,613	$1,513,805	$1,676,552	$1,539,576	$25,771
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$5,818,775**	**$6,241,916**	**$6,407,720**	**$6,281,702**	**$39,786**
Rev. Over (Under) Exp.	$136,410	-	($154,102)	-	-

(a) In the 2012 Budget, tax levy of $2,477 is being shifted from the End User Technology Fund to cover the phasing in of full cost allocations for the new charging method to better reflect technology resources being used by departments for expenditure increases above 3%.



Program Highlights

General Transportation Aids (GTA) are decreasing by over $516,645 from the 2011 budget base. The decrease in this budget represents approximately 80% of the total budgeted GTA revenues in the Public Works budget. Traffic Control and Engineering in the General Fund also include GTA revenues. This decrease is due to the GTA revenue reduction provision in the State's 2012/2013 biennial budget. Fund balance of $355,000 is being used in 2012 to partially offset the drastic reduction of these revenues. The plan is to reduce fund balance in future budgets. Charges for Services represent revenues received from municipalities for the purchase of salt and for pavement marking services. The increase is a result of an estimated 1.3% price increase of salt in the 2011/2012 contract. The quantity of salt sold to municipalities is planned to be 7,000 tons and the markup/handling fee charged to municipalities is anticipated to remain the same in 2012. In addition, a new contract with the City of Oconomowoc for pavement marking service is included in the 2012 revenues. Interdepartmental Revenues are increasing due to the highway operations staff providing mowing service at the Airport. This service began in 2010 but the revenue is first budgeted in 2012. Also represented in Interdepartmental Revenues is the reimbursement from the State for salt and equipment storage and radio reimbursement. Also included are revenues for work done for other county department such as tree trimming or changing light bulbs in the parking lots. Other revenues represent insurance reimbursements due to accidents and sale of scrap metal or small equipment not in the replacement plan. The 2011 estimate includes fund balance to offset the one time

County Operations (cont.)

payment to the Village of Butler for cost share of design services for the CTH K Rehabilitation project which is being completed in partnership with the Village of Butler.

Personnel Costs are decreasing from the 2011 base, partially due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, therefore reducing the County's share of these costs. Overall, the department is unfunding 2.00 FTE Patrol Workers in the 2012 budget. This is a direct result of the loss of GTA revenues. Some of this impact is showing in the General Fund Traffic Control budget. Overtime is being decreased to reflect less overtime use in the summer due to the implementation of a new work schedule. Extra help is increased in 2012 to allow for the hiring of winter seasonal employees. Extra help for summer interns has been eliminated in the 2012 budget.

Operating Expenses are relatively stable from the 2011 budget base. Salt is one of the largest expenditures in this area and totals almost $1,244,000. The 2011/2012 salt contract price is $53.16 per ton. The 2012 budget assumes approximately 16,400 tons of salt used on County roads and 7,000 tons of salt purchased by local municipalities. Other operating expenditures are remaining relatively stable from the 2011 budget base. These expenditures include: landfill and waste disposal costs of $85,000; plow blade expenditures of $70,000; utility costs of $198,900; roadway materials such as cold/hot patch, gravel, sand, cement, guardrail, and culvert pipe $131,000; and contracted roadway repair including rental of equipment $21,500.

Interdepartmental Charges include charges for computer maintenance/replacement; insurance, including workers compensation; radio services; vehicle repairs, fuel and replacement; and telephone costs. The largest increases in this appropriation unit are for Workers Compensation and General Vehicle Liability. The 2012 charge to County Highway Maintenance is about $217,500 or a $46,200 increase from the 2011 budget. These costs represent a portion of the total Workers Compensation and General Vehicle Liability costs for Highway Operations. The other portion is budgeted in the State Highway Maintenance Budget. The full decrease for vehicle costs for the Highway Operations program is about $50,900, with about $23,500 of this decrease reflected in County Highway Maintenance budget. The remaining decrease is in the State Highway Maintenance

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Centerline miles of road maintained -- County	400	400	400	400	0
Centerline miles of road maintained – Non County/Non-State	316	316	316	325	9
County Lane Miles Crackfilled	15	25	25	25	0
Crackfilling 2 lane highways*	$3,180	$3,181	$3,244	$3,409	$165
Center line striping*	$570	$575	$575	$575	$0
Mowing—1 linear mile*	$287	$287	$287	$287	$0
Avg Annual maint 1 lane mile	$6,853	$6,853	$6,853	$6,860	$7
Salt Annual Tons Used on County Roads	11,268	16,400	21,157	16,400	0

* Cost per mile

State Highway Operations

County-Wide Key Strategic Outcome: A safe county

Program Description

Provide the necessary labor, equipment, and materials to maintain the State Trunk Highway System as specified by the Wisconsin Department of Transportation. Maintenance tasks performed include plowing, salting and sanding in winter; highway pavement repair; pavement marking; mowing and vegetation control in summer. Minor construction projects will also be performed by agreement with the State. A cost accounting system for the purposes of obtaining reimbursement for work performed is also maintained.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**27.88**	**27.88**	**27.88**	**26.39**	**(1.49)**
General Government	$4,160,526	$4,449,745	$4,366,667	$4,337,500	($112,245)
Other Revenue	$476	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$4,161,002**	**$4,449,745**	**$4,366,667**	**$4,337,500**	**($112,245)**
Personnel Costs	$1,900,509	$2,002,938	$1,973,991	$1,904,703	($98,235)
Operating Expenses	$409,761	$336,100	$355,100	$313,900	($22,200)
Interdept. Charges	$1,853,674	$2,110,707	$1,958,509	$2,118,897	$8,190
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$4,163,944**	**$4,449,745**	**$4,287,600**	**$4,337,500**	**($112,245)**
Rev. Over (Under) Exp.	($2,942)	-	$79,067	-	-

Program Highlights

The State Highway Maintenance program of the budget is a non-tax levy supported program. All expenses are approved and reimbursed by the State.

The 2012 budget is based on the State's 2011 Routine Maintenance Agreement (RMA) and level of service requested. The 2011 budget is about $76,000 higher than the 2011 RMA.

As a result of the State's change in level of service, 1.00 FTE Patrol Worker positions is being shifted to the County Highway Maintenance budget. This budget now reflects 22.00 FTE Patrol Workers on State crews. The overtime budget remains stable at 1.21 FTE in 2012. This budget continues the State's desire to have a second shift, winter maintenance force on the busier roads. This second shift operation, which includes four patrol workers and one crew leader, will run approximately November 1 through March 31. The decrease in Extra Help reflects the reduction in summer seasonal workers.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Centerline miles of road maintained	260	260	260	266	6
Centerline miles of road striped	350	350	350	356	6
Lane miles maintained	1,070	1,070	1,070	1,085	15

Source: WisDOT

Transit Services

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description

Through contracts with the private sector, this program provides bus service to address the mass transit needs of employers and employees commuting between Waukesha County and its neighboring counties. Currently the Waukesha County Transit System primarily operates commuter, parallel to and along the I-94 Oconomowoc-Waukesha-Milwaukee corridor, although services also exist between the southern and eastern tier communities and the Milwaukee Central Business District (CBD) and University of Wisconsin-Milwaukee (UWM).

Fixed bus route services extend eastbound into Milwaukee County as traditional 'commuter' services carrying workers to jobs in the Milwaukee CBD. Non-traditional 'reverse commuter' services also exist to respond to the labor needs in Waukesha County, bringing workers from Milwaukee County into areas in Waukesha County where job density is high, especially in existing and developing industrial parks. This fund also provides Paratransit services along the route 901 corridor serving the disabled population who are unable to utilize the fixed route service, as outlined in the 1990 Americans with Disabilities Act (ADA).

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.10**	**0.10**	**0.10**	**0.10**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$99,199	$112,189	$121,189	$135,937	$23,748
Appr. Fund Balance	$324,000	$78,000	$101,274	$90,000	$12,000
County Tax Levy	**$827,700**	**$842,700**	**$842,700**	**$867,700**	**$25,000**
Total Revenues	**$1,250,899**	**$1,032,889**	**$1,065,163**	**$1,093,637**	**$60,748**
Personnel Costs	$13,005	$13,535	$13,339	$13,521	($14)
Operating Expenses	$975,749	$1,007,354	$1,157,779	$1,068,116	$60,762
Interdept. Charges	$52	$12,000	$12,000	$12,000	$0
Fixed Assets	$162,918	$0	$23,274	$0	$0
Total Expenditures	**$1,151,724**	**$1,032,889**	**$1,206,392**	**$1,093,637**	**$60,748**
Rev. Over (Under) Exp.	$99,175	-	($141,229)	-	-

Program Highlights

Waukesha Metro Transit administers the Waukesha County Transit program through a contract with the City of Waukesha. Funding from State and Federal sources is received directly by and paid to vendors by Waukesha Metro. State and Federal Revenues are anticipated to be reimbursed at a rate of 56.2% of gross expenses in 2012, which is the lower than the 2011 budgeted level, however lower than the 2011 actual level of 57.5%. Other Revenue is reimbursement from Waukesha Metro for the costs remaining in the County budget that are eligible for State and Federal funding. Fund Balance of $90,000 is budgeted for expenses related to the fuel adjustment clause in the applicable transit service contracts.

The 2012 budget reflects a major change in Route 901 from a traditional fixed route commuter service operating all day to a peak service commuter route operating only at peak passenger times which is primarily at the beginning and the end of the work day. This route will also adjust service to the UW-Milwaukee campus, in conjunction with Milwaukee County route access. This change will increase the rides per revenue hour to at least 15, far above the minimum standard of 10, which is where it is currently

hovering in 2011. No fare increases are planned in the 2012 budget, however new service contracts will go into effect April of 2012. This budget reflects an increase in expenditures due to the new contracts. Funding for van pool service, which is an alternative to a fixed bus route service where either the start or the end of the van pool route must be in Waukesha County, continues in the 2012 budget. Funds for a marketing program continue in the 2012 budget. This is a Congestion Mitigation Air Quality (CMAQ) funded program. Approximately 0.10 FTE of the Business Manager's position continues to be budgeted in the 2012 budget. Waukesha County continues direct responsibility for the maintenance of the park and ride lots at Goerke's Corner, CTH G and Pilgrim Road. The County Tax Levy contribution for this program is budgeted at $867,700, an increase of $25,000 from the 2011 budget.

Activity

Total Ridership

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	111,831	112,500	112,500	115,000
10	Brookfield Square Extension	182,668	180,000	180,000	180,000
79	Weekday from Menomonee Falls to Downtown Milwaukee	39,716	44,000	44,000	56,000
218	New Berlin Industrial Park Shuttle	13,244	0	0	0
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	191,602	210,000	210,000	185,000
906	Weekday between Mukwonago and Milwaukee via I-43	35,363	37,000	37,000	40,000
Subtotal		574,424	583,500	583,500	576,000
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	8,510	9,500	9,500	8,850
Total with Paratransit		582,934	593,000	593,000	584,850

Operating Cost per ride

Operating cost per ride determined by total cost of the route divided by the total ridership.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	$0.72	$0.76	$0.76	$0.74
10	Brookfield Square Extension	$4.26	$4.39	$4.33	$4.63
79	Weekday from Menomonee Falls to Downtown Milwaukee	$10.09	$10.75	$10.45	$8.90
218	New Berlin Industrial Park Shuttle	$14.36	$0.00	$0.00	$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$11.61	$10.72	$11.01	$9.03
906	Weekday between Mukwonago and Milwaukee via I-43	$11.84	$11.44	$11.81	$10.96
Subtotal Average		$7.13	$6.89	$6.98	$6.12
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$36.85	$36.11	$35.74	$39.96
Avg with Paratransit		$12.11	$10.13	$10.14	$10.04

Investment per ride

Investment per ride determined by total Cost of the Route less fare box Revenues divided by the total ridership.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	$0.72	$0.76	$0.76	$0.74
10	Brookfield Square Extension	$3.13	$3.29	$3.23	$3.47
79	Weekday from Menomonee Falls to Downtown Milwaukee	$7.39	$7.88	$7.16	$6.53
218	New Berlin Industrial Park Shuttle	$13.80	$0.00	$0.00	$0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	$8.67	$7.64	$8.40	$6.33
906	Weekday between Mukwonago and Milwaukee via I-43	$8.60	$8.05	$8.30	$7.73
Subtotal Average		$5.39	$5.01	$5.23	$4.44
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	$29.87	$29.32	$29.17	$32.47
Avg with Paratransit		$9.70	$7.74	$7.78	$7.71

Rides per Revenue Hour

Rides per Revenue Hour are determined by total ridership of the route divided by the total revenues per hour.

Route	Route Description	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
1	Waukesha Metro to Brookfield Square	18.62	18.75	19.10	19.49
10	Brookfield Square Extension	29.46	29.27	31.70	29.13
79	Weekday from Menomonee Falls to Downtown Milwaukee	15.43	16.92	18.83	20.48
218	New Berlin Industrial Park Shuttle	7.07	0.00	0.00	0.00
901,904,905	Weekday between Cities of Waukesha and Oconomowoc and downtown Milwaukee.	10.36	11.48	11.57	17.25
906	Weekday between Mukwonago and Milwaukee via I-43	24.14	25.52	25.77	27.42
Subtotal Average		15.69	16.91	17.43	21.33
Paratransit	Federally mandated service operated within 1 mile of the Route 901 service area	2.55	2.71	2.65	2.53
Avg with Paratransit		14.59	15.61	16.00	19.18

Fund Purpose

An internal service fund set up to account for the maintenance and repair of all county-owned motorized equipment. The operation includes a county-wide fuel dispensing system; a stockroom to furnish parts and supplies for vehicle repair and maintenance; the operation of a service truck for maintaining equipment in the field; the maintenance of a database of vehicle repair costs, receiving, setup and issuing of all new vehicles and equipment to County departments; and disposal of surplus vehicles and equipment for County departments. Other activities include assisting the Department of Administration – Purchasing Division in the development of equipment specifications and in the evaluation of bids, assisting user departments in making vehicle maintenance, repair, and replacement decisions and exploring the use of new technologies (electronic diagnostics, alternative fuels, etc.) for improving the County's fleet capability.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$68,986	$97,569	$100,000	$79,346	($18,223)	-18.7%
Interdepartmental (a)	$2,968,503	$3,304,899	$3,652,000	$3,337,095	$32,196	1.0%
Appr. Fund Balance (b)	$114,088	$141,083	$141,083	$141,083	$0	0.0%
Other Revenue	$23,302	$19,000	$19,000	$23,500	$4,500	23.7%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$3,174,879**	**$3,562,551**	**$3,912,083**	**$3,581,024**	**$18,473**	**0.5%**
Expenditures						
Personnel Costs	$1,173,078	$1,274,183	$1,228,223	$1,147,381	($126,802)	-10.0%
Operating Expenses	$1,991,605	$2,221,511	$2,609,047	$2,370,067	$148,556	6.7%
Interdept. Charges	$57,853	$65,675	$65,700	$63,576	($2,099)	-3.2%
Fixed Assets (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$3,222,536**	**$3,561,369**	**$3,902,970**	**$3,581,024**	**$19,655**	**0.6%**
Operating Inc./(Loss)	**($47,657)**	**$1,182**	**$9,113**	**$0**	**($1,182)**	**2%**

Position Summary (FTE)					
Regular Positions	16.00	15.50	14.80	14.00	(1.50)
Extra Help	0.45	0.75	0.75	0.65	(0.10)
Overtime	0.08	0.08	0.08	0.08	0.00
Total	16.53	16.33	15.63	14.73	(1.60)

(a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.
(b) Includes Central Fleet Fund Balance appropriation of $101,083 in 2010, 2011 and 2012 for the facility depreciation; and $40,000 in 2011 and 2012 for the repairs to fuel islands associated with the COMM10 legislation.
(c) Total expenditures and net operating income exclude fixed asset purchases to conform with financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Repair & Maintenance

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

Program Description

Provides for the maintenance and repair for all county-owned motorized equipment. This includes a stockroom, a service truck for on-site customer repairs, and the maintenance of a database of vehicle repair costs, receiving, setup, and new vehicle issuance. This division also provides repair and maintenance services to external customers.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**16.18**	**15.98**	**15.98**	**14.38**	**(1.60)**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$68,986	$97,569	$100,000	$79,346	($18,223)
Interdepartmental (a)	$1,858,204	$2,002,393	$2,070,000	$1,898,521	($103,872)
Other Revenue	$23,302	$19,000	$19,000	$23,500	$4,500
Appr. Fund Balance	$102,088	$101,083	$101,083	$101,083	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,052,580**	**$2,220,045**	**$2,290,083**	**$2,102,450**	**($117,595)**
Personnel Costs	$1,146,010	$1,245,613	$1,199,792	$1,118,793	($126,820)
Operating Expenses	$910,304	$903,877	$1,018,908	$919,423	$15,546
Interdept. Charges	$56,396	$64,164	$64,214	$62,246	($1,918)
Fixed Assets (Memo)(b)	$0	$0	$0	$0	$0
Total Expenditures	**$2,112,710**	**$2,213,654**	**$2,282,914**	**$2,100,462**	**($113,192)**
Operating Income/(Loss)	**($60,130)**	**$6,391**	**$7,169**	**$1,988**	**($4,403)**

(a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.
(b) Total expenditures and net operating income exclude Fixed Asset purchases to conform to financial accounting standards. Fixed Asset purchases will be made out of operating revenues and cash balances and are included in the department's fixed assets expenditure request.

Program Highlights

Central Fleet continues to provide repair and maintenance service to both internal departments and external customers. The Division continues to charge a separate rate to external customers, while maintaining services to internal customers. Revenue projections are based on a five year average of services provided to customers. No significant change in customer needs is anticipated in 2012. Other revenues include salvage revenues, oil recycling revenues and miscellaneous reimbursements.

Personnel costs are decreasing from the 2011 budget due to the unfunding of 1.50 FTE positions, 1.00 FTE Shop Supervisor and 0.50 FTE Mechanic. This is a direct result of decreased repair service requested by our customers. The 2012 budget continues to have funds to hire a student intern in 2011 to assist with the development of reports in the fleet maintenance software program. Additional decreases are due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs.

Operating expenses are increasing slightly from the 2011 budget. Major expenses include parts purchased for repairs and maintenance and the cost of commercial repair services. Both of these expenditures are based on a five-year history of vehicle repairs and maintenance. Other expenditures in this appropriation unit include building maintenance costs; utilities; software maintenance; outside vendor costs; and small tools and supplies for the shop personnel.

Interdepartmental charges are lower than the 2011 budgeted levels. The decrease is primarily due to a reduction of Worker's Compensation costs. Other expenses in this appropriation unit include general vehicle liability insurance, property insurance, computer replacement and maintenance charges, telephone charges, radio charges, and indirect cost charges.

Repair & Maintenance (Cont.)

In an effort to keep the 2011 to 2012 rate increase below 1.5%, the 2012 Central Fleet Rates are as follows:

Heavy labor rate:	$85.00, 1.5% increase from 2011
Light labor rate:	$71.75, 1.4% increase from 2011
Service rate:	$78.00, 1.6% increase from 2011
Outside Heavy labor rate:	$91.75, 1.4% increase from 2011
Outside Light labor rate:	$76.60, 1.4% increase from 2011
Outside Service rate:	$83.50, 1.5% increase from 2011
Parts markup:	16%, 0% increase from 2011
Commercial markup:	16%, 0% increase from 2011

Performance Measures	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Preventive Maintenance vs. Repairs	23.7%	24%	N/A	25%	1%
Marked Squad Basic A-PM Costs	$32.18	$35.30	N/A	$36.01	$0.71

	Benchmark	09 Actual	10 Actual
Customer Satisfaction	95%	96%	97%
Vehicle Comebacks	2%	1.7%	< 1%
Marked Squad A PM	0.30 hours	0.28 hours	0.25 hours
Outfront Mower PM	2.00 hours	1.64 hours	1.55 hours

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Work Orders	5,682	6,000	N/A	5,800	(200)
Internal Customer Work Orders	5,452	5,600	N/A	5,500	(100)
External Customer Work Orders	230	400	N/A	300	(100)
Total Internal. Cust. Rep./Maint. Revenues	$1,818,203.75	$2,040,393	$2,030,000	$1,858,521	($181,872)
Total External Cust. Rep./Maint. Revenues	$73,796	$97,569	$100,000	$79,400	($18,169)
Total External Customers	8	8	8	8	0

Central Fueling

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

Program Description

This program provides a county-wide fuel dispensing system for all county vehicles and equipment.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.35**	**0.35**	**0.35**	**0.35**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$1,110,299	$1,302,506	$1,582,000	$1,438,574	$136,068
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$12,000	$40,000	$40,000	$40,000	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,122,299**	**$1,342,506**	**$1,622,000**	**$1,478,574**	**$136,068**
Personnel Costs	$27,068	$28,570	$28,431	$28,588	$18
Operating Expenses	$1,081,301	$1,317,634	$1,590,139	$1,450,644	$133,010
Interdept. Charges	$1,457	$1,511	$1,486	$1,330	($181)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,109,826**	**$1,347,715**	**$1,620,056**	**$1,480,562**	**$132,847**
Operating Income/(Loss)	**$12,473**	**($5,209)**	**$1,944**	**($1,988)**	**$3,221**

(a) Revenues generated from interdepartmental charges are provided by various revenue sources including tax levy funding.

Program Highlights

The 2012 budget assumes the average wholesale price of fuel (diesel and unleaded) will be $3.30 per gallon in 2012. This is $0.30 per gallon higher than the 2011 budget base. Fuel usage is based on a five-year average of actual usage and is budgeted slightly higher than the 2011 budget. The markup for fuel is remaining stable at $0.21 per gallon in 2012. Use of fund balance continues in 2012. The $40,000 will continue to be used to offset the expenditures related to the State's Administrative Rule to regulate fuel tanks and pumps (COMM10). Although a capital project has been submitted to complete the changes necessary to be compliant with the COMM10 regulations, these are expenditures that are not capital expenses. Integrity testing of all the underground tanks will continue in 2012 and funds are budgeted for maintenance and repairs of the 18 sites.

In an effort to keep the 2011 to 2012 rate increase below 1.5% the 2012 Central Fleet Rates are as follows:
Fuel markup: $0.21 per gallon, $0.00 increase from 2011

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Fuel Sites maintained	18	18	18	18	0
Gallons sold	411,605	405,765	443,500	409,850	4,085

Statement of Purpose

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. The County adopted a Vehicle Replacement plan for certain vehicles and contractor type equipment. With the exception of certain utility vehicles, the Vehicle Replacement Plan will only include those items with a replacement cost of $7,500 or greater and a useful life of two or more years. Contractor equipment includes unlicensed off-road vehicles, construction equipment, large maintenance tools and equipment, and other rolling stock. The plan allows for the funding of replacements through contributions to the Replacement Fund by user departments with inflationary increases on replacements funded by investment income applied to the Fund. Year-to-year fluctuations within the departmental base budgets will be reduced as a result of the plan. Replacement decisions are based on usage, service, and cost issues. A regular replacement cycle will keep the condition of the fleet at an optimum level reducing fleet maintenance costs and excessive out of service situations.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$2,158,518	$2,208,918	$2,208,918	$2,235,940	$27,022	1.2%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
Other Revenue (b)	$380,665	$394,000	$394,000	$333,657	($60,343)	-15.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	N/A
Total Revenues Sources	**$2,539,183**	**$2,602,918**	**$2,602,918**	**$2,569,597**	**($33,321)**	-1.3%
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$2,210,902	$2,479,463	$2,479,463	$2,476,885	($2,578)	-0.1%
Interdept. Charges	$92,889	$93,615	$93,615	$92,712	($903)	-1.0%
Fixed Assets (Memo) (c)	$2,748,550	$2,949,295	$2,702,259	$2,322,600	($626,695)	-21.2%
Total Expenditures (c)	**$2,303,791**	**$2,573,078**	**$2,573,078**	**$2,569,597**	**($3,481)**	**-0.1%**
Operating Inc./(Loss) (c)	$235,392	$29,840	$29,840	$0	($29,840)	-100.0%

(a) Interdepartmental revenues are replacement charges to departmental users, which may be funded by a combination of sources including tax levy.

(b) Includes revenues from vehicle and equipment sales. Investment income is accounted for in the fund and is used for increasing future replacement costs, but is not budgeted.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards. Fixed Asset purchases will be funded by operating revenues and existing Fund Balance and are included in the department's fixed asset request.

Vehicle Replacement Plan

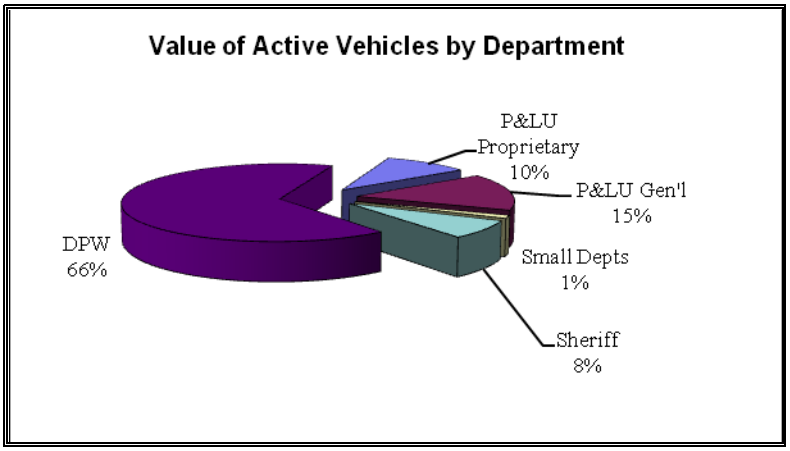
County-Wide Key Strategic Outcome: Cost effective services delivered with competence and skill

Program Description

The Vehicle/Equipment Replacement Fund is an interest bearing Internal Service Fund established to finance necessary and justified vehicle/equipment replacements. Departments retain ownership of their vehicles and are cross charged for the future replacement costs.

Program Highlights

Interdepartmental revenues are based on the depreciation of each vehicle in the replacement plan. Depreciation is assessed at one-half year charge for the acquisition and disposition years of a vehicle. Full year depreciation is assessed all other years. Depreciation increases are a result of increased valuation of vehicles in the plan and the first full-year depreciation charge on the 2010 vehicles. Initially depreciation is assessed on the budgeted value of the vehicle and then adjusted to account for actual acquisition costs. The actual acquisition cost tends to be lower than the budgeted cost, therefore lowering the overall depreciation charge. 2011 will be the final year of production for the Ford Crown Victoria squad cars. A new body model of squads will require additional costs for the set up of all the equipment in the squads. To determine which new squad model will best fit the needs of the Sheriff's Department, the Fleet staff and the Sheriff's staff will study the new models in 2011 and 2012, prior to making a purchase. Therefore, the 2011 Vehicle Replacement budget includes the purchase of both the 2011 replacement squads and the 2012 replacement squads. The 2013 budget will resume regular replacement of squads. Other revenues are the estimated value received from the sale of retired vehicles at auction. This budget can fluctuate based on the number of and value of vehicles going to auction each year. Insurance allocations are based on a three-year experience history and are decreasing about $9,000 from the 2011 allocations.



Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Active Vehicles in Plan	379	379	379	379	0
Vehicles Replaced	65	64	63	41	(23)

Waukesha County
2012 Vehicle Replacement Plan

Fund	Department	Description	Qty	Unit Cost	Total Cost	Estimated Salvage
010	Sheriff's Department	Auto, Full Size Marked, Pewaukee	1	$25,500	$25,500	$5,000
011	Sheriff's Department	SUV	1	$27,500	$27,500	$5,000
010	Sheriff's Department	Auto, Full Size Marked	2	$22,300	$44,600	$10,000
010	Sheriff's Department	Van, Surveillance	1	$26,400	$26,400	$5,000
010	Sheriff's Department	Van, Prisoner Transport	1	$28,300	$28,300	$5,000
	Subtotal Sheriff's Dept		6		$152,300	$30,000
400	Public Works Hwys	Patrol Truck, regular body	3	$164,000	$492,000	$60,000
400	Public Works Hwys	Patrol Truck, muni body	4	$173,000	$692,000	$80,000
400	Public Works Hwys	Tandem Truck muni body	1	$222,000	$222,000	$22,000
400	Public Works Hwys	Pickup, 1/4 T, extended cab	1	$19,500	$19,500	$10,000
400	Public Works Hwys	One Ton Flat Bed	1	$55,000	$55,000	$12,000
400	Public Works Hwys	SUV	2	$21,000	$42,000	$10,000
400	Public Works Hwys	Van, passenger	1	$20,300	$20,300	$5,000
400	Public Works Hwys	Walk behind concrete saw & trailer	1	$23,500	$23,500	$2,000
400	Public Works Hwys	Riding Sweeper	1	$13,300	$13,300	$2,000
	Subtotal DPW Hwys		15		$1,579,600	$203,000
010	Public Works Bldgs	Van	1	$24,800	$24,800	$5,000
	Subtotal DPW Bldgs		1		$24,800	$5,000
010	Parks & Land Use Genl	Mini Van	1	$24,000	$24,000	$5,000
010	Parks & Land Use Genl	Pickup, 3/4 Ton	3	$33,900	$101,700	$24,000
010	Parks & Land Use Genl	Truck, 1 Ton Dump	1	$59,000	$59,000	$12,000
010	Parks & Land Use Genl	Utility Vehicle	4	$14,000	$56,000	$8,000
010	Parks & Land Use Genl	Utility Vehicle with sprayer & boom	1	$40,000	$40,000	$5,000
010	Parks & Land Use Genl	Utility Vehicle, 4 wheel, dump box	1	$17,000	$17,000	$2,000
	Subtotal P&LU Gen'l Fund		11		$297,700	$56,000
505	Parks & Land Use Golf Courses	Mower, greens	1	$30,300	$30,300	$4,000
505	Parks & Land Use Golf Courses	Mower, greens, triplex	1	$30,500	$30,500	$4,000
505	Parks & Land Use Golf Courses	Mower, 7 gang fairway	1	$55,000	$55,000	$5,000
505	Parks & Land Use Golf Courses	Slit Seeder, tow behind	1	$11,000	$11,000	$1,500
505	Parks & Land Use Golf Courses	Sand Trap Rake	1	$14,400	$14,400	$1,200
505	Parks & Land Use Golf Courses	Utility Vehicle, 4 wheel, dump box	1	$28,000	$28,000	$2,000
505	Parks & Land Use Golf Courses	Utility Vehicle	1	$14,000	$14,000	$2,000
	Subtotal P&LU Golf Courses		7		$183,200	$19,700
540	Parks & Land Use Ice Arenas	Ice Groomer	1	$85,000	$85,000	$20,000
	Subtotal Small Departments		1		$85,000	$20,000
	Grand Total		41		$2,322,600	$333,700

WAUKESHA COUNTY

FIVE YEAR VEHICLE/EQUIPMENT REPLACEMENT PLAN

		2011 Est		2012		2013		2014		2015		2016	
Fund	Agency	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost	Units	Cost
400	Public Works Hwy Ops	17	$1,655,476	15	$1,579,600	16	$1,925,350	17	$1,775,100	10	$1,226,100	16	$2,029,800
010	Public Works Bldg Ops	1	$20,253	1	$24,800	1	$23,100	0	$0	3	$73,950	0	$0
010	Sheriff (a) (b)	32	$711,569	6	$152,300	2	$49,400	8	$213,401	11	$285,900	0	$0
010	Parks & Land Use Gen'l	8	$172,222	11	$297,700	12	$441,250	13	$434,975	9	$429,800	7	$318,800
505	Golf Courses	4	$93,663	7	$183,200	15	$404,200	7	$211,700	7	$190,100	15	$421,200
545	Ice Arenas	0	$0	1	$85,000	0	$0	0	$0	0	$0	0	$0
010	Medical Examiner	2	$49,076	0	$0	2	$57,800	0	$0	0	$0	0	$0
010	Human Services	0	$0	0	$0	0	$0	0	$0	0	$0	1	$25,300
150	Human Services	0	$0	0	$0	0	$0	0	$0	0	$0	1	$24,300
350	Human Services	0	$0	0	$0	0	$0	0	$0	1	$23,500	1	$24,300
450	Records Management	0	$0	0	$0	0	$0	0	$0	0	$0	0.5	$11,900
010	Information Systems	0	$0	0	$0	0	$0	0	$0	0	$0	0.5	$11,900
470	Radio Services	0	$0	0	$0	0	$0	0	$0	1	$22,800	0	$0
Total Replacements		64	$2,702,259	41	$2,322,600	48	$2,901,100	45	$2,635,176	42	$2,252,150	42	$2,867,500

(a) Due to the short useful lives of the Sheriff's Department vehicles (2 or 3 years for most), future year replacement projections will not show on chart.

(b) The 2012 Sheriff squads will be purchased at the end of 2011 to take advantage of the final year production of Crown Victoria squad models.

Statement of Purpose

The mission of Waukesha County Airport (an enterprise fund) is to maximize the net economic and recreational benefit it provides to the Southeastern region of Wisconsin by being a leader in ensuring quality facilities and services available to all customers and users. To oversee, undertake proactive and environmentally sensitive development, construction, and improvements to equipment and facilities through short and long range planning. To establish systems to maintain existing and make future improvements. Airport operations shall provide for the safety, convenience, and needs of all members of the aviation community while maintaining cooperation and coordination with all levels of government. The airport shall additionally operate and promote itself in a fiscally prudent manner, working toward reducing its dependency on County tax levy.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate (c)/(d)	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$712,155	$708,623	$705,823	$712,960	$4,337	0.6%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue	$30,918	$23,700	$21,684	$21,870	($1,830)	-7.7%
Appr. Fund Balance (a) (c)	$286,516	$180,829	$371,349	$180,829	$0	0.0%
County Tax Levy	**$192,563**	**$192,563**	**$192,563**	**$192,563**	**$0**	**0.0%**
Total Rev. Sources	**$1,222,152**	**$1,105,715**	**$1,291,419**	**$1,108,222**	**$2,507**	**0.2%**
Personnel Costs	$256,232	$268,592	$265,171	$270,247	$1,655	0.6%
Operating Expenses (b) (c)	$671,501	$775,576	$776,819	$735,767	($39,809)	-5.1%
Interdept. Charges (d)	$92,668	$61,547	$101,517	$102,208	$40,661	66.1%
Fixed Assets(memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,020,401**	**$1,105,715**	**$1,143,507**	**$1,108,222**	**$2,507**	**0.2%**
Operating Inc./loss	$201,751	$0	$147,912	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	3.0	3.0	3.0	3.0	0.0
Extra Help	0.0	0.0	0.0	0.0	0.0
Overtime	0.0	0.0	0.0	0.0	0.0
Total	3.0	3.0	3.0	3.0	0.0

(a) Airport Fund Balance is used to partially offset depreciation expenses on assets expected to be replaced in future years with federal, state or other funding sources.

(b) Budgeted depreciation expense is included in operating expense only represents the County's portion of the capital investment and excludes State and Federal funds as contributed capital, as a result, the operation's income or loss differs from the Comprehensive Annual Financial Statements which include these funds as contributed capital.

(c) The 2011 estimate includes a $35k carryover originally budgeted in 2010 to fund the demolition of 1 – 2 T-Hangars in the Bldg/Grounds Maintenance program area. Also, an open P.O. for snow removal and grass cutting was carried over from 2010 to the 2011 budget in the amount of $142,000.

(d) 2011 Estimate includes $40,000 for highway operations providing grass cutting services instead of contracting for services which shifts the expenditures from operating expenses to interdepartmental charge appropriations.

Major Departmental Strategic Outcomes and Objectives for 2012
County-Wide Key Strategic Outcome: Cost effective service delivered with competence and skill

Objective 1: To effectively run the airport to maintain standing in the Federal Contract Tower program, thereby ensuring continued Federal Aviation Administration (FAA) subsidy for air traffic control personnel.
Key Outcome Indicator: To maintain a benefit/cost (BC) ratio of 1.0 or greater as conducted biennially by the FAA. A ratio of 1.0 or greater ensures full funding. A rating of less than 1.0 would place the airport in the Cost Sharing program and the County would be responsible for a portion of the air traffic control personnel salaries.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
FAA benefit/cost ratio determined biennially	1.7	1.7	1.7	1.7

Objective 2: To have Crites Field comply with the suggested enhancements of the Transportation Safety Administration's published General Aviation Security Guidelines (GASG) point scale. This point scale determines suitable measures to address security for a facility. Objective is to implement those items/procedures applicable to our facility to remain ahead of any possible regulations.
Key Outcome Indicator: To implement/maintain the security enhancements associated with a facility rating of 45 or greater to ensure compliance with future general aviation security regulations that may be forthcoming. Enhancements equivalent to a rating of greater than 45 ensures that the airport is compliant with security recommendations of similar sized airports. A number less than 45 means enhancements are needed to become recommendation compliant.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percentage of relevant items compliant with GASG	83%	85%	84%	85%

Objective 3: Monitor condition of runway and taxiway pavement to prolong useful life of pavement and reduce costs.
Key Outcome Indicator: To maintain a specific pavement's PCI rating to 41 or higher. Plan capital projects to replace pavement sections when PCI's reach 56.
PCI Ratings 86-100 Excellent, 71-85 Very Good, 56-70 Good, 41-55 Fair, 26-40 Poor, 11-25 Very Poor, 1-10 Failed.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of Pavement Sections Below Key Outcome Indicator (41+)	4	3	3	2

Objective 4: Keep the airport open continuously regardless of severe winter conditions by adhering to the maximum two hour snow removal regulation as outlined in FAA Advisory Circulars 150/5200-30A and 150/5210-5B.
Key Outcome Indicator: To clear runway 10/28 within a 2 hour time frame during a snow event to ensure the airport remains open at all times. 2 hours or less clearance time keeps the airport open, over two hours clearance time could mean diversion of aircraft to other airports.

Performance Measure	2010 Actual	2011 Target	2011 Estimate	2012 Target
Runway 10/28 closures due to snow	0	0	1	0

Objective 5: Advance portions of the Airport marketing plan in order to generate additional business activities and generate new revenues to reduce reliance on County Tax Levy.
Key Outcome Indicator: Continue implementation of the marketing plan resulting in the construction of new corporate and business hangars, an increase in airport operations and activities, and an increase in fuel flowage and hangar rental revenues.

Marketing Performance Measures (based on survey results)	**2011 Estimate**	**2012 Target**
Customer Satisfaction		
-Management Effectiveness	89%	89%
-Communication Effectiveness	84%	84%
T-Hangar Occupancy Rate	98%	98%
New Hangar Construction	1	1

Objective 6: Continue to actively explore acquisition of lands as identified in the Airport Master Plan adopted by the County Board.

Building, Grounds & Ramp Operations/Fixed Based Operator

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

Program Description

Maintain and schedule the maintenance of the Airport grounds, infrastructure, and equipment as necessary to ensure a safe airfield operation. Schedule and monitor contract maintenance services to track the condition of Airport buildings and associated equipment. Monitor the contract for performing and providing aeronautical services and parking and ramp operations.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.99**	**0.99**	**0.99**	**0.99**	**0.00**
Charges for Services	$676,177	$672,678	$669,878	$676,660	$3,982
Other Revenue	$30,818	$23,500	$21,564	$21,700	($1,800)
Appr. Fund Balance	$206,373	$145,829	$322,883	$145,829	$0
County Tax Levy (credit) (a)	**($47,600)**	**($54,913)**	**($54,913)**	**($49,109)**	**$5,804**
Total Revenues	**$865,768**	**$787,094**	**$959,412**	**$795,080**	**$7,986**
Personnel Costs	$85,496	$89,804	$88,587	$90,904	$1,100
Operating Expenses	$510,041	$656,917	$652,498	$626,732	($30,185)
Interdept. Charges	$72,897	$40,373	$80,199	$77,444	$37,071
Fixed Assets (memo)	$0	$0	$0	$0	$0
Total Expenditures	**$668,434**	**$787,094**	**$821,284**	**$795,080**	**$7,986**
Operating Inc./(Loss)	$197,334	-	$138,128	-	-

(a) A tax levy credit is generated in this program due to externally generated revenues exceeding program expenditures. The levy credit is used to partially offset tax levy needs in the other airport program areas.

Program Highlights

Charges for services include revenues from, fuel sales, land leases, hangar rental revenues, office space/dwelling revenues paid by the Fixed Base Operator (FBO) for exclusively leased county facilities, airport lease revenues paid by the FBO for exclusively leased ramp area and tie down fees.

Fuel volume projections were typically based on historic data. Fuel prices stabilized in 2009 and 2010. Through positive marketing efforts and airport events fuel volumes for 2011, through March were up 15% over the same time period in 2010. With the major spike in prices experienced in April, aviation gas (100LL) used by recreational aircraft was particularly hard hit. This resulted in fuel volumes returning to 2010 levels year-to-date. Jet fuel sales remain up and it is anticipated that this will result in a net increase in volume over 2011 budgeted levels. Fuel flowage revenues received from the FBO remain at ten cents per gallon, and are expected to increase by $3,700 to $87,000 based on 870,000 gallons.

The FBO leased facilities and land leases are adjusted annually by the change in the Consumer Price Index (CPI). The projected CPI change for calculating 2012 rates is approximately 1% resulting in slight increase in lease rates. Revenues for T-hangar rentals were reduced for the planned demolition of one of the buildings. Additionally, in late October 2010 hangar 674 was damaged beyond repair. Existing tenants were accommodated in vacant units in other hangars. These decreases were offset mostly by the increase in revenue from Quad Graphics for the five year adjustment in the lease rate of hangar 512. Also, some of the vacancies were filled by aircraft that relocated from Timmerman Airport. Hangar rental revenues decrease from the 2011 budget by $6,000 to $178,000. However, land lease revenues are projected to increase $5,000 to $294,000.

Fund Balance remains at 2011 budgeted levels.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Favorable winter conditions in 2010 resulted in significantly reduced expenses with the open purchase orders carrying over to 2011 Fund Balance. For 2012, operating expenses are decreased and interdepartmental charges are increased for airfield grass cutting which is now being provided by the Highway Division instead of a contract provider, which has resulted in better service and a safer airport.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Airport Buildings	14	13	13	12	(1)
Square Yards of Pavement	456,949	456,949	456,949	456,949	0
Acres of grass to be mowed	337	337	337	337	0

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

Program Description

Air Traffic Control Tower facility and operations. Fuel farm operations. Costs of the air traffic controllers is funded by the Federal Contract Tower Program.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.11**	**0.11**	**0.11**	**0.11**	**0.00**
Charges for Services	$35,978	$35,945	$35,945	$36,300	$355
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$35,143	$35,000	$35,000	$35,000	$0
County Tax Levy	**$44,352**	**$41,766**	**$41,766**	**$33,424**	**($8,342)**
Total Revenues	**$115,473**	**$112,711**	**$112,711**	**$104,724**	**($7,987)**
Personnel Costs	$9,532	$10,016	$9,876	$10,135	$119
Operating Expenses	$102,099	$94,536	$86,409	$86,426	($8,110)
Interdept. Charges	$8,484	$8,159	$8,403	$8,163	$4
Fixed Assets (memo)	$0	$0	$0	$0	$0
Total Expenditures	**$120,115**	**$112,711**	**$104,688**	**$104,724**	**($7,987)**
Operating Inc./(Loss)	($4,642)	$0	$8,023	$0	$0

Program Highlights

Revenue for these programs comes from the FBO lease for the airport fuel farm. The lease rate is adjusted annually by the change in CPI, which is projected at approximately 1%. Airport fund balance appropriation of $35,000 is used to offset depreciation of non-revenue producing assets funded with state and federal funds. County tax levy and is used to balance this program budget.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012.

The reduction in operating expenses is a result of a decrease in depreciation expenses for control tower assets. The capitalized voice switch equipment will be fully depreciated in 2011 and the communication radios will be fully depreciated in 2012. Additionally, communications equipment repair expenditures have been lowered to more accurately reflect actual expenses incurred.

Activity Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Fuel Purchases (gallons)					
Jet A (a)	759,164	722,000	755,000	770,000	48,000
100LL	116,166	111,000	100,000	100,000	(11,000)
Total	875,330	833,000	855,000	870,000	37,000

(a) Jet A (Jet fuel) is used by both turboprop and jet aircraft. The primary customers for Jet A are business aircraft.

Administrative Services

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

Program Description

Administrative Services is responsible for maintaining compliance with all applicable Federal Aviation Regulations (FAR's), Orders and Advisory Circulars (AC's) as well as conditions of grant assurances. In addition, this division is responsible for the monitoring of all leases and contracts and the enforcement of all provisions. Finally, Administrative Services is responsible for coordinating and providing efficient administrative/clerical support for the Airport's development and operations.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**1.90**	**1.90**	**1.90**	**1.90**	**0.00**
Other Revenue	$100	$200	$120	$170	($30)
Appr. Fund Balance (a)	$45,000	$0	$13,466	$0	$0
County Tax Levy	**$195,512**	**$205,710**	**$205,710**	**$208,248**	**$2,538**
Total Revenues	**$240,612**	**$205,910**	**$219,296**	**$208,418**	**$2,508**
Personnel Costs	$161,204	$168,772	$166,708	$169,208	$436
Operating Expenses (a)	$59,361	$24,123	$37,912	$22,609	($1,514)
Interdept. Charges	$11,287	$13,015	$12,915	$16,601	$3,586
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$231,852**	**$205,910**	**$217,535**	**$208,418**	**$2,508**
Operating Inc./(Loss)	$8,760	-	$1,761	-	-

(a) 2011 Estimate includes $13,466 from the open P.O. carryover for the marketing contract.

Program Highlights

Historically this program has been funded solely by tax levy; other revenue is from estimated recoveries for airport identification/access control badges.

Due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which mostly offsets personnel cost increases for 2012. Operating expenses are lowered due to the completion of the contract for marketing consulting services mid-year of 2011. However, Airport marketing and promotion expenditures of $5,000 are included for 2012. Interdepartmental charges are higher mostly due to the full cost of computer ownership continuing to be phased into department budgets from the End User Technology internal service fund.

Department-wide Capital Projects

CURRENT AND ADOPTED CAPITAL PROJECTS:

Project #	Project Name	Estimated Completion Year	County Project Cost	Estimated Annual Operating Impact* (Revenues)/ Expend	Estimated Depreciation Expense	Total (Rev)/Expend
200703	Airport Snow Removal Equipment Building	2012	$290,000	$TBD	$14,500	$TBD
200310	Rwy 10/28 RSA Design and Construction	2013	$460,851	$10,721	$23,043	$33,764
200702	Twy "C" and "D" Reconstruction and Lighting	2012	$120,000	$0	$6,000	$6,000
200704	Rwy 10/28 Rehabilitation	2014	$49,000	$TBD	$2,450	$TBD
200804	Master Plan Update	2013	$65,000	$0	$0	$0
201118	Airport Facility Upgrade	2013	$581,000	$0	$29,050	$29,050
201213	Reconstruct T-Hangar 674 (a)	2013	$405,030	($31,590)	$20,252	($11,338)

*See capital project forms for ongoing operating impacts.

(a) Insurance recoveries of $28,130 received will be applied to the project.

General Administration

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GENERAL ADMINISTRATION

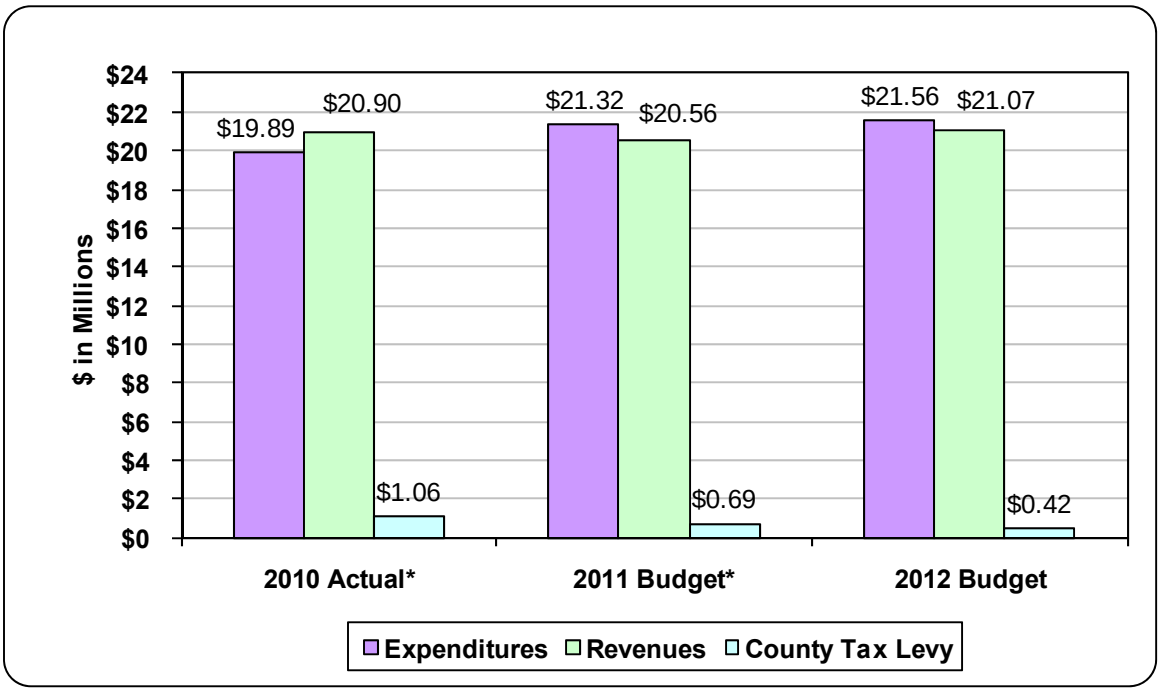
Functional Area Budget Highlights

The agencies within the General Administration Functional Area can be divided into two areas: 1) those with responsibilities vested in an elected official; and 2) those that provide the central administrative support operation for the County.

The agencies headed by an elected official include the **County Executive**, **County Board, County Clerk,** and **County Treasurer**.

The agencies that provide central administrative support include: the **Department of Administration (DOA)**, which provides internal operations of financial services, human resource services, purchasing and information systems, and includes the following proprietary fund operations: **Risk Management**, **Collections**, and **Communications**. The **End User Technology Fund** is an internal service fund that performs the County's information technology and records management functions. The **Office of Corporation Counsel** serves as legal advisor and counsel to all County elected officials, County agencies, boards, commissions, and committees.

General Administration related operations and projects included in other functional areas are County-wide technology related capital projects (see Capital Projects Section) and purchases of major equipment replacements.



*The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

The 2012 Expenditure Budget for this functional area totals $21,563,104, after adjustments to exclude proprietary fund capitalized fixed asset items. This is an increase of $238,838 or 1.1% from the 2011 Adopted Budget. Budgeted revenues, including $1,694,428 of fund balance appropriations, total $21,073,088 an increase of $512,649 or 2.5% from the 2011 Adopted Budget. The Tax Levy necessary to fund this functional area totals $417,228, a decrease of $272,381 or 39.5% from the 2011 Adopted Budget mostly due to Tax Levy reallocation from the End User Technology Fund to Departmental budgets to reduce the Fund subsidy and reflect program use.

** GENERAL ADMINISTRATION **

Functional Area Summary by Agency

	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change from 2011 Adopted Budget $	%
*** TOTAL GENERAL ADMINISTRATION ***						
Revenues (a)(e)	$20,895,486	$20,560,439	$21,114,005	$21,073,088	$512,649	2.5%
County Tax Levy (c)(e)	$1,058,992	$689,609	$689,609	$417,228	($272,381)	-39.5%
Expenditure (b)(e)	$19,888,583	$21,324,266	$21,165,089	$21,563,104	$238,838	1.1%
Rev. Over (Under) Exp. (e)	$1,204,132	-	$482,109	-	-	N/A
Oper Income/(Loss) (d)	$861,763	($74,218)	$156,416	($72,788)	1,430	-1.9%
BREAKDOWN BY AGENCY						
COUNTY EXECUTIVE						
Revenues	$14,314	$10,500	$11,500	$11,500	$1,000	9.5%
County Tax Levy	$548,569	$548,569	$548,569	$547,569	($1,000)	-0.2%
Expenditure	$480,367	$559,069	$521,090	$559,069	$0	0.0%
Rev. Over (Under) Exp.	$82,516	-	$38,979	-	-	N/A
COUNTY BOARD						
Revenues	$105,798	$0	$155,474	$0	$0	N/A
County Tax Levy	$1,310,373	$1,215,862	$1,215,862	$1,172,875	($42,987)	-3.5%
Expenditure	$1,100,282	$1,215,862	$1,284,963	$1,172,875	($42,987)	-3.5%
Rev. Over (Under) Exp.	$315,889	-	$86,373	-	-	N/A
COUNTY CLERK						
Revenues (a)	$357,426	$208,592	$330,220	$377,245	$168,653	80.9%
County Tax Levy	$300,102	$310,360	$310,360	$312,360	$2,000	0.6%
Expenditure	$626,726	$518,952	$636,466	$689,605	$170,653	32.9%
Rev. Over (Under) Exp.	$30,802	-	$4,114	-	-	N/A
COUNTY TREASURER						
Revenues	$8,376,640	$8,055,250	$8,236,148	$7,932,250	($123,000)	-1.5%
County Tax Levy (c)	($7,418,719)	($7,400,462)	($7,400,462)	($7,288,462)	$112,000	1.5%
Expenditure	$567,425	$654,788	$628,474	$643,788	($11,000)	-1.7%
Rev. Over (Under) Exp.	$390,496	-	$207,212	-	-	N/A
DEPARTMENT OF ADMINISTRATION						
Revenues (a)(e)	$11,578,197	$11,833,997	$11,932,573	$12,299,993	$465,996	3.9%
County Tax Levy (e)	$5,317,479	$5,009,264	$5,009,264	$4,642,854	($366,410)	-7.3%
Expenditure (b)(e)	$15,767,661	$16,917,479	$16,660,252	$17,015,635	$98,156	0.6%
Rev. Over (Under) Exp. (e)	$266,252	-	$125,169	-	-	N/A
Oper Income/(Loss) (d)	$861,763	($74,218)	$156,416	($72,788)	$1,430	-1.9%
CORPORATION COUNSEL						
Revenues	$463,111	$452,100	$448,090	$452,100	$0	0.0%
County Tax Levy	$1,001,188	$1,006,016	$1,006,016	$1,030,032	$24,016	2.4%
Expenditure	$1,346,122	$1,458,116	$1,433,844	$1,482,132	$24,016	1.6%
Rev. Over (Under) Exp.	$118,177	-	$20,262	-	-	N/A

(a) The 2012 Budget includes a total of $1,694,428 of Fund Balance appropriations, which includes $155,000 for the County Clerk, $662,779 for the DOA End User Technology Program, $153,892 for DOA Records Management, $368,254 for DOA Risk Management, $32,462 for DOA Communications, $314,441 for DOA Collections, and $7,600 in DOA Human Resources. The 2011 Budget includes a total of $1,713,506 of Fund Balance appropriations, which includes $846,779 for the DOA End User Technology program, $41,685 for DOA Records Management, $528,522 for DOA Risk Management, $34,399 for DOA Communications, $260,621 for DOA Collections, and $1,500 in DOA Human Resources.

(b) To conform with financial accounting standards, proprietary fund expenditures exclude fixed asset expenditures, debt service-principal payments and proprietary fund retained earnings. Therefore, expenditures less revenues do not equal Tax Levy. Total 2012 Budget expenditures exclude capitalized fixed asset purchases as follows: End User Technology Fund of $482,691. Total 2011 Budget expenditures exclude capitalized Fixed Asset purchases as follows: End User Technology Fund of $529,280.

(c) Revenues in excess of expenditures reduce Tax Levy funding for other general governmental operations.

(d) 2010 Actual Operating income generated from proprietary fund operations is retained in proprietary fund balance and does not result in a reduction of Tax Levy funding for other operations.

(e) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

GENERAL ADMINISTRATION

Functional Area Budget Highlights

Significant program and funding changes to the 2012 Budget include:

- The **County Board Chair's Office** personnel costs decreased by $42,524 or 4.5%. There was no change in the number of FTE positions but the decrease is costs are mainly due to Act 10 requiring a first time 50% employee contributions to the WI retirement system.

- The **County Clerk's Office** expenditures increase by about $170,700 to an expenditure level of $689,600, mainly for election costs related to the higher number of elections expected to be held in 2012, including the presidential elections. Most of this increase is funded with one-time General Fund Balance of $155,000.

- The **Office of the Treasurer** revenues include an estimated decrease in investment income of $100,000 to $4.8 million due to estimated lower investment returns. Agricultural Use Conversion fee revenue are also budgeted to decrease by $35,000 based on the lack of recovery in the real estate land development market.

- The **Department of Administration (DOA)-General Fund** budget includes approximately $24,000 in personnel cost savings from the replacement of a vacant Real Property Tax Lister position with a lower-cost Program Assistant position in the Tax Listing Program. This program was transferred to the DOA-General Fund from the Register of Deeds Office mid-year 2011 through County Board enrolled ordinance 166-29.

- **DOA-End User Technology Internal Service Fund (EUTF)** expenditure budget appropriations decreases by about $123,500 or 2%. The last remaining Tax Levy subsidy of $379,900 for the End User Technology program (budgeted in 2011) is shifted out departments to reflect total cost of computer ownership and IT resources usage. Departments now bear about 86% of the Technology costs captured in EUTF.

- **DOA-Risk Management** division expenditures increase less than 1% or $19,600 to $2,548,800. This primarily reflects an increase in current year Worker's Compensation self-insured claims and higher estimated future claims payments based on historical trends. Risk Management expenditures are subsidized with General Fund Balance of $368,300 which is decreased by a $160,300 and intended to be phased-out over the next four years. Interdepartmental revenue charge back to departments increase of $165,100 to reflect the costs in departments based on claims experience and risk exposure and reduces the General Fund balance subsidy.

- **DOA-Collections** division will continue to provide a Tax Levy credit of $120,000, the same as the 2011 budget. The Collections Division works with various other departments to improve the automation of collection services to collect on past due accounts receivable. Due to the anticipation of a new major client, Charges for Service revenues increase by $145,800, which is partially offset by increases in temporary extra help and related benefit costs for about 3 FTE positions at an estimated cost of $122,100.

BUDGETED POSITIONS 2010-2012
SUMMARY BY AGENCY AND FUND

GENERAL ADMINISTRATION

Agency	Fund	2010 Actual (a)	2011 Adopted Budget (a)	2011 Modified Budget (a)	2012 Budget	11-12 Change
COUNTY EXECUTIVE	General	4.50	4.50	4.50	4.65	0.15
COUNTY BOARD	General	7.00	7.00	7.00	7.00	-
COUNTY CLERK	General	4.00	4.00	4.00	4.00	-
TREASURER	General	6.00	6.00	6.00	5.50	(0.50)
DEPT. OF ADMINISTRATION	General (a)	55.60	55.60	55.60	55.60	-
	End User Technology	26.60	26.60	26.60	26.60	-
	Risk Management	3.20	3.20	3.20	3.20	-
	Communications	2.35	2.35	2.35	2.35	-
	Collections	5.75	5.75	5.75	5.75	-
	Subtotal Dept. of Admin.	93.50	93.50	93.50	93.50	-
CORPORATION COUNSEL	General	11.40	11.40	11.40	11.40	-
TOTAL REGULAR POSITIONS		126.40	126.40	126.40	126.05	(0.35)
TOTAL EXTRA HELP		10.33	10.69	10.75	15.61	4.92
TOTAL OVERTIME		0.18	0.19	0.23	0.28	0.09
TOTAL BUDGETED POSITIONS		136.91	137.28	137.38	141.94	4.66

(a) The Register of Deeds Tax Listing program was shifted to the Department of Administration during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

2012 BUDGET ACTIONS

County Executive
Increase Regular Positions by 0.15 FTE

County Clerk
Increase Extra Help by 0.59 FTE
Increase Overtime by 0.01 FTE

County Treasurer
Decrease Regular Positions by 0.50 FTE
Increase Extra Help by 0.01 FTE
Decrease Overtime by 0.01 FTE

Department of Administration - General Fund
Increase Extra Help by 0.26 FTE
Increase Overtime by 0.03 FTE

Department of Administration - End User Technology Fund
Increase Extra Help by 0.83 FTE

Department of Administration - Collections
Increase Extra Help by 3.02 FTE

Corporation Counsel
Increase Extra Help by 0.15 FTE
Increase Overtime by 0.02 FTE

2011 CURRENT YEAR ACTIONS

County Clerk
Increase Extra Help by 0.06 FTE (Enrolled Ordinance 166-30)
Increase Overtime by 0.04 FTE (Enrolled Ordinance 166-30)

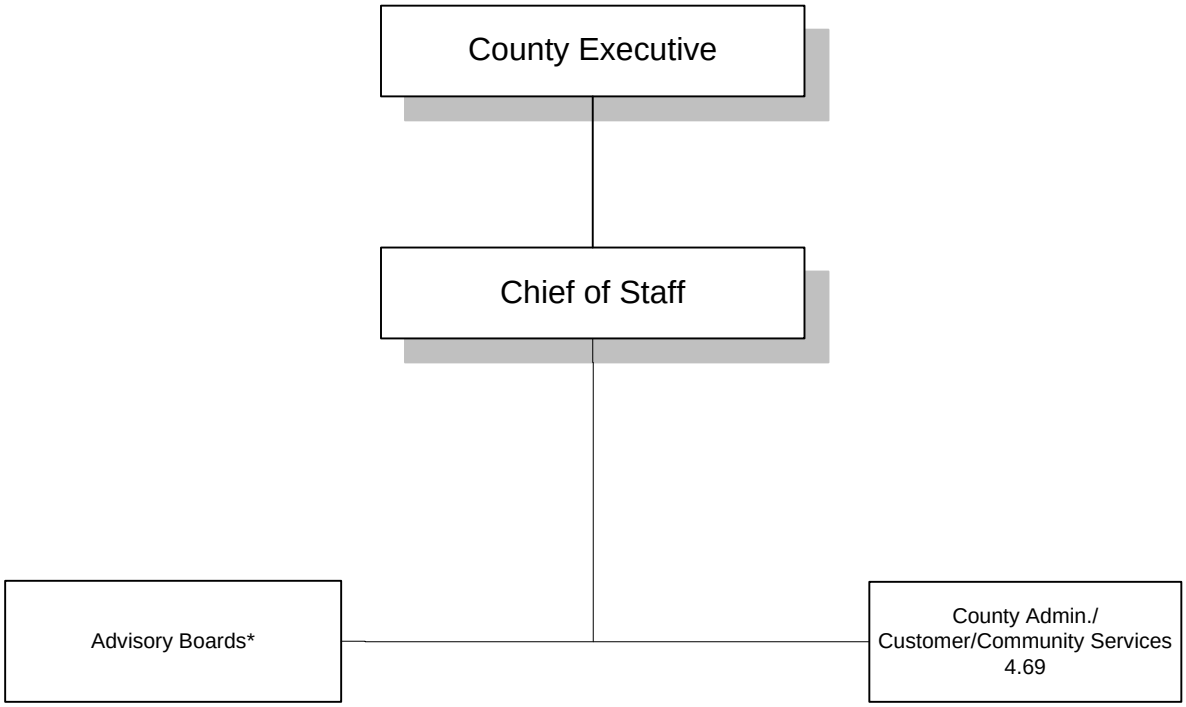
Department of Administration - General Fund
Abolish Real Property Tax Lister by 1.00 FTE (Enrolled Ordinance 166-29)
Create Program Assistant by 1.00 FTE (Enrolled Ordinance 166-29)

Corporation Counsel
Transferred 0.40 FTE Attorney from General Legal Services to Child Support
Transferred 0.40 FTE Senior Attorney from Child Support to General Legal Services
Reclassification of 1.0 FTE from Attorney to Senior Attorney in General Legal Services

County Executive

COUNTY EXECUTIVE'S OFFICE

FUNCTION / PROGRAM CHART



4.69 Total FTE'S

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

* No Staff FTE's are allocated to Advisory Boards.

County Executive

Statement of Purpose

As chief executive officer of county government, the County Executive serves the citizens of Waukesha County by protecting and promoting their welfare, safety, health, and quality of life. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County government policy is established in partnership with the County Board of Supervisors, boards and commissions and the County Executive.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$904	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$13,410	$10,500	$11,500	$11,500	$1,000	9.5%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy	**$548,569**	**$548,569**	**$548,569**	**$547,569**	**($1,000)**	**-0.2%**
Total Revenue Sources	**$562,883**	**$559,069**	**$560,069**	**$559,069**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$430,489	$477,219	$451,651	$484,395	$7,176	1.5%
Operating Expenses	$28,570	$53,857	$43,918	$45,700	($8,157)	-15.1%
Interdept. Charges	$21,308	$27,993	$24,643	$28,974	$981	3.5%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$480,367**	**$559,069**	**$520,212**	**$559,069**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$82,516	$0	$39,857	$0	$0	N/A

Position Summary (FTE)					
Regular Positions (b)	4.50	4.50	4.50	4.65	0.15
Extra Help	0.00	0.04	0.04	0.04	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	4.50	4.54	4.54	4.69	0.15

(a) The Other Revenue primarily relates to the County Executive award luncheon.

(b) Increase in 2012 budget results from increased allocation of a clerical support to this budget (from 0.50 FTE to 0.65 FTE) to help with additional workload and office coverage and also due to federal funding reductions in the Community Development program which partially funds this position.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2010 Actual	2011 Actual	2012 Target
County's Bond Ratings	AAA/Aaa	AAA/Aaa	AAA/Aaa

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

Objective 2: Provide constituents with timely, courteous and professional assistance and service.

Key Outcome Indicator: Percent of positive, unsolicited responses generated from the Citizen Comment Card above the department standard of 80%.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent of positive survey responses	70%	85%	92%	90%

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

Objective 3: The County tax impact on the homeowner is measured by looking at long term budget trends (five years) versus the rate of inflation as measured by the Core Consumer Price Index –Urban (CPI-U) five year annual average percentage for fiscal years July 1 to June 30th.*

Key Outcome Indicator: Measures taxation stability by looking at the long term tax bill impact on the median home value versus the annual five year average CPI-U Core inflation rate.

Performance Measure:	2005 - 2009 Actual	2006-2010 Actual	2007-2011 Actual
Average annual CPI-U core (less food and energy) % increase over the five year period.	2.31%	2.06%	1.85%
Average annual tax increase % on the medium value home over the 5 year period	0.44%	0.40%	0.56%

* Year ending June 30th is consistently used since it represents the period preceding the budget development process.

Objective 4: Create an environment that promotes County-wide economic development.

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

Performance Measure	2009 Actual	2010 Actual	2011 Actual
$ Amount of New Construction **	$568.1 million	$397.6 million	$320.1 million
% of Change	1.1%	0.8%	0.64%

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

County Administration/Customer/Community Services

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

Program Description

The County Executive Office is responsible for the coordination of countywide strategic planning process, an executive budget and for coordination of efficient executive office administrative and clerical support. The County Executive is responsible for managing administrative functions of County government, which are not vested in other elected officials. County Executive reviews non-represented performance pay recommendations for fairness, consistency, and meeting County evaluation requirements. The County Executive also provides for public relations between County Government and other entities including other governments, commercial, industrial, non-profit concerns and County citizens.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.50**	**4.54**	**4.50**	**4.69**	**0.15**
General Government	$904	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$13,410	$10,500	$11,500	$11,500	$1,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$513,450**	**$513,788**	**$513,788**	**$517,605**	**$3,817**
Total Revenues	**$527,764**	**$524,288**	**$525,288**	**$529,105**	**$4,817**
Personnel Costs	$415,233	$452,812	$431,699	$463,906	$11,094
Operating Expenses	$22,473	$43,483	$35,538	$36,225	($7,258)
Interdept. Charges	$21,308	$27,993	$24,643	$28,974	$981
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$459,014**	**$524,288**	**$491,880**	**$529,105**	**$4,817**
Rev. Over (Under) Exp.	$68,750	-	$33,408	-	-

(a) The other revenue primarily relates to the County Executive award luncheon to reimburse costs of the luncheon.

Program Highlights

Personnel costs are increased by $11,094 mainly related to costs to continue the current staff. Also, a greater share of a Clerk Typist I/II position is being allocated to this program budget from the Community Development fund (increased by 0.15 FTE from 0.50 FTE to 0.65 FTE) to help with additional workload and office coverage. Also, the 2012 budget reflects increased insurance costs as a result of employees selection of health insurance coverage (from single to family) related to position turnover. These costs are mostly offset by lower Wisconsin Retirement System pension costs, as a result of the State Budget Repair Bill requiring most County employees to contribute 50 percent to the County's share of these costs. Operating expenses decrease mostly related to a reduction in printing costs due to greater use of the internet and electronic media.

Activity Data

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Dept. Heads Report directly to County Exec (a)	8	8	8	8
Funding quality services and keeping taxes low by limiting administrative support costs.				
% of County Property Taxes Spent on Admin. Functional Area	<1%	<1%	<1%	<1%
The County Executive's Office utilizes a variety of tools to communicate with its constituency. Among the most effective means of conveying information to a broad audience is by issuing news releases and newsletters.				
No. of news releases, electronic newsletters and newspaper columns drafted and distributed by the County Executive's Office. (b)	97	100	103	400 (c)

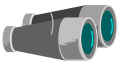
(a) Includes Corporation Counsel and UW Extension
(b) Does not include news releases drafted by departments for County Executive's Office review.
(c) Includes reviews of other department news releases and electronic media.

Advisory Boards

Program Description

The County Executive has the authority to appoint Department heads and all members of boards and commissions with County Board approval. The Boards and Commissions advise the County Executive and Departments on policy issues.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**No Staff Allocated or Budgeted in this program**				
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy $	**35,119**	**$34,781**	**$34,781**	**$29,964**	**($4,817)**
Total Revenues	**$35,119**	**$34,781**	**$34,781**	**$29,964**	**($4,817)**
Personnel Costs	$15,256	$24,407	$19,952	$20,489	($3,918)
Operating Expenses	$6,097	$10,374	$8,380	$9,475	($899)
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$21,353**	**$34,781**	**$28,332**	**$29,964**	**($4,817)**
Rev. Over (Under) Exp.	$13,766	-	$6,449	-	-



Program Highlights

Overall expenses for the Boards and Commissions per diems, mileage and other related expenses are budgeted to decrease slightly in 2012 based on prior year requests.

Activity

Provided below is a summary of the boards and commissions staffing level and meeting frequency for Board and Commissions with per diems and or other reimbursable expenditures are included within the County Executive's budget.

	Boards & Commissions Members		Avg. Meetings
	Co. Board	Citizens	Per Month
Health & Human Services Board	4	6	1.5
Park & Planning Commission	3	4	2.0
Aging and Disability Resource Center Advisory Board	1	12	1.0
Federated Library Board	2	5	1.0
Housing Authority	2	3	0.33
Wisconsin River Rail Transit Commission	1	2	0.33
Airport Commission	1	4	1.0
Board of Adjustment	0	5	1.0
Ethics Board	0	3	As needed

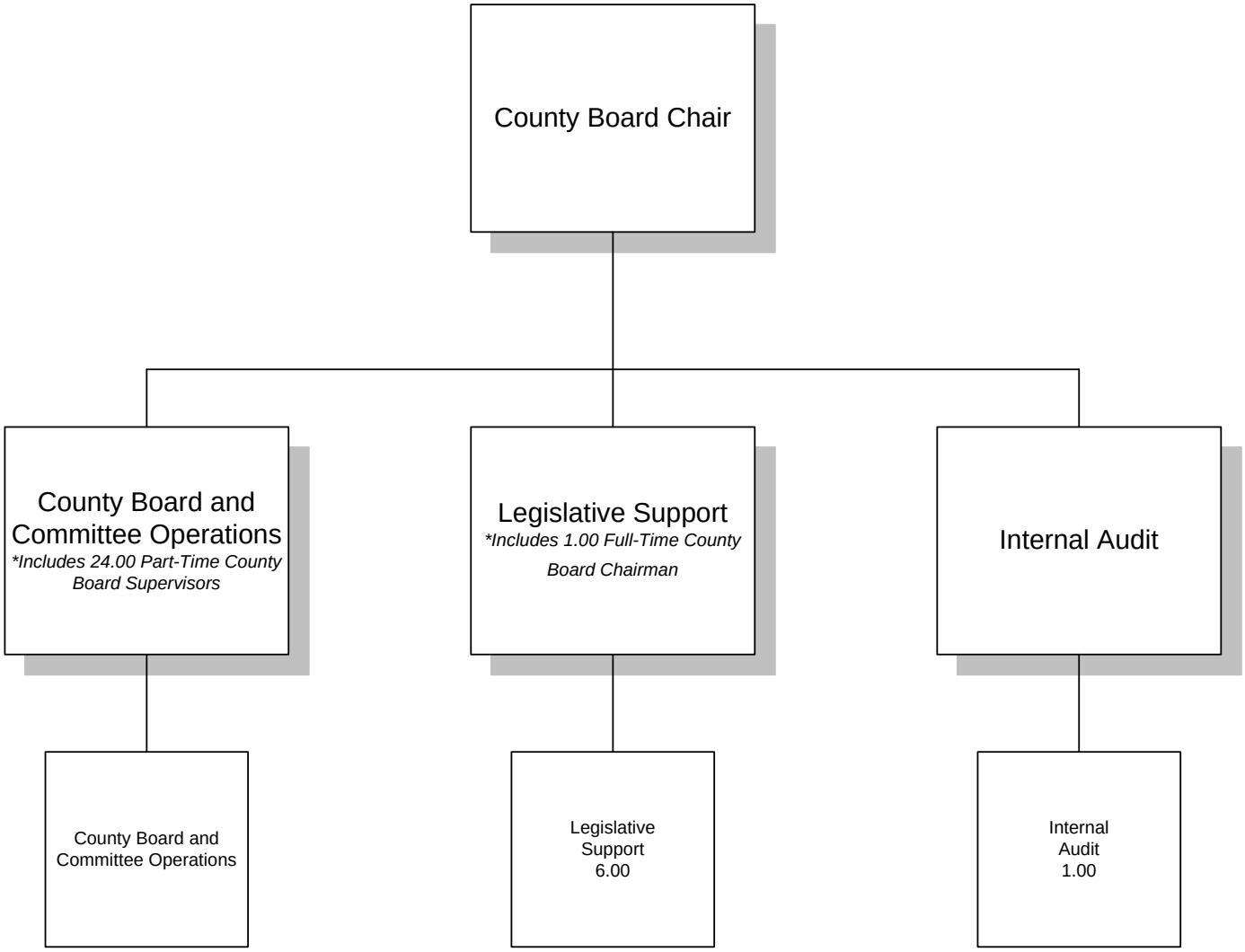
Other Boards and Commissions appointed by the County Executive that are not included in the County Executive's Department Budget include: The Southeastern Wi. Regional Planning Commission appointees, Lake Management Districts, Trustees to Library Boards, Traffic Safety Commission, The Marsh Country Health Alliance Commission, The Sheriff Civil Service Commission which is included in the DOA - Human Resource Budget, CDBG Board which is included in the CDBG budget and the Veteran Service Commission which is included in the Veteran Services office budget.

Also, employees are appointed to the Future Parkland Standing Committee; Superior Emerald Park Standing Committee, Waste Management's Metro Landfill Monitoring Committee, Metro Recycling & Disposal Facility Siting Committee and Orchard Ridge Recycling & Disposal Facility Siting Committee.

County Board

COUNTY BOARD CHAIR'S OFFICE

FUNCTION / PROGRAM CHART



7.00 TOTAL FTE'S

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

County Board

Statement of Purpose

The mission of the Waukesha County Board of Supervisors is to enact legislation to establish policy to promote the health, safety, welfare and quality of the life for the people of Waukesha County in a fiscally responsible manner.

The legislative body of the county is the board of supervisors, which consists of 25 members who are elected by districts to two-year terms in even numbered years. From its members, the board elects a chairperson, first vice-chairperson, and second vice-chairperson as officers of the county board. There are seven standing committees organized on functional lines. The executive, finance and personnel committees deal with administrative policy matters, whereas the remaining four standing committees, judiciary and law enforcement; health and human services; land use, parks and environment; and public works, are concerned with policy matters affecting public services.

Through the internal audit function, the county board provides financial and program evaluations to assure cost-effective and efficient use of available resources.

Financial Summary	2010 Actual(a)	2011 Adopted Budget	2011 Estimate(b)	2012 Budget	Change From 2011 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 (c)	$1,781	$0	$0	$0	$0	N/A
Appr. Fund Balance (a) (b)	$104,017	$0	$155,474	$0	$0	N/A
County Tax Levy	**$1,310,373**	**$1,215,862**	**$1,215,862**	**$1,172,875**	**($42,987)**	**-3.5%**
Total Revenue Sources	**$1,416,171**	**$1,215,862**	**$1,371,336**	**$1,172,875**	**($42,987)**	**-3.5%**
Expenditures						
Personnel Costs	$907,141	$949,627	$908,412	$907,103	($42,524)	-4.5%
Operating Expenses	$166,018	$234,329	$346,587	$234,368	$39	0.0%
Interdept. Charges	$27,123	$31,906	$29,964	$31,404	($502)	-1.6%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,100,282**	**$1,215,862**	**$1,284,963**	**$1,172,875**	**($42,987)**	**-3.5%**
Rev. Over (Under) Exp.	$315,889	-	$86,373	-	-	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	7.00	7.00	7.00	7.00	0.00	

(a) General Fund Balance of $104,017 is related to carry-over expenditure authority from the 2009 budget to the 2010 budget in the internal audit program for the following: 1.) $35,000 for a general controls audit of Department of Health and Human Services billing and accounts receivable; 2.) $60,075 for general controls audit of information technology network operations; 3.) $2,310 for a Department of Public Works-Central Fleet Division audit; 4.) $6,632 for a Emergency Preparedness-Communications Center audit.

(b) General Fund Balance of $155,474 is related to carry-over expenditure authority from the 2010 budget to the 2011 budget in the internal audit program for the following: 1) $20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) $59,684 for an audit of the Waukesha County Communications Center; and 3) $75,000 for completion of internal audit projects from the 2010 audit plan which were delayed due to additional projects added to the plan in 2010.

(c) $1,781 of unbudgeted general donations revenue was realized in 2010 through donations from the county board supervisors.

Major Departmental Strategic Outcomes and Objectives for 2012

County-Wide Key Strategic Outcome: An economically vibrant county

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

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

Performance Measure:	2009 Actual	2010 Actual	2011 Actual	2012 Target
County's Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

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

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

Performance Measure:	2009 Actual	2010 Actual	2011 Actual
$ Amount of New Construction*	$568.1 million	$397.6 million	$320.1 million
% of Change	1.1%	0.8%	0.64%

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

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

Objective 3: Complete operational, performance and financial audits to promote efficiency and economy, adequate internal controls, and implementation of best practices. (Internal Audit)

Anticipated 2012 audits include: implementation of the county cashiering system, employee flexible spending account, UW Cooperative Extension, Parks and Land Use, Emergency Management, and ADRC operations.

Key Outcome Indicator: Bond rating measures efficacy, efficiency, best practices and cost effectiveness of services (see county bond rating above).

Legislative Support

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description
Provides for the directing of the day-to-day activities of the county board's professional, audit, and support staff; support to the seven standing committees; legislative and lobbying effort for the county; and research, analysis, evaluation, and recommendations to the county board and its committees.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$689,861**	**$588,497**	**$588,497**	**$564,955**	**($23,542)**
Total Revenues	**$689,861**	**$588,497**	**$588,497**	**$564,955**	**($23,542)**
Personnel Costs	$507,679	$532,694	$503,248	$507,615	($25,079)
Operating Expenses	$10,067	$26,897	$22,625	$28,936	$2,039
Interdept. Charges	$25,703	$28,906	$28,464	$28,404	($502)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$543,449**	**$588,497**	**$554,337**	**$564,955**	**($23,542)**
Rev. Over (Under) Exp.	$146,412	-	$34,160	-	-

Program Highlights
Personnel cost increases are reduced due to the state budget repair bill (Act 10) requiring most county employees to contribute 50% of Wisconsin Retirement System (WRS) pension costs, significantly reducing the county's share of costs. Personnel costs savings also reflect the prior year action of unfunding two positions and replacing it with one under-filled programs and project analyst**.** These expenditure and related tax levy reductions will help to mostly offset state revenue reduction in other department budgets.

Chairman and staff work to promote lower government costs through public policy research advisements, as well as work with the Local Government Institute, Supreme Court Policy and Planning Committee, Wisconsin Workforce Development Association, Waukesha County Economic Development Corporation, Waukesha-Ozaukee-Washington Tri-County Policy Board, Southeastern Wisconsin Regional Planning Commission, Criminal Justice Committees, and others.

Activity-Workload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Committee agenda/minutes prepared	245	275	250	250	(25)
Advisement to committees by staff	260	250	250	250	0
Staff participating in community events/meetings/conferences	160	100	150	150	50
Reviewing and advising on state legislative issues	210	200	200	200	0

County Board and Committees Operations

County-Wide Key Strategic Outcome: An economically vibrant county

Program Description
Provide funds for the personnel and direct costs associated with twenty-five county board supervisors, county board committees and the professional associations to which it belongs.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)		**No Budgeted Support Staff Allocated**			
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$1,781	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$375,251**	**$376,454**	**$376,454**	**$360,750**	**($15,704)**
Total Revenues	**$377,032**	**$376,454**	**$376,454**	**$360,750**	**($15,704)**
Personnel Costs	$266,632	$277,872	$270,216	$264,168	($13,704)
Operating Expenses	$46,893	$95,582	$58,412	$93,582	($2,000)
Interdept. Charges	$1,420	$3,000	$1,500	$3,000	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$314,945**	**$376,454**	**$330,128**	**$360,750**	**($15,704)**
Rev. Over (Under) Exp.	$62,087	-	$46,326	-	-

(a) $1,781 of unbudgeted general donations revenue was realized in 2010 through donations from the county board supervisors.

Program Highlights
Personnel costs for county board supervisors decrease by $13,704 due to the state budget repair bill (Act 10) requiring elected officials to contribute to Wisconsin Retirement System (WRS) pension costs, reducing the county's share of costs. These expenditure and related tax levy reductions will help to mostly offset state revenue reductions in other department budgets.

Operating expenses include consulting expenditure appropriations that are generally used for pressing issues that unexpectedly arise and are deemed essential to address immediately.

Related operating expenses, interdepartmental charges and work plans are designed to enhance efficiency of board operations and facilitate the transition to a new county board elected April 2012.

Activity-Workload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Ordinances/Resolutions considered	205	150	150	150	0
County Board meetings attended	326	275	275	275	0
Standing Committee meetings attended	547	675	675	675	0

Internal Audit

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

Program Description

Internal Audit is an independent function of the legislative branch of the county, and is responsible for conducting operational, performance and financial audits of county operations for the purpose of promoting efficiency, economy, and adequate internal controls.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a) (b)	$104,017	$0	$155,474	$0	$0
County Tax Levy	**$245,261**	**$250,911**	**$250,911**	**$247,170**	**($3,741)**
Total Revenues	**$349,278**	**$250,911**	**$406,385**	**$247,170**	**($3,741)**
Personnel Costs	$132,830	$139,061	$134,948	$135,320	($3,741)
Operating Expenses (b)	$109,058	$111,850	$265,550	$111,850	$0
Interdept. Charges	$0	$0	$0	$0	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$241,888**	**$250,911**	**$400,498**	**$247,170**	**($3,741)**
Rev. Over (Under) Exp.	$107,390	-	$5,887	-	-

(a) General Fund Balance of $104,017 is related to carry-over expenditure authority from the 2009 budget to the 2010 budget in the internal audit program for the following: 1.) $35,000 for a general controls audit of Department of Health and Human Services billing and accounts receivable; 2.) $60,075 for general controls audit of information technology network operations; 3.) $2,310 for a Department of Public Works-Central Fleet Division audit; 4.) $6,632 for a Emergency Preparedness-Communications Center audit.

(b) General Fund Balance of $155,474 is related to carry-over expenditure authority from the 2010 budget to the 2011 budget in the internal audit program for the following: 1) $20,790 for an audit of the Department of Public Works-Central Fleet Division; 2) $59,684 for an audit of the Waukesha County Communications Center; and 3) $75,000 for completion of internal audit projects from the 2010 audit plan which were delayed due to additional projects added to the plan in 2010.

Program Highlights

Personnel cost increases are reduced due to the state budget repair bill (Act 10) requiring most county employees to contribute 50% of Wisconsin Retirement System (WRS) pension costs, reducing the county's share of costs. These expenditure and related tax levy reductions will help to mostly offset state revenue reductions in other department budgets. Operating expenses remain stable and include contracted audit costs.

Audits help ensure safeguarding of county assets, efficiency, management integrity and reliability by identifying cost effective controls throughout county operations. Audit recommendations improve operations that assist administration, supervisors and taxpayers of Waukesha County.

Anticipated 2012 audits include the implementation of the cashiering system, employee flexible spending account, UW Cooperative Extension, Parks and Land Use, Emergency Management, and ADRC operations.

Activity-Workload Data	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Audits of department activities	4	5	5	5	0
Consult with departments to assist in various projects	3	2	2	2	0
Follow-up of internal audit and external auditor's recommendations	1	1	2	2	1
Assist in completion of single audit work performed by external auditors	1	1	1	1	0

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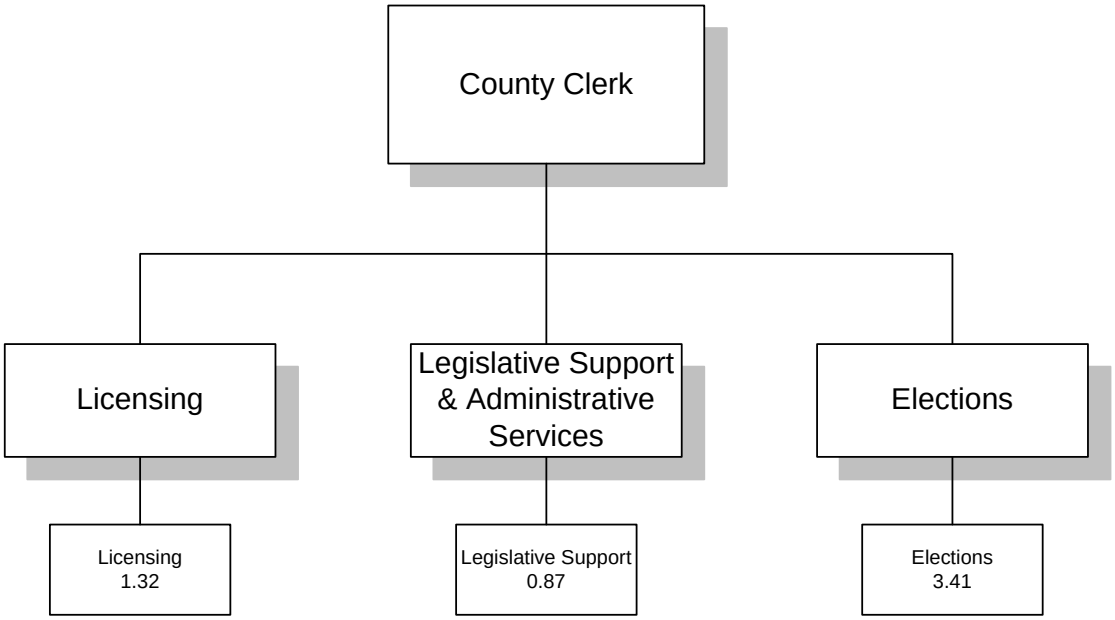
County Clerk

COUNTY CLERK'S OFFICE

FUNCTION / PROGRAM CHART



5.60 TOTAL FTE'S

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

County Clerk

Statement of Purpose

The Waukesha County electorate chooses the County Clerk, which is a State Constitutional Officer defined by Wisconsin Statutes, every two years. The County Clerk's two main statutory duties are to act as the Waukesha County Election Commissioner and Clerk of the Waukesha County Board.

Financial Summary	2010 Actual (a)(b)	2011 Budget	2011 Estimate (c)	2012 Budget (d)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$70,303	$57,992	$53,000	$70,000	$12,008	20.7%
Fine/Licenses (a)	$151,524	$140,400	$140,720	$140,720	$320	0.2%
Charges for Services	$13,654	$8,000	$9,475	$9,225	$1,225	15.3%
Interdepartmental	$210	$300	$525	$400	$100	33.3%
Other Revenue	$4,735	$1,900	$1,300	$1,900	$0	0.0%
Appr. Fund Balance (b)(c)(d)	$117,000	$0	$125,200	$155,000	$155,000	N/A
County Tax Levy	**$300,102**	**$310,360**	**$310,360**	**$312,360**	**$2,000**	**0.6%**
Total Revenue Sources	**$657,528**	**$518,952**	**$640,580**	**$689,605**	**$170,653**	**32.9%**
Expenditures						
Personnel Costs (c)(d)	$344,732	$350,043	$371,368	$374,938	$24,895	7.1%
Operating Expenses (b)(c)(d)	$250,971	$128,750	$214,443	$275,459	$146,709	113.9%
Interdept. Charges (c)	$31,023	$40,159	$50,655	$39,208	($951)	-2.4%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$626,726**	**$518,952**	**$636,466**	**$689,605**	**$170,653**	**32.9%**
Rev. Over (Under) Exp.	$30,802	-	$4,114	-	-	N/A

Position Summary (FTE) (b)(c)					
Regular Positions	4.00	4.00	4.00	4.00	0.00
Extra Help	1.07	0.89	0.95	1.54	0.65
Overtime	0.06	0.01	0.05	0.06	0.05
Total FTEs	**5.13**	**4.90**	**5.00**	**5.60**	**0.70**

(a) Higher 2010 actual license revenue is largely due a temporary increase passport application fees in the summer of 2010 prior to the jump in the federal portion of the fee.

(b) 2010 Actual Fund Balance includes $70,000 transferred in from the Contingency Fund to cover above budget fall election number of ballots and related higher costs.

(c) Higher 2011 Estimate is mainly due to costs associated with Wisconsin Supreme Court Recount, which resulted in a Contingency Fund Transfer of $125,200. The County Clerk's Office estimates that any additional costs related to state legislature recall elections anticipated for the summer of 2011 will be absorbed within the Department's budget. If costs exceed estimates, an additional funds transfer may be requested.

(d) 2012 Budget includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year.

County Clerk's Mission is to:

- *manage specific licenses for the County that are mandated by State law & County ordinance*
- *maintain a strong working relationship with all County departments and municipalities*
- *utilize existing technologies to improve efficiency*
- *embrace fiscally responsible practices*
- *establish ongoing relationships and communication with elected officials at the Federal, State and local levels*
- *keep current with the changing election laws*
- *provide expedient and courteous service to our customer*

Program Description

The County Clerk's Office issues marriage licenses and domestic partnership licenses to County residents or out of state customers who are eligible to marry under Wisconsin law; distributes dog licenses, tags and supplies to municipalities as mandated by State law; and accepts and forwards passport applications and all required materials to the U.S. State Department.

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.41**	**1.32**	**1.32**	**1.32**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses (a)	$151,524	$140,400	$140,720	$140,720	$320
Charges for Services	$12,020	$7,500	$8,500	$8,700	$1,200
Interdepartmental	$0	$0	$0	$0	$0
Other Revenues	$56	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($67,107)**	**($43,822)**	**($43,822)**	**($44,365)**	**($543)**
Total Revenues	**$96,493**	**$104,078**	**$105,398**	**$105,055**	**$977**
Personnel Costs	$71,573	$73,703	$71,368	$72,386	($1,317)
Operating Expenses	$13,373	$14,072	$14,968	$16,572	$2,500
Interdept. Charges	$12,900	$16,303	$14,944	$16,097	($206)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$97,846**	**$104,078**	**$101,280**	**$105,055**	**$977**
Rev. Over (Under) Exp.	($1,353)	-	$4,118	-	-

(a) Higher 2010 actual license revenue is largely due a temporary increase passport application fees in the summer of 2010 prior to the jump in the federal portion of the fee.

Program Highlights

License revenues consist mostly of marriage license revenues of $105,000 and passport application fee revenues of $35,000 (see Activity Table below for numbers of licenses), which remain at the 2011 budgeted level. Domestic partnership license revenues increase slightly by $320 to $720 to be more in-line with 2010 actual. Charges for Service revenues increase by $1,200 to $8,700, due to an increase in photography revenues related to passports. The Tax Levy credit (of $44,365) generated by this program helps fund other programs in the County Clerk's Office.

Personnel cost estimates decrease by about $1,300 to nearly $72,400, mostly due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, reducing the County's share of these costs, which fully offsets personnel cost increases for 2012. Operating Expenditures increase by $2,500 to about $16,600, mostly due to an increase in next-day postage expenses for passport mailings by $2,000 to $4,500. These costs are paid for by passport applicants.

Activity-The chart shows the number of County Clerk issued licenses and applications by year.

	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	Budget Change
Marriage Licenses	1,853	1,734	1,812	1,750	1,750	0
Re-issued Marriage Licenses	59	55	53	50	50	0
Dog Licenses	18,556	18,091	17,764	18,500	18,137	(363)
Passports Applications	1,352	1,294	1,536	1,400	1,400	0

Program Description

Prepare and publish State statutory required legal election notices. Train inspectors and poll workers. Help with voter registration. Certify to local clerks, pertinent election data. Prepare and distribute ballots and other election supplies to local clerks. Prepare voting machine layouts for municipalities. Receive and tabulate election returns on election night. Canvass the results of all elections held for County, State, and Federal offices within the County. Respond to, and take appropriate action, when necessary, on all questions and complaints regarding the election process within the County and maintain the necessary records for Waukesha County municipalities collaborating on the Statewide Voter Registration System (SVRS) to maintain compliance with Federal election statutes.

	2010 Actual (a)	2011 Budget	2011 Estimate (b)	2012 Budget (c)	Budget Change
Staffing (FTE)	**2.92**	**2.71**	**2.81**	**3.41**	**0.70**
General Government	$70,303	$57,992	$53,000	$70,000	$12,008
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)(b)(c)	$117,000	$0	$125,200	$155,000	$155,000
County Tax Levy	**$304,966**	**$288,911**	**$288,911**	**$293,498**	**$4,587**
Total Revenues	**$492,269**	**$346,903**	**$467,111**	**$518,498**	**$171,595**
Personnel Costs (b)(c)	$218,957	$218,613	$243,151	$245,228	$26,615
Operating Expenses (a)(b)(c)	$232,536	$108,553	$195,708	$254,067	$145,514
Interdept. Charges (b)	$14,554	$19,737	$31,974	$19,203	($534)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$466,047**	**$346,903**	**$470,833**	**$518,498**	**$171,595**
Rev. Over (Under) Exp.	$26,222	-	($3,722)	-	-

(a) 2010 Actual Fund Balance includes $70,000 transferred in from the Contingency Fund to cover above budget fall election number of ballots and related higher costs.

(b) Higher 2011 Estimate is mainly due to costs associated with Wisconsin Supreme Court Recount, which resulted in a Contingency Fund Transfer of $125,200. The County Clerk's Office estimates that any additional costs related to state legislature recall elections anticipated for the summer of 2011 will be absorbed within the Department's budget. If costs exceed estimates, an additional funds transfer may be requested.

(c) 2012 Budget includes one-time General Fund Balance appropriation of $155,000 for higher estimated costs associated with the higher number of elections in the presidential election year.

Program Highlights

General Government revenues, which consist of municipal reimbursements for election-related work, increase by about $12,000 to $70,000, based on actual revenues received in the last higher-volume even-numbered year (2010 at about $70,300). General Fund Balance of $155,000 is budgeted for one-time higher costs related to the higher number of elections in the 2012 presidential election year. Tax Levy budgeted in this program increases by $4,587 to $293,498.

Personnel costs increase by $26,600, mostly due to an increase in temporary extra help and related benefits by about $23,200 to $34,000, for an additional 0.65 FTE (about 1,350 hours) up to a total of 0.96 FTE (about 2,000 hours total) to assist with the presidential elections. In addition, 0.05 FTE (about 100 hours) of overtime and related benefit costs, estimated at $2,650, are budgeted for the first time, based on 2010 actual experience.

Operating expenditures increase by about $145,500 to nearly $254,100, mostly related to higher one-time presidential election costs, mainly including an increase in ballot and other election supply costs by about $123,000 to $203,000 and an increase in advertising and legal notices by $17,500 to $29,000.

Activity

A decrease in voter registration to about 252,200 is mostly due to four year change in status. Every four years the Government Accountability Board (GAB) changes the status of voters from active to in-active in the State Wide Voter Registration System (SVRS). This process happens when a registered voter has not voted in 4 years and did not return a post card stating they wanted to stay registered. Prior year actuals are based on clerk certification of registered voters in January of each year. Estimate is the number of active voters as of June 22, 2011.

	2008	2009	2010	2011	2012 Est.
Number of Waukesha County Registered Voters as certified in January	265,337	262,763	264,786	268,037	252,212

Program Description

Clerk of the County Board of Supervisors, custodian of all records of the Board and all other records as required to be filed by statutes. The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support, including actively working on business continuity, the County accounting system, and annual budget for the Department. The County Clerk is also responsible for posting agendas and minutes and publishing summaries of proposed County Ordinances. Many times, the Office is the first place residents call to get transferred to the appropriate department.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.80**	**0.87**	**0.87**	**0.87**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,634	$500	$975	$525	$25
Interdepartmental	$210	$300	$525	$400	$100
Other Revenue	$4,679	$1,900	$1,300	$1,900	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$62,243**	**$65,271**	**$65,271**	**$63,227**	**($2,044)**
Total Revenues	**$68,766**	**$67,971**	**$68,071**	**$66,052**	**($1,919)**
Personnel Costs	$54,202	$57,727	$56,849	$57,324	($403)
Operating Expenses	$5,062	$6,125	$3,767	$4,820	($1,305)
Interdept. Charges	$3,569	$4,119	$3,737	$3,908	($211)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$62,833**	**$67,971**	**$64,353**	**$66,052**	**($1,919)**
Rev. Over (Under) Exp.	$5,933	-	$3,718	-	-

Program Highlights

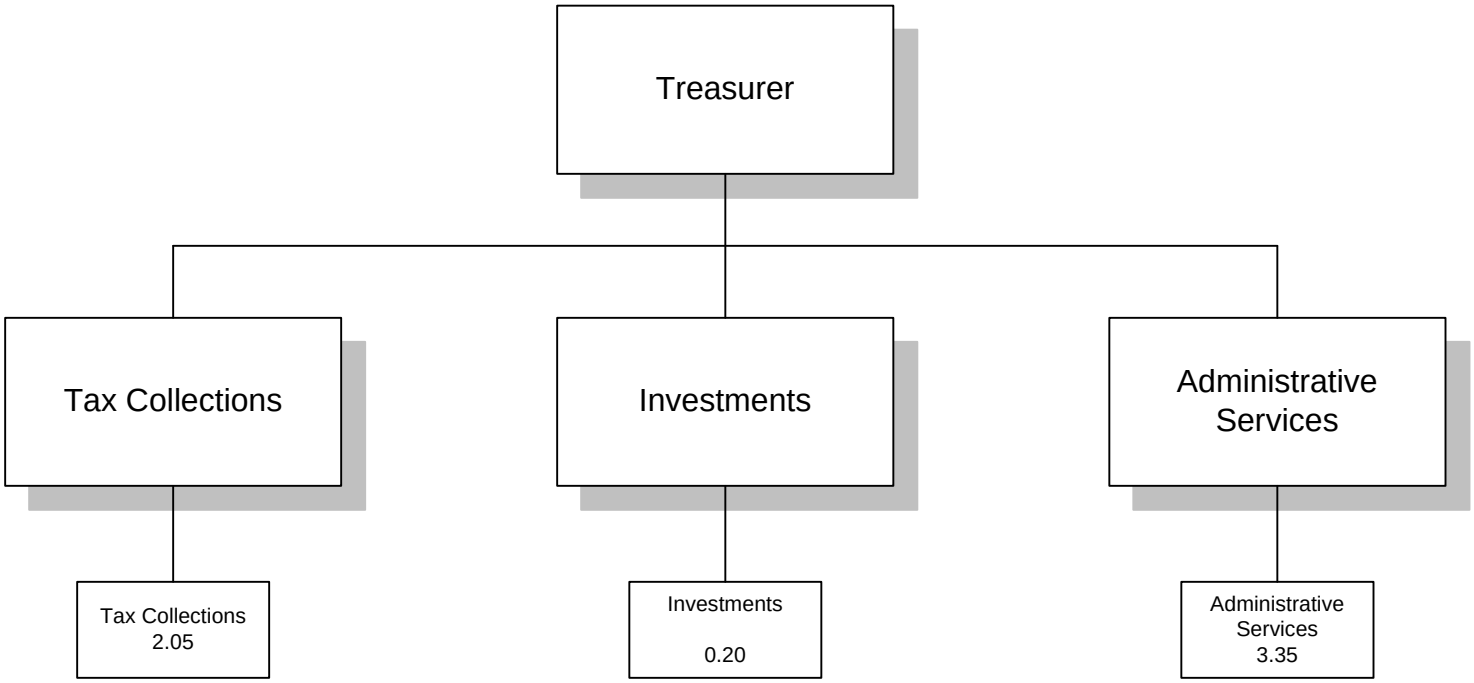
Other Revenues consist of reimbursements from municipal officials for meeting supplies, budgeted at $1,000, and publication sales revenues for the “Directory of Public Officials,” budgeted at $900. Tax levy support budgeted in this program decreases by $2,044 to $63,227, mostly due to expenditure decreases, discussed below.

Personnel costs decrease by about $400 to $57,300, mostly due to the State budget Repair Bill requiring most County Employees to contribute 50 percent to the Wisconsin Retirement system pension costs, reducing the County’s share of these costs, which fully offsets personnel cost increases for 2012. Operating expenditures decrease by about $1,300 to $4,820, mostly due to a decrease in advertising and legal notices, based on a lower current-year estimate.

County Treasurer

TREASURER'S OFFICE

FUNCTION / PROGRAM CHART



5.60 TOTAL FTE'S

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

County Treasurer

Statement of Purpose

The mission of the County Treasurer's Office is to provide efficient, courteous service and maintain accurate records, while upholding the fiduciary and statutory responsibilities required of the office.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$47,363	$80,000	$55,000	$45,000	($35,000)	-43.8%
Charges for Services	$143,292	$107,200	$119,200	$119,200	$12,000	11.2%
Interdepartmental	$0	$0	$0	$0	$0	N/A
Other Revenue (a)	$8,185,985	$7,868,050	$8,061,948	$7,768,050	($100,000)	-1.3%
Appr. Fund Balance	$0	$0	$0	$0	$0	N/A
County Tax Levy/ (Credit) (b)	**($7,418,719)**	**($7,400,462)**	**($7,400,462)**	**($7,288,462)**	**$112,000**	**1.5%**
Total Revenue Sources (b)	**$957,921**	**$654,788**	**$835,686**	**$643,788**	**($11,000)**	**-1.7%**
Expenditures						
Personnel Costs	$314,825	$376,779	$330,999	$357,787	($18,992)	-5.0%
Operating Expenses	$122,178	$143,924	$159,790	$154,424	$10,500	7.3%
Interdept. Charges	$130,422	$134,085	$137,685	$131,577	($2,508)	-1.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$567,425**	**$654,788**	**$628,474**	**$643,788**	**($11,000)**	**-1.7%**
Rev. Over (Under) Exp.	$390,496	$0	$207,212	$0	$0	N/A

Position Summary (FTE)					
Regular Positions	6.00	6.00	6.00	5.50	(0.50)
Extra Help	0.04	0.06	0.06	0.07	0.01
Overtime	0.02	0.04	0.04	0.03	(0.01)
Total 6.	**06**	**6.10**	**6.10**	**5.60**	**-0.50**

a) For budget comparison purposes, the 2010 Actual Investment Income revenues reported here do not agree to the Comprehensive Annual Financial Report which includes year-end market to market values of investments as required by GAAP.

b) The tax levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other General Governmental operations.

Current and Adopted Capital Projects

Proj.#	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of '11	Est. Operating Impact	A=Annual T=One-Time
200205	Tax Records Replacement (a)(b)	2011	$900,000	100%	$21,424	A
200414	County-wide Cashiering (c)	2012	$970,000	60%	$43,250	A

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

a) The DOA IT Manager (Project Manager) expects the Tax Records Systems to be fully implemented by the beginning of the 4th quarter of 2011. The Treasurer's 2011 request includes budgeted expenses for support of the new tax listing, tax billing, and tax collections system.

b) Project is coordinated by Department of Administration IT Division manager, annual ongoing costs include software; and licensing costs will be split 45% Register of Deed's Office, 45% Treasurer's Office and 10% to Department of Administration. The operating expense amount estimated for the Treasurer is $9,641.

c) Project is coordinated by Department of Administration Business Office. The cashier system currently being utilized by the Treasurer's office is expected to be fully implemented by County departments by the end of 2012. The total estimated operating impact to the County is estimated at $43,250. The first year of cashiering software/maintenance is being funded from the capital project. The second year charges will be added to End User Technology Fund (EUTF) in 2012 which will impact the Treasurer's 2013 budget through the EUTF cost allocations.

Program Description

The County Treasurer computes and distributes tax settlements for thirty-seven municipalities, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Second installment taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes and, as necessary, forecloses and sells foreclosed properties according to Wisconsin Statutes.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective: Implement the new tax listing, billing & collection and cashiering software to streamline payment collection functions to improve efficiency and reduce costs. (Tax Collections and Administrative Services)

Key Outcome Indicator: Increased number of property tax payments electronically imported (interfaced) into the tax system. An increasing rate of electronic submissions will indicate improved efficiency, improved cash flow and reduced costs. Based on analysis of electronic submission of 2009 and 2010 tax bills, a 2012 target (estimate) is shown below:

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# Tax payments received electronically	665	1500	2000	4000
Projected estimated cost savings	$53	$120	$160	$320

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.76**	**1.80**	**1.80**	**2.05**	**0.25**
Fine/Licenses	$47,363	$80,000	$55,000	$45,000	($35,000)
Charges for Services	$142,873	$106,000	$118,000	$118,000	$12,000
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue (a)	$3,531,428	$2,946,650	$3,560,523	$2,946,650	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (b)	($2,457,784)	($2,881,319)	($2,881,319)	($2,827,379)	$53,940
Total Revenues	**$1,263,880**	**$251,331**	**$852,204**	**$282,271**	**$30,940**
Personnel Costs	$83,670	$94,721	$88,304	$114,872	$20,151
Operating Expenses	$103,615	$101,308	$117,174	$113,308	$12,000
Interdept. Charges	$51,532	$55,302	$55,302	$54,091	($1,211)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$238,817**	**$251,331**	**$260,780**	**$282,271**	**$30,940**
Rev. Over (Under) Exp.	$1,025,063	-	$591,424	-	-

a) 2011 Estimate of Interest and Penalty on delinquent taxes is projected to be $600,000 higher than the 2011 budget as a result of higher delinquent tax payments. The level of delinquent taxes and penalties are expected to decline in 2012.

b) Revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Fines/Licenses revenue consists of Agricultural Land Use Conversion Charges budgeted to decrease by $35,000 or almost 44% to 45,000 due to the slow down of real estate development.

Charges for Services include taxes collected under Municipal Contracts of $63,000 and $10,000 for the Treasurer assisting the Department of Administration with the property tax billing process, which is unchanged in 2012. Also, In-Rem revenue is budgeted to increase $12,000 or about 36% to $45,000 reflecting the rise of properties in foreclosure.

Personnel costs are budgeted to increase by $20,151 or 2.13% to $114,872 primarily due to a 0.25 FTE clerk typist I-II position being shifted from Administration to Tax Collection programs; a 0.01 FTE increase in Temporary Extra Help of $2,100; and an increase in health insurance costs of $10,448; offset by a decrease in Wisconsin Retirement Contributions of $2,884 and a 0.01 FTE decrease in overtime of $357.

Operating expenses are budgeted to increase by $12,000 for In-Rem expenses reflecting the rise in costs associated with properties in foreclosure.

Interdepartmental charges are budgeted to decrease by $1,211 or 2.2% primarily due to a decrease in Computer Maintenance of $1,575; a decrease in DOA Principal Financial Analyst position allocated costs; offset by a slight increase in Administrative costs.

Activity

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

Interest and Penalty Earned on Delinquent Taxes

	2005	2006	2007	2008	2009	2010	2011 Est.
Interest	$1,255,314	$1,250,235	$1,218,480	$1,456,248	$1,953,118	$2,284,491	$2,300,000
Penalty	$640,294	$634,653	$617,609	$749,364	$1,007,175	$1,165,653	$1,150,000
TOTAL	$1,895,608	$1,884,888	$1,836,089	$2,205,612	$2,960,293	$3,450,144	$3,450,000

Activity

The Treasurer's Office collected first installment taxes for twelve municipalities in the 2010-2011 tax years. The dollars collected increased by $2.7 million to $140.1 million. A contractual agreement is established and fees are charged to the municipality for this service. The fees assessed to municipalities offset direct costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

Property Taxes Dollars Collected under Municipal Contracts

Municipality	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Village of Men. Falls	$54,790,386	$56,574,790	$58,215,725	$60,985,033	$64,339,552	$65,932,259
City of Delafield	$13,769,943	$14,242,282	$14,999,037	$15,434,974	$15,557,891	$15,918,438
Village of Pewaukee	$12,587,323	$12,130,339	$12,188,606	$12,917,048	$12,920,211	$13,237,318
Village of Wales	$3,487,417	$3,692,573	$3,955,811	$4,045,371	$4,373,080	$4,431,651
Town of Brookfield	$11,691,996	$11,999,351	$12,118,745	$11,959,197	$12,489,714	$12,333,060
Village of Merton	$3,527,926	$4,030,582	$4,187,394	$4,143,616	$4,572,666	$4,797,428
Village of Lannon	$1,326,852	$1,317,869	$1,310,240	$1,445,786	$1,496,486	$1,571,496
Village of Nashotah	$2,304,799	$2,216,218	$2,283,807	$2,113,498	$2,255,421	$2,370,252
Village of Dousman	$1,944,607	$2,244,893	$2,161,110	$2,161,526	$2,167,348	$2,250,107
Village of Lac La Belle	$1,510,936	$1,435,724	$1,382,026	$1,417,124	$1,345,392	$1,482,481
Village of Oconomowoc Lake	$4,014,401	$4,394,283	$4,402,494	$4,655,719	$4,532,374	$4,453,360
Town of Waukesha	$10,123,240	$10,418,946	$10,933,378	$10,608,409	$11,320,785	$11,351,046
TOTAL	$121,079,826	$124,697,850	$128,138,373	$131,887,301	$137,370,920	$140,128,896

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment Pool, Aaa/AAA money market funds and securities by investment firms with contracts that are authorized by State Statutes and in accordance with the County's adopted investment policies. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**0.20**	**0.20**	**0.20**	**0.20**	**0.00**
Other Revenue (a)	$4,652,668	$4,920,000	$4,500,000	$4,820,000	($100,000)
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (b)	($5,294,825)	($4,863,490)	($4,863,490)	($4,764,402)	$99,088
Total Revenues	**($642,157)**	**$56,510**	**($363,490)**	**$55,598**	**($912)**
Personnel Costs	$17,645	$18,136	$17,820	$17,849	($287)
Operating Expenses	$25	$0	$0	$0	$0
Interdept. Charges	$37,293	$38,374	$38,374	$37,749	($625)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$54,963**	**$56,510**	**$56,194**	**$55,598**	**($912)**
Rev. Over (Under) Exp.	($697,120)	-	($419,684)	-	-

(a) 2011 Estimate of investment income is projected to be $420,000 lower than 2011 budget figures as a result of expected lower investment rates of return.
(b) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

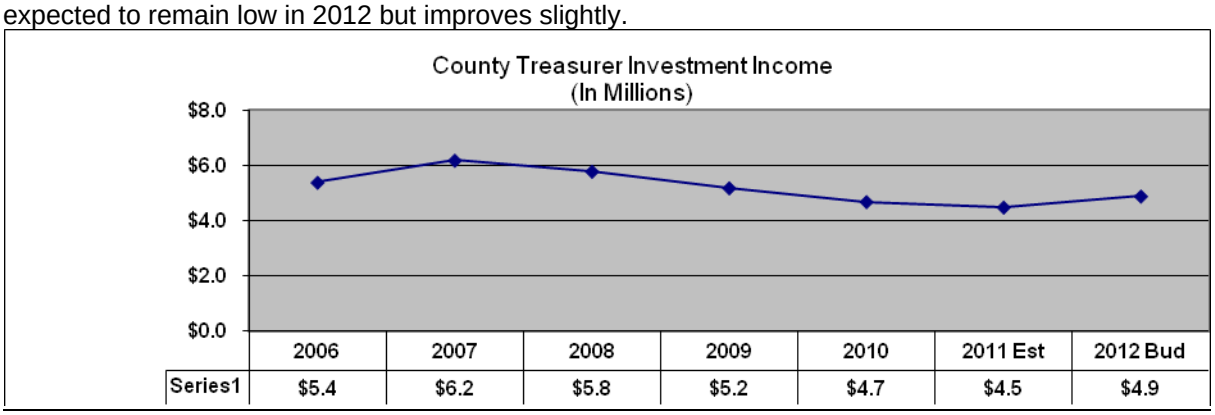
Investment Income is budgeted to decrease by $100,000 due to estimated lower investment rates of return.

Personnel costs decrease of $287 due to employee contributions to the Wisconsin Retirement System partially offset by increases in health and dental insurance.

Interdepartmental charges decrease of $625 or 1.63% to $37,749 is due to the costs related to the DOA Principal Financial Analyst position costs for investment services.

Activity

Interest rates peaked in 2007 with the County's fixed income portfolio reaching $6.2 million. 2008 through 2010, interest rates have been declining with investment income at historic levels ending 2010 at nearly $4.7 million. Interest rates are expected to remain historically low in 2011. Investment Income is expected to remain low in 2012 but improves slightly.



Program Description

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The Office collects and receipts departmental monies for the County and disburses all checks.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**4.10**	**4.10**	**4.10**	**3.35**	**(0.75)**
Charges for Services	$419	$1,200	$1,200	$1,200	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$1,889	$1,400	$1,425	$1,400	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy \ (Credit) (a)	$333,890	$344,347	$344,347	$303,319	($41,028)
Total Revenues	**$336,198**	**$346,947**	**$346,972**	**$305,919**	**($41,028)**
Personnel Costs	$213,510	$263,922	$224,875	$225,066	($38,856)
Operating Expenses	$18,538	$42,616	$42,616	$41,116	($1,500)
Interdept. Charges	$41,597	$40,409	$44,009	$39,737	($672)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$273,645**	**$346,947**	**$311,500**	**$305,919**	**($41,028)**
Rev. Over (Under) Exp.	$62,553	-	$35,472	-	-

a) Budgeted revenues in excess of expenditures are used to reduce tax levy funding for other General Governmental operations.

Program Highlights

Personnel costs are budgeted to decrease $38,856 or 14.72% to $225,066 mostly due to a reduction of a Clerk Typist I-II position from 1.0 FTE to 0.50 FTE and 0.25 FTE of the position is being shifted from Administration to Tax Collection program. The decrease in Wisconsin Retirement Contributions of $11,136 or 51.59% is due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012.

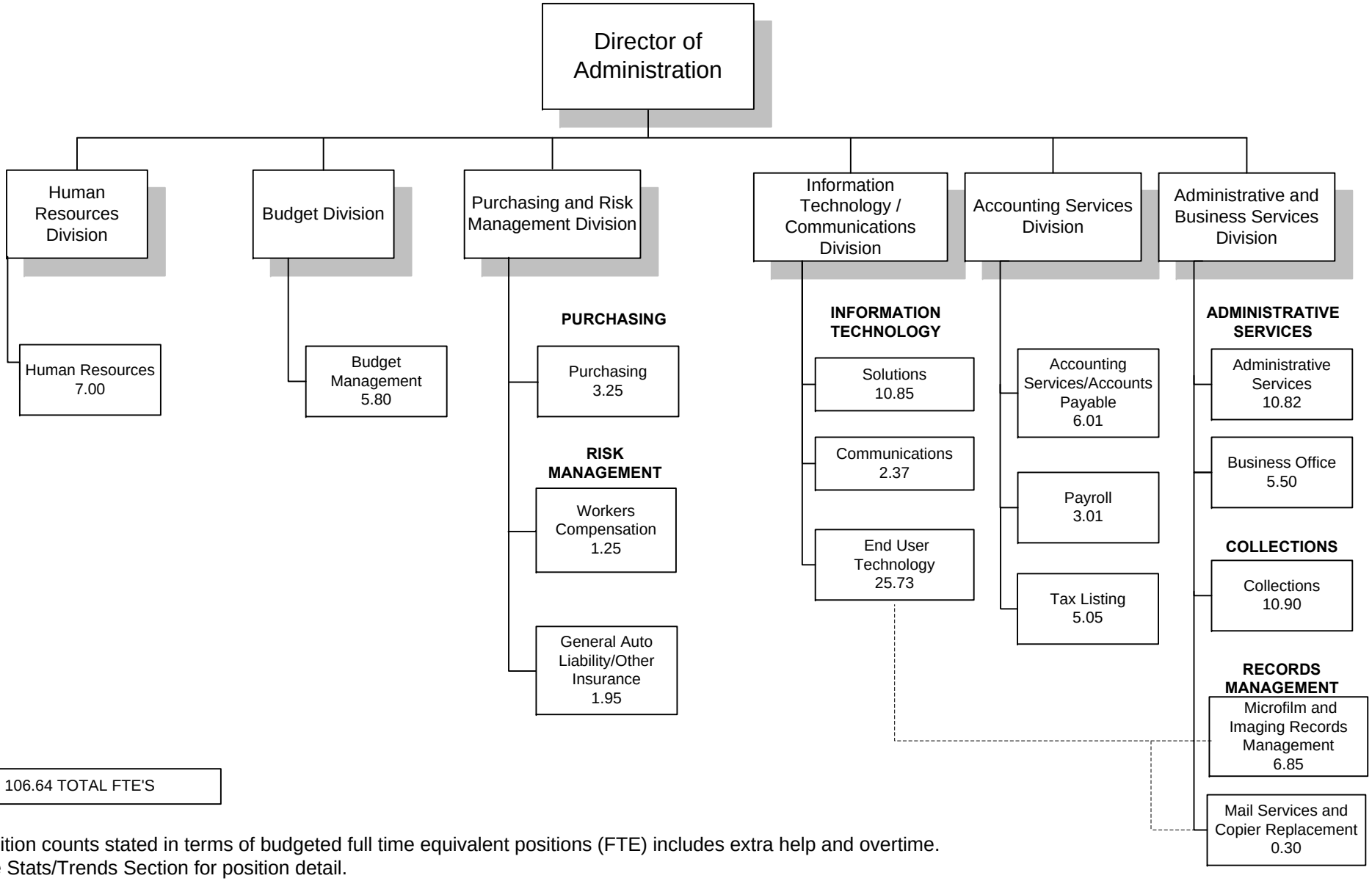
Operating Expenses are budgeted to decrease $1,500 to $41,116 due to a decrease in tuition & registration of $500 or 20.00% and a decrease in adv & legal notices of $1,000 or 25.00%.

Interdepartmental charges are budgeted to decrease $672 to $39,737 primarily due to a decrease in computer replacement of $1,134 and computer maintenance of $2,924 offset by an increase in postage of $3,496.

Department of Administration

ADMINISTRATION

FUNCTION / PROGRAM CHART



106.64 TOTAL FTE'S

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

Statement of Purpose

The mission of the Department of Administration is to assist other County departments and provide County-wide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The Department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Fund						
Revenues	$1,529,468	$1,569,404	$1,569,404	$1,588,234	$18,830	1.2%
County Tax Levy	$4,632,607	$4,729,392	$4,729,392	$4,742,854	$13,462	0.3%
Expenditures	$5,895,823	$6,298,796	$6,173,627	$6,331,088	$32,292	0.5%
Rev. Over (Under) Exp.	$266,252	$0	$125,169	$0	$0	N/A
End User Technology Fund						
Revenues	$5,873,594	$6,071,297	$6,125,487	$6,329,091	$257,794	4.2%
County Tax Levy	$779,872	$399,872	$399,872	$20,000	($379,872)	-95.0%
Expenditures	$5,865,578	$6,425,387	$6,316,246	$6,301,879	($123,508)	-1.9%
Operating Inc./(Loss)	$787,888	$45,782	$209,113	$47,212	$1,430	3.1%
Risk Management						
Revenues	$2,533,991	$2,529,122	$2,556,895	$2,548,754	$19,632	0.8%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$2,435,583	$2,529,122	$2,523,848	$2,548,754	$19,632	0.8%
Operating Inc./(Loss)	$98,408	$0	$33,047	$0	$0	N/A
Communications						
Revenues	$821,140	$791,667	$797,181	$795,534	$3,867	0.5%
County Tax Levy	$0	$0	$0	$0	$0	N/A
Expenditures	$773,374	$791,667	$787,590	$795,534	$3,867	0.5%
Operating Inc./(Loss)	$47,766	$0	$9,591	$0	$0	N/A
Collections						
Revenues	$820,004	$872,507	$883,606	$1,038,380	$165,873	19.0%
County Tax Levy (a)	($95,000)	($120,000)	($120,000)	($120,000)	$0	0.0%
Expenditures	$797,303	$872,507	$858,941	$1,038,380	$165,873	19.0%
Operating Inc./(Loss)	($72,299)	($120,000)	($95,335)	($120,000)	$0	0.0%
Total All Funds						
Revenues	$11,578,197	$11,833,997	$11,932,573	$12,299,993	$465,996	3.9%
County Tax Levy (a)	$5,317,479	$5,009,264	$5,009,264	$4,642,854	($366,410)	-7.3%
Expenditures	$15,767,661	$16,917,479	$16,660,252	$17,015,635	$98,156	0.6%
Rev. Over (Under) Exp.	$266,252	$0	$125,169	$0	$0	N/A
Operating Inc./(Loss)	$861,763	($74,218)	$156,416	($72,788)	$1,430	-1.9%

(a) The Collections Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy.

Position Summary (FTE)	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Budget Change
Department of Administration:					
Regular Positions	93.50	93.50	92.50	93.50	0.00
Extra Help	8.52	8.88	11.22	12.99	4.11
Overtime	0.10	0.12	0.12	0.15	0.03
Total 102.12		**102.50**	**103.84**	**106.64**	**4.14**

(a) Includes End User Technology Fund, Risk Management, Communications and Collections. Refer to Stats/Trends section.

Current & Adopted Capital Projects

Proj. #	Project Name	Information Technology Strategic Plan	Expected Completion Year	Total Project Costs	Estimated % Complete End of '11	Estimated Operating Impact	A = Annual T = One-Time
200205	Tax Records Replacement (a)	Y	2012	$900,000	95%	$22,000	A
200414	County wide Cashiering (b)	Y	2012	$970,000	60%	$43,250	A
200619	Financial Operations & Management Systems	Y	2013	$2,040,000	25%	TBD	A
200622	Register of Deeds Tract Index Replacement (c)	Y	2011	$331,500	100%	$45,000	A
200624	Re-engineering IT Infrastructure	Y	2011	$430,000	100%	$37,000	A
200710	Collection System Interface(s) (d)	Y	2012	$100,000	75%	$15,000	A
200820	IT Infrastructure Upgrade to Wiring Closets	Y	2014	$800,000	20%	$3,500	A
200910	Enterprise Content Management	Y	2016	$1,240,000	20%	$58,000	A
200912	Workforce Management System	N	2012	$618,000	35%	$45,000	A

(a) Coordinated project with Treasurer/Register of Deeds.
(b) Coordinated project with Departments County-wide.
(c) Coordinated project with Register of Deeds.
(d) Coordinated project with Health & Human Services, Clerk of Courts and Information Technology.

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from Taxes, but the Fund also receives charges for service user fees, intergovernmental revenues, and other revenues.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$522,272	$635,563	$635,563	$593,611	($41,952)	-6.6%
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$168,509	$167,472	$167,472	$167,446	($26)	0.0%
Interdepartmental	$637,730	$593,521	$593,521	$647,215	$53,694	9.0%
Other Revenue	$190,869	$171,348	$171,348	$172,362	$1,014	0.6%
Appr. Fund Balance (a)	$10,088	$1,500	$1,500	$7,600	$6,100	N/A
County Tax Levy	$4,632,607	$4,729,392	$4,729,392	$4,742,854	$13,462	0.3%
Total Revenue Sources	**$6,162,075**	**$6,298,796**	**$6,298,796**	**$6,331,088**	**$32,292**	**0.5%**
Personnel Costs	$5,025,345	$5,218,478	$5,114,184	$5,182,893	($35,585)	-0.7%
Operating Expenses (a)	$558,958	$709,351	$693,349	$729,922	$20,571	2.9%
Interdept. Charges	$311,520	$370,967	$366,094	$418,273	$47,306	12.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	$5,895,823	$6,298,796	$6,173,627	$6,331,088	$32,292	0.5%
Rev. Over (Under) Exp.	$266,252	$0	$125,169	$0	-	N/A

Position Summary (FTE)					
General Fund:					
Regular Positions	55.60	55.60	55.60	55.60	0.00
Extra Help	1.36	1.36	1.36	1.62	0.26
Overtime	0.02	0.04	0.04	0.07	0.03
Total	**56.98**	**57.00**	**57.00**	**57.29**	**0.29**
End User Technology Fund (Memo):					
Regular Positions	26.60	26.60	26.60	26.60	0.00
Extra Help	5.78	5.39	6.22	6.22	0.83
Overtime	0.06	0.06	0.06	0.06	0.00
Total	**32.44**	**32.05**	**32.88**	**32.88**	**0.83**
Grand Total	**89.42**	**89.05**	**89.88**	**90.17**	**1.12**

(a) 2011 includes $1,500 Fund Balance appropriation in revenues and expenditures from Wellness funds for Wellness Center exercise equipment. 2012 includes $7,600 Fund Balance appropriation in revenues and expenditures from cafeteria and vending funds for employee picnic and holiday party and cafeteria refrigerator.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Working with Corporation Counsel, develop policies, procedures and a County-wide system for department users that provides for effective life-cycle storage management of electronic records, and also provides for the appropriate disposal of those records when they have reached their end-of-life requirement. The system will also provide for litigation holds and suspension of disposal if it is required. (Information Technology, Business Office, Employment Services, and Risk Management)

Key Outcome Indicator: Proof of concept, using a rules-based formula, is in place to manage these electronic records by late 3rd quarter 2011.

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

Objective 2 Review and plan for the potential new direction for the County's future (FMS) financial system. (Information Technology)

Key Outcome Indicator: Identification of future business process IT initiatives, time lines and costs.

Objective 3: Improve cost containment associated with Information Technology. (Information Technology including End User Technology Fund)

Key Outcome Indicator: Actual cost reduction in operational expenses related to server room operations, shared services agreements between local governments and actual cost reduction in labor expenses and related to PC desktop support. Savings five years ending 2010 total $553,300.

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Operating cost reductions	$67,000	$75,000	$65,000	$74,700
Number of shared service agreements	2	3	2	3
Labor cost reduction (net new)	$0	$0	$0	$0

Objective 4: Continue providing a program to offer access to training opportunities to other County governmental units which provides revenue opportunities. (Employment Services)

Key Outcome Indicator: Number of governmental units and the number of their employees participating. Intergovernmental revenue received.

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of government units participating	10	15	14	15
# of non-County participants at training sessions	39	70	90	80
Avg. fee charged per person trained	$20	$25	$20	$22
Revenue received from participating units	$1,170	$1,750	$1,750	$1,750
Satisfaction of participants	Meets Expectations	Meets Expectations	Meets Expectations	Meets Expectations

Objective 5: Implement an integrated County-wide cashiering system in order to reduce the cost of delivering services and to reduce the cost and support necessary for maintaining duplicative systems at the County. (Business Office and Information Technology)

Key Outcome Indicator: Reduction of independent departmental stand-alone cashiering systems.

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# of areas implemented on shared system	2 (12 Total)	5 (17 total)	2 (14 Total)	5 (19 Total)

Objective 6: Implement a Workforce Management system that will incorporate scheduling, benefit accrual, leave management and improved time and attendance data collection. (Payroll)

Key Outcome Indicator: Implementation of Time and Attendance (T&A) base application into departments. Later advance scheduling systems implemented with reduction in staff time committed to managing the County workforce by adding improved functionality and eliminating manual or redundant processes.

Performance Measures:	2010 Actual	2011 Target	2011 Estimate	2012 Target
# Departments implemented with T&A	N/A	N/A	N/A	All
Scheduling systems replaced	N/A	N/A	N/A	3
Related systems interfaced	N/A	N/A	N/A	1

Objective 7: Create a cross functional workgroup to evaluate the current Business Continuity software, explore the feasibility to upgrade functionality and investigate options for potential upgrades or replacement of the current system with a cost effective solution in time for the 2012 technology review process. (Information Technology, Purchasing, Risk Management and Emergency Preparedness)

Objective 8: With the Department of Parks and Land Use golf course operations, pilot a Lean Program to identify areas to decrease costs and improve customer service. (Human Resources and Business Services)

Key Outcome Indicator: Reduction of resources committed to managing golf course cashiering operations by reducing point of sale hardware and eliminating of redundant processes by 3rd Qtr 2012.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

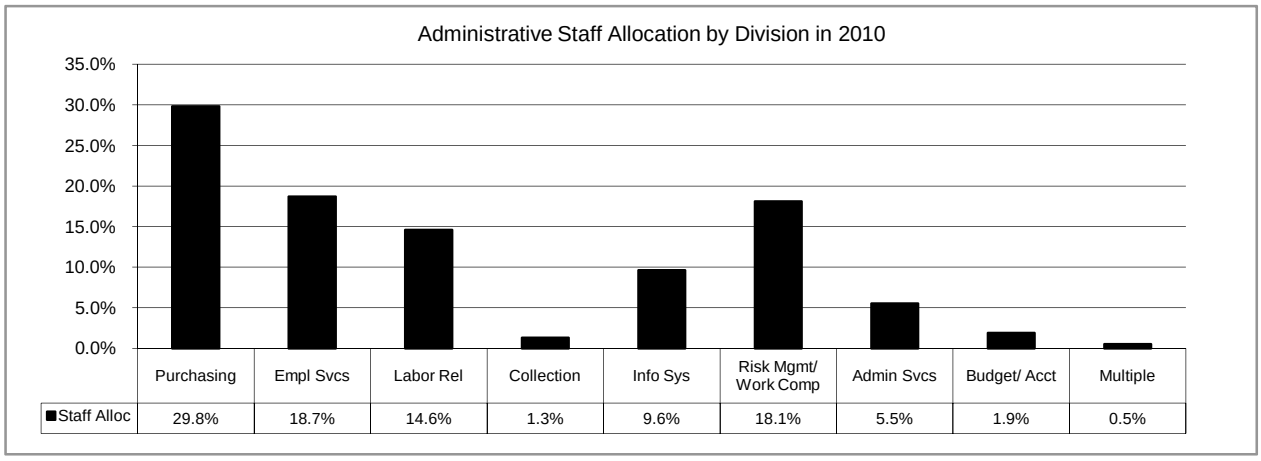
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**10.80**	**10.80**	**10.80**	**10.82**	**0.02**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$88	$0	$0	$0	$0
County Tax Levy	**$619,691**	**$634,184**	**$634,184**	**$647,229**	**$13,045**
Total Revenues	**$619,779**	**$634,184**	**$634,184**	**$647,229**	**$13,045**
Personnel Costs	$589,357	$567,007	$602,709	$577,731	$10,724
Operating Expenses	$16,232	$35,233	$34,248	$35,711	$478
Interdept. Charges	$29,195	$31,944	$31,304	$33,787	$1,843
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$634,784**	**$634,184**	**$668,261**	**$647,229**	**$13,045**
Rev. Over (Under) Exp.	($15,005)	-	($34,077)	-	-

Program Highlights

County tax levy funding increases by approximately $13,000 mainly due to increased expenditures budgeted as described below.

Personnel costs increase approximately $10,700 mainly due to cost to continue existing staff and an increase in health insurance for changes in plan selection, partially offset by County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Interdepartmental charges increase approximately $1,800 mainly due to increased End User Technology Fund (EUTF) charges by $2,300.

Activity



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration Budget, assists divisions and other County departments in their business operations, financial functions and financial analyses.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**
General Government	$522,272	$635,563	$635,563	$593,611	($41,952)
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$581,208	$535,452	$535,452	$590,106	$54,654
Other Revenue	$103,925	$109,848	$109,848	$111,112	$1,264
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy/(Credit)	**($642,487)**	**($694,060)**	**($694,060)**	**($707,839)**	**($13,779)**
Total Revenues	**$564,918**	**$586,803**	**$586,803**	**$586,990**	**$187**
Personnel Costs	$542,205	$572,498	$564,369	$569,400	($3,098)
Operating Expenses	$9,246	$4,588	$4,588	$5,554	$966
Interdept. Charges	$8,115	$9,717	$9,717	$12,036	$2,319
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$559,566**	**$586,803**	**$578,674**	**$586,990**	**$187**
Rev. Over (Under) Exp.	$5,352	-	$8,129	-	-

Program Highlights

General Government revenues decrease approximately $42,000 mainly due to a decrease in indirect cost recovery revenue from Child Support. Interdepartmental revenues increase approximately $54,700 due to increased interdepartmental indirect cost recovery revenue. Additional indirect cost recovery revenues received above budgeted amounts in this program are accounted for in the Non-Departmental General Fund Budget. Other revenue increases $1,300 due to an increase from the Workforce Development Center to fund the Center Coordinator position.

County tax levy funding decreases by approximately $13,800 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately $3,100 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs. Operating expenses increase approximately $1,000 mostly due to travel. Interdepartmental charges increase approximately $2,300 mainly due to increased End User Technology Fund (EUTF) charges by $2,200.

Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit County-wide payroll in accordance with established County policies and procedures and in compliance with State and Federal regulations, and file required payroll reports to various reporting agencies.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.50**	**3.01**	**3.01**	**3.01**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$286,245**	**$353,579**	**$353,579**	**$360,111**	**$6,532**
Total Revenues	**$286,245**	**$353,579**	**$353,579**	**$360,111**	**$6,532**
Personnel Costs	$183,525	$242,547	$239,756	$241,206	($1,341)
Operating Expenses	$107,120	$103,589	$105,480	$109,731	$6,142
Interdept. Charges	$6,235	$7,443	$7,443	$9,174	$1,731
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$296,880**	**$353,579**	**$352,679**	**$360,111**	**$6,532**
Rev. Over (Under) Exp.	($10,635)	-	900	-	-

Program Highlights

County tax levy funding increases by approximately $6,500 mainly due to increased expenditures budgeted as described below.

Personnel costs decrease by approximately $1,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately $6,100 mainly due to increased costs associated with the Ceridian system by $6,200 including payroll processing and maintenance. Interdepartmental charges increase approximately $1,700 due to increased End User Technology Fund (EUTF) charges.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Paychecks Processed	44,050	44,000	44,000	44,000	0
Payroll Exception Checks (a)	51	30	30	30	0
W2s Processed	1,999	2,000	2,000	2,000	0

(a) Increase in 2010 due to health coverage for dependant children.

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, manage County investments, assist the Treasurer's Office in managing County cash flows and audit transactions so that requisitions and payments are accurate and purchased in accordance with the Adopted Budget.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**6.50**	**6.01**	**6.01**	**6.01**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$294	$188	$188	$282	$94
Interdepartmental	$56,522	$58,069	$58,069	$57,109	($960)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$666,054**	**$631,358**	**$631,358**	**$633,470**	**$2,112**
Total Revenues	**$722,870**	**$689,615**	**$689,615**	**$690,861**	**$1,246**
Personnel Costs	$580,252	$555,534	$546,561	$549,249	($6,285)
Operating Expenses	$127,485	$118,614	$118,503	$124,169	$5,555
Interdept. Charges	$13,567	$15,467	$15,467	$17,443	$1,976
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$721,304**	**$689,615**	**$680,531**	**$690,861**	**$1,246**
Rev. Over (Under) Exp.	$1,566	-	$9,084	-	-

Program Highlights

County tax levy funding increases by approximately $2,100 mainly due to increased expenditures budgeted as described below.

Personnel costs decrease by approximately $6,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately $5,600 mainly due to increased audit costs by $3,200 and increased software maintenance by $2,000. Interdepartmental charges increase approximately $2,000 due to increased End User Technology Fund (EUTF) charges by $2,800.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Budget Entries Prepared	1,281	1,200	1,200	1,200	0
Journal Entries Audited	2,782	2,700	2,700	2,700	0
Requisition Lines Audited	1,434	1,400	1,400	1,400	0
Invoice Lines (Direct Buys) Audited	50,721	68,000	51,000	50,000	(18,000)
Procard Lines Entered/Audited	10,919	9,800	10,000	10,000	200

Tax Listing

Program Description

Tax Listing creates and maintains the accuracy of lists and descriptions of all parcels of real estate in the County that are subject to tax and also those exempt from tax. Tax Listing provides lists, maps, and descriptions of such parcels to the public. In addition, Tax Listing is responsible for all coordination and transmission of tax listing file information in response to municipal requests.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.02**	**5.02**	**5.02**	**5.05**	**0.03**
General Government	$0	$0	$0	$0	$0
Charges for Services	$166,835	$165,359	$165,359	$165,239	($120)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$233,296**	**$252,587**	**$252,587**	**$219,202**	**($33,385)**
Total Revenues	**$400,131**	**$417,946**	**$417,946**	**$384,441**	**($33,505)**
Personnel Costs	$346,822	$363,936	$303,522	$339,934	($24,002)
Operating Expenses	$18,842	$32,309	$32,309	$33,995	$1,686
Interdept. Charges	$18,364	$21,701	$21,605	$10,512	($11,189)
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$384,028**	**$417,946**	**$357,436**	**$384,441**	**($33,505)**
Rev. Over (Under) Exp.	$16,103	-	$60,510	-	-

Program Highlights

County tax levy funding decreases by approximately $33,400 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately $24,000 due to abolishing 1.00 FTE Real Property Tax Lister and creating 1.00 FTE Program Assistant and County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses increase approximately $1,700 mostly due to increased tax roll printing. Interdepartmental charges decrease approximately $11,200 mostly due to reduced End User Technology Fund (EUTF) charges, resulting from eliminating a test server related to the tax system.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Real Estate & Personal Property Accounts maintained by Tax Listing	97,791	109,000	100,003	102,000	(7,000)
Number of tax listings updated by Tax Listing staff (a)	136,723	500,000	160,000	140,000	(360,000)
Number of Property Transfers Processed	8,410	12,500	8,100	8,400	(4,100)
# Tax Billing Customers	34	34	34	34	0
# Property Tax Bills (b)	103,775	104,500	103,900	104,000	(500)
# Notice of Assessment Customers (c)	9	8	7	7	(1)
# Notice of Assessments (c)	2,575	1,600	1,600	1,600	0
# Online Payments	4,048	4,600	4,200	4,400	(200)
$ Online Payments	$13,323,205	$15,500,000	$14,000,000	$14,700,000	($800,000)
# Municipalities participating with County's online payment program	2	2	3	4	2

(a) Reflects clean-up work on new system and change in counting method: Our old system counted any changes made to a given key number within 8 hours as one change; the new system counts each change individually.

(b) Fewer land divisions and exempt class codes now included on the same tax key number as non-exempt class codes, resulting in fewer overall tax key numbers. Fewer municipalities are printing Exempt (no amount due) tax bills, resulting in a decline in Personal Property Tax Bills, which are included in the tax bill count.

(c) Village of Pewaukee and LacLaBelle have contracted with new assessors who will be running their own notices.

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, contract and grant reviews, and other issues having a fiscal impact.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**5.56**	**5.56**	**5.56**	**5.80**	**0.24**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$589,138**	**$608,172**	**$608,172**	**$606,491**	**($1,681)**
Total Revenues	**$589,138**	**$608,172**	**$608,172**	**$606,491**	**($1,681)**
Personnel Costs	$530,341	$567,768	$550,809	$563,943	($3,825)
Operating Expenses	$8,236	$27,730	$25,530	$27,050	($680)
Interdept. Charges	$10,736	$12,674	$12,674	$15,498	$2,824
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$549,313**	**$608,172**	**$589,013**	**$606,491**	**($1,681)**
Rev. Over (Under) Exp.	$39,825	-	$19,159	-	-

Program Highlights

County tax levy funding decreases by approximately $1,700 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately $3,800 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Extra temporary help increases by $5,800 or 0.24 FTE due to implementation of the new financial system and dental insurance increases by $1,100 for changes in plan selection. Operating expenses decrease mostly due to reduced travel and tuition. Interdepartmental charges increase approximately $2,800 due to increased End User Technology Fund (EUTF) charges by $2,900.

Human Resources

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities. The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**7.00**	**7.00**	**7.00**	**7.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$1,251	$1,800	$1,800	$1,800	$0
Other Revenue	$33,304	$36,500	$31,500	$31,250	($5,250)
Appr. Fund Balance (a)	$0	$1,500	$1,500	$7,600	$6,100
County Tax Levy	**$1,042,565**	**$1,021,554**	**$1,021,554**	**$1,016,528**	**($5,026)**
Total Revenues	**$1,077,120**	**$1,061,354**	**$1,056,354**	**$1,057,178**	**($4,176)**
Personnel Costs	$778,078	$803,619	$781,272	$792,045	($11,574)
Operating Expenses	$173,594	$211,068	$204,761	$213,032	$1,964
Interdept. Charges	$37,385	$46,667	$44,667	$52,101	$5,434
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$989,057**	**$1,061,354**	**$1,030,700**	**$1,057,178**	**($4,176)**
Rev. Over (Under) Exp.	$88,063	-	$25,654	-	-

(a) 2011 represents Wellness fundraising activities. 2012 represents prior year cafeteria/vending revenues.

Program Highlights

Other Revenues decrease by approximately $5,000 mostly due to decreased revenues from cafeteria/ vending. Fund balance of $7,600 is from prior year cafeteria/vending revenues for the employee picnic and holiday party and for a new commercial grade refrigerator in the cafeteria.

County tax levy funding decreases by approximately $5,000 mainly due to decreased expenditures budgeted as described below.

Personnel costs decrease by approximately $11,600 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Operating expenses increase $2,000 mainly due to $2,600 for a refrigerator in the cafeteria. Interdepartmental charges increase approximately $5,400 due to increased End User Technology Fund (EUTF) charges by $7,400, partially offset by decreased postage charges by $2,000.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Seasonal,Temporary Employees Hired	156	175	175	175	0
# of Regular Full-Time Employees Hired	67	80	80	80	0
Promotions/Demotions/Transfers (a)	84	100	50	75	(25)
Peak # of Employees on Payroll	1,769	1,800	1,785	1,800	0
# of Employee/Family Medical Leaves	192	200	250	250	50
# of non-County participants trained	39	80	90	80	0

(a) Transfers are high in 2010 due to the transfer of ADRC to HHS.

Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County Fixed Assets (excluding land and buildings).

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**3.25**	**3.25**	**3.25**	**3.25**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$129	$125	$125	$125	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$53,640	$25,000	$30,000	$30,000	$5,000
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$351,393**	**$360,408**	**$360,408**	**$356,238**	**($4,170)**
Total Revenues	**$405,162**	**$385,533**	**$390,533**	**$386,363**	**$830**
Personnel Costs	$312,359	$327,616	$321,306	$326,312	($1,304)
Operating Expenses	$11,127	$35,875	$34,125	$35,125	($750)
Interdept. Charges	$16,556	$22,042	$21,552	$24,926	$2,884
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$340,042**	**$385,533**	**$376,983**	**$386,363**	**$830**
Rev. Over (Under) Exp.	$65,120	-	$13,550	-	-

Program Highlights

Revenues increase by $5,000 due to increased procurement card rebates.

County tax levy funding decreases by approximately $4,200 mainly due to increased revenues budgeted as described above.

Personnel costs decrease by approximately $1,300 due to County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Interdepartmental charges increase approximately $2,900 due to increased End User Technology Fund (EUTF) charges by $3,300, partially offset by decreased postage charges by $500.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Requisitions Processed	405	500	420	420	(80)
Purchase Orders Issued	492	575	585	575	0
Bids/Proposals Issued	103	140	125	125	(15)
Procard Transactions	$5,741,500	$6,000,000	$6,000,000	$6,000,000	0

Information Technology Solutions

Program Description

The Information Technology (IT) Solutions program supports large computer data applications used by county staff. This support can include either developing "custom" software or implementing Commercial Off The Shelf "COTS" or "package" software systems. The support also includes enhancing the systems, resolving problems with software use and supporting, developing and maintaining the County web environment.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**10.85**	**10.85**	**10.85**	**10.85**	**0.00**
General Government	$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	$10,000	$0	$0	$0	$0
County Tax Levy	**$1,486,712**	**$1,561,610**	**$1,561,610**	**$1,611,424**	**$49,814**
Total Revenues	**$1,496,712**	**$1,561,610**	**$1,561,610**	**$1,611,424**	**$49,814**
Personnel Costs	$1,162,406	$1,217,953	$1,203,880	$1,223,073	$5,120
Operating Expenses	$87,076	$140,345	$133,805	$145,555	$5,210
Interdept. Charges	$171,367	$203,312	$201,665	$242,796	$39,484
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,420,849**	**$1,561,610**	**$1,539,350**	**$1,611,424**	**$49,814**
Rev. Over (Under) Exp.	$75,863	-	$22,260	-	-

Program Highlights

County tax levy funding increases by approximately $49,800 mainly due to increased expenditures budgeted as described below.

Personnel costs increase by approximately $5,100 mainly due to cost to continue existing staff and an increase in health insurance for changes in plan selection, partially offset by County employees contributing 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which partially offsets personnel cost increases for 2012. Operating expenses increase approximately $5,200 mainly due to increased contracted services for transitioning off the Oracle based Stellent Imaging system and for support of Database Administration functions. Interdepartmental charges increase approximately $39,500 due to increased End User Technology Fund (EUTF) charges by $41,300, partially offset by decreased phone costs by $1,300.

Fund Purpose

The End User Technology Fund is an Internal Service Fund established to (1) finance the commonly used business, web-related and technical infrastructure used to support County technology users; (2) finance the replacement of office copiers; & (3) support the records management and mail services needs of County departments.

The technology infrastructure is managed on a total cost of ownership and support basis, and is designed to identify the services provided and resources required by the Information Technology Division to support automation in the user departments. This support includes replacement and maintenance of personal computers and printers, software licensing and support, help desk and training, maintenance of County network hardware and software, backup and recovery functions, business analysis, project management and other costs related to making technology available to users. The costs incurred are charged back to the users based primarily on an assessment of the level of staff support and hardware and software required in performing department functions and secondarily by the number of work stations in the department.

Financial Summary	2010 Actual	2011 Adopted Budget (b)(c)	2011 Estimate (c)	2012 Budget (b)	Change From 2011 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$136,576	$126,600	$126,600	$127,000	$400	0.3%
Interdepartmental (a)	$4,656,407	$5,056,233	$4,922,390	$5,385,420	$329,187	6.5%
Other Revenue	$13,665	$0	$0	$0	$0	N/A
Appr. Fund Balance (b)(c)	$1,066,946	$888,464	$1,076,497	$816,671	($71,793)	-8.1%
County Tax Levy (d)	**$779,872**	**$399,872**	**$399,872**	**$20,000**	**($379,872)**	**-95.0%**
Total Revenue Sources	**$6,653,466**	**$6,471,169**	**$6,525,359**	**$6,349,091**	**($122,078)**	**-1.9%**
Personnel Costs	$2,728,062	$2,878,316	$2,819,619	$2,878,133	($183)	0.0%
Operating Expenses	$3,054,956	$3,454,246	$3,404,102	$3,322,002	($132,244)	-3.8%
Interdept. Charges	$82,560	$92,825	$92,525	$101,744	$8,919	9.6%
Fixed Assets (memo) (e)	$492,111	$529,280	$494,889	$482,691	($46,589)	-8.8%
Total Expenditures (e)	**$5,865,578**	**$6,425,387**	**$6,316,246**	**$6,301,879**	**($123,508)**	**-1.9%**
Operating Inc./(Loss) (e)(f)(g)	$787,888	$45,782	$209,113	$47,212	$1,430	3.1%

Position Summary (FTE)					
Regular Positions	26.60	26.60	26.60	26.60	0.00
Extra Help	5.78	5.39	6.22	6.22	0.83
Overtime	0.06	0.06	0.06	0.06	0.00
Total	32.44	32.05	32.88	32.88	0.83

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $678,019 and General Fund Balance of $250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $738,464 and General Fund Balance of $150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $816,671.
(c) 2011 Estimate exceeds 2011 Adopted Budget due to open purchase orders carried over from the 2010 Budget.
(d) Tax Levy within the End User Technology program provides initial funding of the plan for the difference between expenditures and revenues.
(e) Total expenditures and net operating income exclude Fixed Assets to conform with financial accounting standards. Fixed Asset purchases in the department operating request will be funded by operating revenues, tax levy and General Fund Balance.
(f) Reflects revenues in excess of expenditures. However, it is not correctly Operating Income since Fund Balance is applied.
(g) The goal is to breakeven across the years. In some years the copier replacement program will budget a gain and some years will budget a loss with an overall trend to breakeven.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Review and adjust the rate-setting process to better align with technology cost drivers in an effort to improve decision-making. (Information Technology)

Key Outcome Indicator: Alignment of the expenses associated with workstation support and technology infrastructure with the charges for those two categories. Compare the proportions of both the expenses and charges.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Percent ID Login Costs	50%	50%	50%	51%
Percent Server & Software Costs	43%	43%	43%	42%
Percent Connected Device Cost	7%	7%	7%	7%

Objective 2: Identify payback ratio of implementing technology and policy and procedures to retain and manage the lifecycle of electronic records according to statutory and/or business retention requirements. (Records Management and Information Technology)

Key Outcome Indicator: Savings to departments is greater than costs of records management consulting costs.

End User Technology

Program Description

This program provides for the financing of computer equipment repairs, maintenance, County-wide software upgrades and replacements, Internet and personal computer help desk support, and information technology infrastructure. These costs are charged to user departments under a Total Cost of Ownership and Support concept.

Included in this program are two sections of Information Technology:

IT Business Services: The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

IT Infrastructure: The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. IT Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

End User Technology (Cont.)

	2010 Actual	2011 Budget (b)	2011 Estimate	2012 Budget (b)	Budget Change
Staffing (FTE)	**25.73**	**25.73**	**25.73**	**25.73**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$41,572	$51,600	$51,600	$52,000	$400
Interdepartmental (a)	$3,717,386	$4,178,044	$4,178,044	$4,640,270	$462,226
Other Revenue	$16,000	$0	$0	$0	$0
Appr. Fund Balance (b)	$982,645	$846,779	$979,612	$662,779	($184,000)
County Tax Levy (c)	**$759,872**	**$379,872**	**$379,872**	**$0**	**($379,872)**
Total Revenues	**$5,517,475**	**$5,456,295**	**$5,589,128**	**$5,355,049**	**($101,246)**
Personnel Costs	$2,415,359	$2,564,489	$2,486,846	$2,538,070	($26,419)
Operating Expenses	$2,512,478	$2,884,741	$2,884,241	$2,809,999	($74,742)
Interdept. Charges	$3,790	$7,065	$7,065	$6,980	($85)
Fixed Assets (Memo) (d)	$474,556	$405,000	$405,000	$405,000	$0
Total Expenditures (d)	**$4,931,627**	**$5,456,295**	**$5,378,152**	**$5,355,049**	**($101,246)**
Operating Income/(Loss) (d)(e)	**$585,848**	**-**	**$210,976**	**-**	**-**

(a) Interdepartmental revenues related to the total cost of ownership charges are being phased in over time to departmental users, which may be funded by a combination of revenue sources including Tax Levy.
(b) 2010 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $650,061 and General Fund Balance of $250,000. 2011 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $696,779 and General Fund Balance of $150,000. 2012 Budgeted Appropriated Fund Balance includes End User Technology Fund Balance of $662,779.
(c) Tax Levy within the End User Technology program provides initial funding of the plan.
(d) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues and Fund Balance.
(e) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.

Program Highlights

Interdepartmental Revenues increase $462,226 as the Department continues to phase in full cost recovery, which is currently at 87%. Fund balance decreases $184,000, with no General Fund balance used in 2012. Tax Levy decreases $379,872 with the levy transferred to departments to ease department budgets in phasing in of full-costs.

Personnel costs decrease $26,419 due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses decrease $74,742 mostly due to decreased contracted services and computer equipment.

Activity

The plan is scheduled to replace 279 PC's (including laptops), 50 flat panels and 45 peripherals (printers, scanners, etc.) in 2012. The plan currently supports 1,477 personal workstations and laptop computers.

Year	2005	2006	2007	2008	2009	2010	2011	2012	Units Purchased Incr./(Decr.)
PC	341	323	317	186	205	316	310	279	(31)
Flat panels	N/A	N/A	336	164	300	300	50	50	0
Peripherals	20	25	15	35	30	50	50	45	(5)

Microfilm and Imaging/Records Management

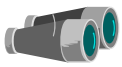
Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of County records. Activities include: receipt, file preparation, microfilming/scanning, chemical processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks. Timely and effective customer service is provided to the general public and County agencies.

Records Management is responsible for conducting records inventories and follow-up review, analyzing the resulting findings, creating and obtaining approval of records retention schedules, auditing records retention schedules, maintaining records in the County Records Center, records retrieval, records destruction, and maintaining the County's Vital Records in conjunction with the County's approved record retention.

	2010 Actual	2011 Budget (b)	2011 Estimate	2012 Budget (b)	Budget Change
Staffing (FTE)	**6.41**	**6.02**	**6.85**	**6.85**	**0.83**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$95,004	$75,000	$75,000	$75,000	$0
Interdepartmental	$421,047	$329,685	$217,267	$209,473	($120,212)
Other Revenue	($2,335)	$0	$0	$0	$0
Appr. Fund Balance (a)	$81,762	$41,685	$96,885	$153,892	$112,207
County Tax Levy	**$20,000**	**$20,000**	**$20,000**	**$20,000**	$0
Total Revenues	**$615,478**	**$466,370**	**$409,152**	**$458,365**	**($8,005)**
Personnel Costs	$296,305	$296,733	$315,850	$322,851	$26,118
Operating Expenses	$76,786	$100,625	$60,270	$57,613	($43,012)
Interdept. Charges	$64,137	$69,012	$68,712	$77,901	$8,889
Fixed Assets (b)	$0	$0	$0	$0	$0
Total Expenditures (b)	**$437,228**	**$466,370**	**$444,832**	**$458,365**	**($8,005)**
Operating Income/(Loss) (b)(c)	**$178,250**	**-**	**($35,680)**	**-**	**-**

(a) 2010 Estimate exceeds 2010 Adopted Budget due to open purchase orders carried over from the 2009 Budget.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the department's operating request will be funded by operating revenues, tax levy and General Fund Balance.
(c) Reflects revenues in excess of Expenditures. However, it is not correctly Operating Income since Fund Balance is applied.



Program Highlights

Charges for Services reflect recent history of services provided to third party customers adjusted for anticipated reduced document volume. Interdepartmental revenues decrease $120,200 mainly due to decreased imaging/microfilm revenues by $92,000 from decreased volume and rate change for District Attorney, by $16,000 for Sheriff and by $7,500 for Register of Deeds and a decrease for records center charges by $4,700 reflecting reduced quantity of storage boxes at the records center. Fund Balance of $5,158 is budgeted for depreciation and $148,734 to maintain a low fee to departments.

Personnel costs increase $26,100 mostly due to an increase in temporary extra help by $22,300 and cost to continue existing staff, partially offset by the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs. Operating expenses decrease by $43,000 mostly due to decreased third party temporary help by $24,000, decreased tuition/registration by $7,500, contracted services for microfilming by $5,000 and storage box costs by $4,000. Interdepartmental charges increase by $8,900 due to increased End User Technology Fund (EUTF) charges.

Mail Services / Copier Replacement

Program Description

Mail Services provides prompt sorting and delivery of all in-coming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering. This program also provides for the financing of copier equipment replacements in accordance with a replacement plan. Copiers with a unit cost greater than $5,000 are capitalized when purchased and depreciated over a useful life; copiers with a unit cost less than $5,000 are expensed in the year of purchase.

	2010 Actual	2011 Budget (b)	2011 Estimate	2012 Budget (b)	Budget Change
Staffing (FTE)	**0.30**	**0.30**	**0.30**	**0.30**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental (a)	$517,974	$548,504	$527,079	$535,677	($12,827)
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$2,539	$0	$0	$0	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	$0
Total Revenues	**$520,513**	**$548,504**	**$527,079**	**$535,677**	**($12,827)**
Personnel Costs	$16,398	$17,094	$16,923	$17,212	$118
Operating Expenses	$465,692	$468,880	$459,591	$454,390	($14,490)
Interdept. Charges	$14,633	$16,748	$16,748	$16,863	$115
Fixed Assets (b)	$17,555	$124,280	$89,889	$77,691	($46,589)
Total Expenditures (b)	**$496,723**	**$502,722**	**$493,262**	**$488,465**	**($14,257)**
Operating Income/(Loss) (b)(c)	**$23,790**	**45,782**	**$33,817**	**$47,212**	**$1,430**

(a) Interdepartmental revenues are replacement and maintenance cost chargebacks to departmental users that may be funded by a combination of revenue sources including tax levy.
(b) Total expenditures and net operating income exclude fixed assets to conform to financial accounting standards. Fixed Asset purchases in the Department's operating request will be funded by operating revenues, Tax Levy and General Fund Balance.
(c) The goal is to breakeven across the years. Some years will budget a gain and some years will budget a loss with an overall trend to breakeven.

Program Highlights

Interdepartmental revenues decrease $12,800 mostly due to a reduction in pieces of mail by $16,400, partially offset by an increase in copier replacement charges by $3,600.

Personnel costs increase by approximately $118 due to the State Budget Repair Bill requiring most County employees to contribute 50 percent to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly or fully offsets personnel cost increases for 2012. Operating expenses decrease $14,500 mostly due to decreased postage expense, resulting from a reduction in pieces mailed. Fixed assets reflects the purchase of replacement copy machines.

Activity – Copier Replacement

Copier Purchases	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Number of Units in Plan	78	78	78	78	0
Units Purchased Annually	13	20	20	14	(6)

Activity – Records Management

Output Indicators	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Storage Boxes Received (a)	839	1,100	1,000	900	(200)
Storage Boxes Destroyed (a)	1,330	1,150	950	850	(300)
Boxes/Journals Offsite	12,986	13,452	13,036	13,086	(366)

(a) In the year referenced.

Activity – Microfilm/Imaging

Output Indicators	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Microfilm Reels Created	276	270	260	260	(10)
Images Converted (Microfilmed & Digitized) (b)	781,624	1,104,350	661,184	685,666	(418,684)
CD's Produced (b)	1,159	1,150	1,150	1,150	0

(b) Directly related to the real estate market.

Activity – Mail Services

Output Indicators	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Incoming Mail (Bins)	1,590	1,600	1,600	1,600	0
Outgoing Mail (Pieces)	714,268	725,000	700,000	700,000	(25,000)
Outgoing UPS (Pieces)	278	300	300	300	0

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting and responding to incidents involving its human, financial, and property assets from the adverse impact of a loss. Major activities include: identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, and transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fines/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Service	$0	$0	$0	$0	$0	N/A
Interdepartmental (a)	$1,343,364	$1,463,400	$1,463,400	$1,628,500	$165,100	11.3%
Other Revenue (b)	$571,773	$537,200	$537,200	$552,000	$14,800	2.8%
Appr. Fund Balance (c)	$618,854	$528,522	$556,295	$368,254	($160,268)	-30.3%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources(a)(b)(c)	**$2,533,991**	**$2,529,122**	**$2,556,895**	**$2,548,754**	**$19,632**	**0.8%**
Expenditures						
Personnel Costs	$283,487	$296,662	$291,388	$294,049	($2,613)	-0.9%
Operating Expenses	$2,092,514	$2,165,394	$2,165,394	$2,187,496	$22,102	1.0%
Interdept. Charges	$59,582	$67,066	$67,066	$67,209	$143	0.2%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Debt Principal (memo)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$2,435,583**	**$2,529,122**	**$2,523,848**	**$2,548,754**	**$19,632**	**0.8%**
Operating Inc./(Loss)	$98,408	$0	$33,047	$0	-	N/A

Position Summary (FTE)					
Regular Positions	3.20	3.20	3.20	3.20	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.00	0.00	0.00	0.00	0.00
Total	3.20	3.20	3.20	3.20	0.00

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Other revenues include investment income, Wisconsin Municipal Mutual Insurance company dividends and subrogation recoveries on claims which are decreased to reflect prior year use of Risk Management Fund Balance reducing available funds to invest.
(c) Appropriated Fund Balance consists of the following sources and uses:

	2010 Budget	2011 Budget	2012 Budget
Source			
General Fund Balance	$612,354	$528,522	$368,254
Use			
General/Auto/Other Liability	$196,490	$189,557	$145,668
Worker's Compensation	$415,864	$338,965	$222,586

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Target workers' compensation loss control efforts to reduce worker's compensation claims.

Key Outcome Indicator:
Target benchmark is the County's Workers' Compensation Experience Modification Factor for the calendar year. Experience Modification Factors are commonly used to evaluate workers' compensation claims experience. The objective is to outperform other local governments in the State of Wisconsin with a comparable work force in terms of size and job classifications. An experience modification factor less than 1.00 is an indication of better than average performance. An experience modification greater than 1.00 is an indication of below average performance.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Workers' Compensation Experience Modification Factor	1.14	At or below 1.00	1.14	At or below 1.00

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (14) and cities (2).

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.95**	**1.95**	**1.95**	**1.95**	**0.00**
Interdepartmental (a)	$704,862	$729,900	$729,900	$766,400	$36,500
Other Revenue (b)	$444,493	$480,700	$480,700	$480,000	($700)
Appr. Fund Balance	$196,490	$189,557	$212,870	$145,668	($43,889)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a) (b)	**$1,345,845**	**$1,400,157**	**$1,423,470**	**$1,392,068**	**($8,089)**
Personnel Costs	$173,815	$181,740	$179,087	$180,370	($1,370)
Operating Expenses	$1,071,935	$1,152,436	$1,152,436	$1,145,529	($6,907)
Interdept. Charges	$57,527	$65,981	$65,981	$66,169	$188
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Debt Principal (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,303,277**	**$1,400,157**	**$1,397,504**	**$1,392,068**	**($8,089)**
Operating Inc. /(Loss)	**$42,568**	**-**	**25,966**	**-**	**-**

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.
(b) Includes revenues from recoveries, investment income, Wisconsin Municipal Mutual Insurance Compay (WMMIC), and insurance reimbursements.

General/Auto Liability & Other Insurance (cont.)

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 5% or $36,500 to better reflect historical claims payout patterns. The department charges were held at this increase with the assistance of $145,668 of General Fund Balance. The goal is to continue to reduce reliance on General Fund Balance as department charges are modified to better reflect program cost. Other Revenue includes investment income which stabilized.

Personnel costs decreased 1% or $1,370 based on budget projections. Operating expenses decreased approximately 1% or $6,907 primarily due to reduction in property damage claims and insurance costs. Interdepartmental charges stabilized.

Worker's Compensation

Program Description

Worker's Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**1.25**	**1.25**	**1.25**	**1.25**	**0.00**
Interdepartmental (a)	$638,502	$733,500	$733,500	$862,100	$128,600
Other Revenue	$127,280	$56,500	$56,500	$72,000	$15,500
Appr. Fund Balance	$422,364	$338,965	$343,425	$222,586	($116,379)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues (a)	**$1,188,146**	**$1,128,965**	**$1,133,425**	**$1,156,686**	**$27,721**
Personnel Costs	$109,672	$114,922	$112,301	$113,679	($1,243)
Operating Expenses	$1,020,579	$1,012,958	$1,012,958	$1,041,967	$29,009
Interdept. Charges	$2,055	$1,085	$1,085	$1,040	($45)
Fixed Assets (Memo)	$0	$0	$0	$0	$0
Total Expenditures	**$1,132,306**	**$1,128,965**	**$1,126,344**	**$1,156,686**	**$27,721**
Operating Inc. /(Loss)	**$55,840**	**-**	**7,081**	**-**	**-**

(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

Program Highlights

Interdepartmental revenues are generated from department insurance charges which increased 17.5% or $128,600 to better reflect historical claims payout patterns and to reduce fund balance subsidy. The department charges were held at this increase with the assistance of $222,586 in General Fund Balance. The goal is to reduce reliance on General Fund Balance as department charges are modified to better reflect program costs. Other Revenue includes investment income and claims subrogation which increased approximately 27% or $15,500 to reflect anticipated claims recoveries.

Personnel costs decrease 1% or $1,243 based on budget projections. Operating expenses increase 3% or $29,009 primarily due to an increase in current year self-insured claims and estimated future claim payments based on historical trends. Interdepartmental charges remain stable.

Worker's Compensation (cont.)

Activity – Risk Management Fund Overall

Output Indicators:	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
Safety Inspections/Surveys	34	12	25	30	20
Safety Meetings	19	11	14	23	20
Training In-services	25	13	23	22	20
Beat Articles/Flyers	5	4	4	3	4
Contracts & Ins Certificates Reviewed	371	430	593	586	525
Efficiency Indicators:					
Total Purchased Insurance Premium	$629,231	$605,350	$626,678	$622,547	$632,600
Cost of Insurance Per $1,000 of County Expenditures*	$2.83	$2.73	$2.80	$2.72	$2.71
Total Risk Mgmt Expenditures	$2,086,566	$2,201,488	$2,328,164	$2,456,854	$2,548,754
Cost of Risk Per $1,000 of County Expenditures*	$9.38	$9.93	$10.41	$10.74	$10.92

*excludes capital projects & debt service
Note: Output indicators low in 2008 given professional staff turnover.

Activity – General/Auto Liability & Other Insurance Program

Output Indicators:	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
# of Property/Auto Physical Claims	60	44	45	55	51
Paid & Reserve Net of Subrogation	$251,553	$172,806	$151,581	$203,353	NA
Average Cost Per Claim	$4,186	$3,927	$3,368	$3,697	NA
Subrogation Collections	$36,294	$38,513	$7,677	$9,705	NA
# of General/Auto Liability Claims	76	67	44	37	56
Paid & Reserve	$179,277	$434,110	$162,231	$54,705	NA
Average Cost Per Claim	$2,359	$6,479	$3,687	$1,479	NA

Note: Accident year claims data valued as of 3/31/11.
NA=estimates not available due to need for actuarial analysis.

Activity – Workers' Compensation Program

Output Indicators:	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Estimate
# of Worker's Compensation Claims	126	121	116	111	119
Paid & Reserve Net of Subrogation	$696,830	$1,222,689	$1,055,014	$707,755	NA
Average Cost Per Claim	$5,522	$10,105	$9,095	$6,376	NA

Note: Accident year claims data valued as of 03/31/11.
$ Includes legal expenses and statutory workers' compensation portion of disability pay.
NA=estimates not available due to need for actuarial analysis.

Fund Purpose

The Communications Division operates as an Internal Service fund by providing County-wide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
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	$776,877	$752,307	$757,842	$757,842	$5,535	0.7%
Appr. Fund Balance (a)(b)	$39,006	$34,399	$34,399	$32,462	($1,937)	-5.6%
Other Revenue	$5,257	$4,961	$4,940	$5,230	$269	5.4%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$821,140**	**$791,667**	**$797,181**	**$795,534**	**$3,867**	**0.5%**
Personnel Costs	$198,396	$207,692	$203,976	$207,444	($248)	-0.1%
Operating Expenses	$547,697	$555,779	$555,418	$559,113	$3,334	0.6%
Interdept. Charges	$27,281	$28,196	$28,196	$28,977	$781	2.8%
Fixed Assets (Memo) (c)	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$773,374**	**$791,667**	**$787,590**	**$795,534**	**$3,867**	**0.5%**
Operating Inc./(Loss) (b)	**$47,766**	**$0**	**$9,591**	**$0**	**-**	**N/A**

Position Summary (FTE)					
Regular Positions	2.35	2.35	2.35	2.35	0.00
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.02	0.02	0.02	0.02	0.00
Total	2.37	2.37	2.37	2.37	0.00

(a) Communications includes a Communications Fund Balance appropriation of $29,919 in 2010, $25,312 in 2011 and $23,375 in 2012 to stabilize charges to departments. In 2010, 2011 and 2012 there is a Communications Fund Balance appropriation of $9,087 for depreciation of the voice mail system.

(b) The 2010 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) Total expenditures and net operating income exclude fixed assets to conform with financial accounting standards.

Program Highlights

Interdepartmental revenues increase $5,500 mostly due to increased cellular charges by $13,700, reflecting an increase in the number of cell phones, partially offset by decreased charges for land lines by $8,200.

Operating expenses increase by approximately $3,300 mostly due to an increase in cellular phone service costs, partially offset by a decrease in land line phone service costs. Interdepartmental charges increase mostly due to an increase in End User Technology Fund (EUTF) charges.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide 7x24x365 phone services with very high stability and availability to support the County mission and all departments and employees.

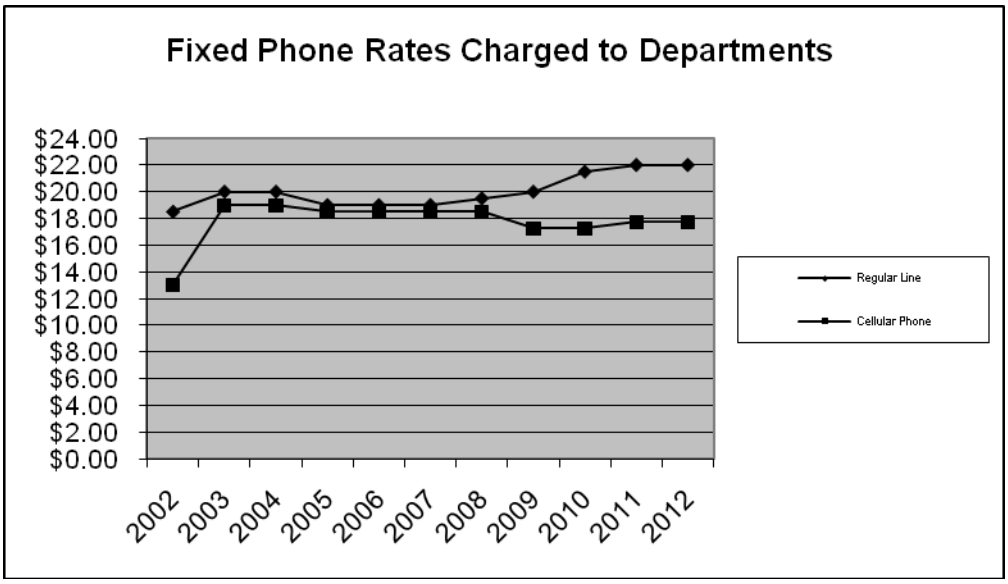
Key Outcome Indicator: A County telecommunications system that supports County needs and is stable, reliable and always available to assist departments in performing their missions and goals.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
System Uptime	99.99%	99.99%	99.99%	99.99%

Objective 2: Engineer solutions, evaluate proposals and controls to ensure the most cost-effective services for voice and data communications.

Key Outcome Indicator: A County telecommunications system that remains supportable and meets County requirements and where costs increase only in proportion to Cost of Living, or in proportion to added infrastructure.

Performance Measure:



Objective 3: Provide responsive support and repair efforts to solve problems and address issues.

Key Outcome Indicator: A County voice communications system that is reliable and supportable, given current staffing and resources. Systems and staffing that provide for expeditious return to service for all problems and move/change requests.

Performance Measures:	2010 Actual	2011 Budget	2011 Estimate	2012 Target
Average time to clear issue: Standard Repair – 6 hours	95%	90%	99%	90%
Announced Move – 14 days	99%	95%	99%	95%

Current & Adopted Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '11	Estimated Operating Impact	A = Annual T = One-Time
200820	IT Infrastructure Upgrade to Wiring Closets (a)	2014	$800,000	20%	$3,500	A

(a) Coordinated project with Department of Administration – Information Technology.

Activity

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
# of Regular Telephone Lines	1,751	1,741	1,754	1,754	13
# of Business Set Lines	191	190	190	190	0
# of Non-Centrex Telephone Lines	132	127	134	134	7
# of Cellular Phones	268	251	270	270	19

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$170,833	$174,400	$176,400	$320,200	$145,800	83.6%
Interdepartmental	$422,745	$418,486	$430,000	$419,564	$1,078	0.3%
Other Revenue	$97,800	$139,000	$136,585	$104,175	($34,825)	-25.1%
Appr. Fund Balance (a)(b)	$128,626	$140,621	$140,621	$194,441	$53,820	38.3%
County Tax Levy (c)	**($95,000)**	**($120,000)**	**($120,000)**	**($120,000)**	**$0**	**0.0%**
Total Revenue Sources	**$725,004**	**$752,507**	**$763,606**	**$918,380**	**$165,873**	**22.0%**
Personnel Costs	$496,304	$554,627	$546,708	$673,821	$119,194	21.5%
Operating Expenses	$122,180	$138,133	$125,758	$174,142	$36,009	26.1%
Interdept. Charges	$178,819	$179,747	$186,475	$190,417	$10,670	5.9%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$797,303**	**$872,507**	**$858,941**	**$1,038,380**	**$165,873**	**19.0%**
Operating Inc./(Loss) (b)	($72,299)	($120,000)	($95,335)	($120,000)	-	N/A

Position Summary (FTE)					
Regular Positions	5.75	5.75	4.75	5.75	0.00
Extra Help	1.38	2.13	3.64	5.15	3.02
Overtime	0.00	0.00	0.00	0.00	0.00
Total	7.13	7.88	8.39	10.90	3.02

(a) A Collections Fund Balance appropriation in 2010 of $14,972 is for depreciation expense and $111,545 to maintain Collections internal cost to departments for total of $126,517 in the 2010 Budget. A Collections Fund Balance appropriation in 2011 of $13,120 is for depreciation expense and $127,501 to maintain Collections internal cost to departments for total of $140,621 in the 2011 Budget. A Collections Fund Balance appropriation in 2012 of $13,120 is for depreciation expense and $181,321 to maintain Collections internal cost to departments for total of $194,441 in the 2012 Budget.

(b) The 2010 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the Fund Balance amount shown.

(c) A Fund Balance appropriation is used to repay the General Fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County Tax Levy. From 2000 to 2012, the overall amount of this general tax levy reduction totals $1,060,000.

Current & Adopted Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '11	Estimated Operating Impact	A = Annual T = One-Time
200710	Collection System Interface(s) (a)	2012	$100,000	75%	$15,000	A

(d) Coordinated project with Department of Administration – Information Technology, Health & Human Services and Courts.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Work cooperatively with Clerk of Courts, Health & Human Services (HHS), Department of Administration-Information Technology (DOA-IT) and applicable software vendors to identify the best alternative for automating the referral process between HHS, Clerk of Courts and Collections. The desired result is a considerable reduction of time for staff to process referrals and to allow for more timely referral and collection of accounts.

Key Outcome Indicator: Based on 2008, achieve greater than 75% reduction in the amount of time staff spends on HHS referral processing by 2010.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Reduced total staff time per referral	N/A	75%	Unknown*	Unknown*

*Dependant on vendor.

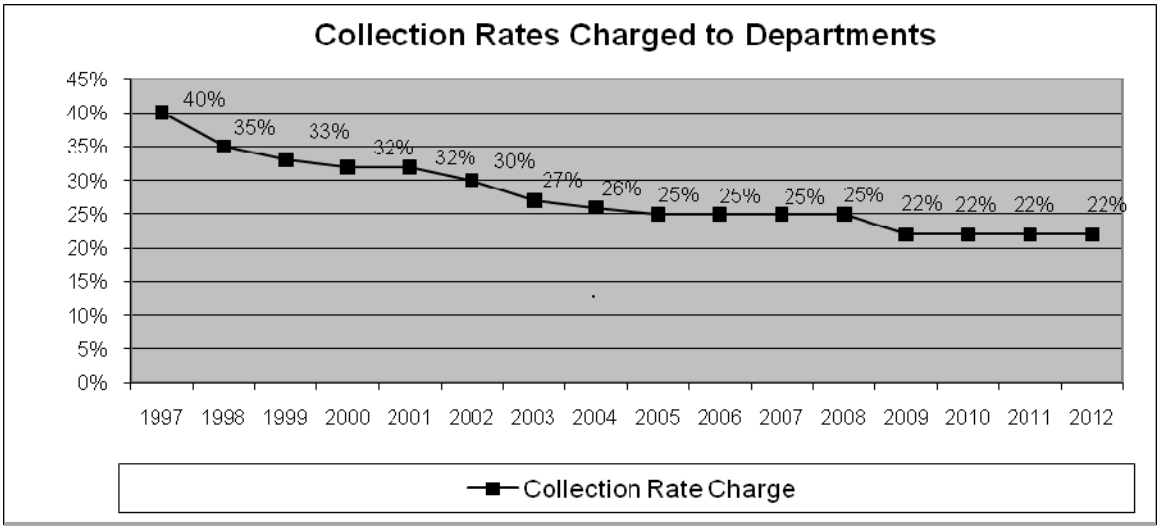
As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Ratio – All Collected Funds*	3.53	3.37	3.25	3.14

Maintain a recovery % greater than collection agency industry average specific to governmental accounts. Ratio reduction mainly due to lower level of judgment (bail forfeiture and interest) backlog accounts from prior year success.

Waukesha County Recovery %**	30.6%	31.0%	31.0%	31.0%
Collection Agencies Rec. %***	11.27%	11.27%	11.27%	11.27%

*Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.
**The overall recovery percent is being impacted by increasing referrals from Health & Human Services. These accounts are increasingly more difficult to collect given the nature of the debt, the financial status of the parties being collected from and the State's ability to pay provisions.
***Source: American Collectors' Association (Top Annual Collection Markets Survey).



Program Highlights

Charges for Services revenues increase $145,800 due to increased collections mostly in anticipation of a major new client. Interdepartmental revenues increase $1,078 due to increased collections. Other revenues decrease $34,825 mainly due to decreased interest on judgments, of which is a net of $49,100 shared with the District Attorney. Collection Fund Balance appropriation of $194,441 is for general depreciation expense, expenses relating to the collections interface capital project and to maintain a low Collection fee to internal customers.

Personnel costs increase by $119,194 mainly due to increased extra temporary help. Personnel costs would have decreased by $2,908 without the increase for anticipated new business. Operating expenses increase $36,009 mainly due to third party temporary help and credit-collections services. These increases are partially offset by decreased publications and printing costs. Interdepartmental charges increase $10,670 mainly due to increased postage, County overhead charges and variable phone charges, partially offset by decreased End User Technology Fund (EUTF) charges.

In summary, 13.6% of the total costs incurred by this program are for County-wide and departmental indirect costs, depreciation expense, legal support from Corporation Counsel offices, additional support from Department of Administration and end user computer support total cost of personal computer ownership.

Activity

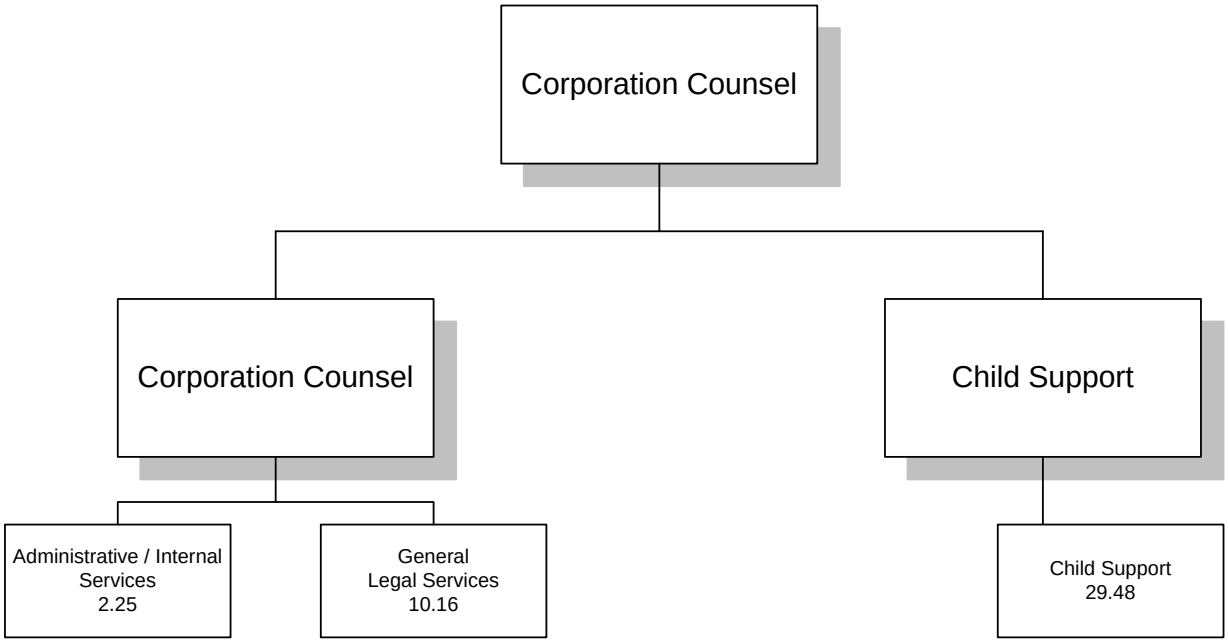
	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
$ Coll. for Wauk. Cty. Customers	$1,254,102	$1,210,900	$1,260,540	$1,229,475	$18,575
$ Coll. & Shared with State	$899,621	$905,000	$898,140	$890,000	($15,000)
$ Coll. for Municipal Customers	$660,381	$625,000	$630,100	$1,142,500	$517,500
Total $ Collected	**$2,814,104**	**$2,740,900**	**$2,788,780**	**$3,261,975**	**$521,075**
Total $ Retained by County	$1,833,928	$1,808,650	$1,858,003	$1,944,125	$135,475
Accts Referred to Collection Div.	13,391	12,000	12,000	13,000	1,000
$ Referred to Collection Division *	$5,480,685	$7,500,000	$7,585,000	$8,500,000	$1,000,000
# of External Intergovernmental Customers	30	37	33	35	(2)

*83.16% of the 2010 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties the Division is attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.

Corporation Counsel

CORPORATION COUNSEL'S OFFICE

FUNCTION / PROGRAM CHART



41.89 TOTAL FTE'S

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

Corporation Counsel

Statement of Purpose

It is the mission of the Corporation Counsel Office to improve the quality of life for all residents of Waukesha County by facilitating effective policy making and administrative decision making of the County Board and County Executive; to provide for the establishment and enforcement of financial support for needy children and establish care for the mentally ill and elderly infirm; to cooperate in providing stability for dysfunctional families through the Juvenile Court System; to assist in establishing and enforcing land use plans and zoning regulations; to enforce health ordinances; to give sound legal advice to all County Departments, Boards and Commissions to assist them in effectively carrying out their functions; and to respond to the legal needs of County employees whose function is to provide various governmental services to the public. In addition, the Corporation Counsel Office is responsible for overseeing the activities of the Child Support Program.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
Corporation Counsel						
Revenues (a)	$463,111	$452,100	$448,090	$452,100	$0	0.0%
County Tax Levy (b)	$1,001,188	$1,006,016	$1,006,016	$1,030,032	$24,016	2.4%
Expenditures (c)	$1,346,122	$1,458,116	$1,433,844	$1,482,132	$24,016	1.6%
Rev. Over (Under) Exp. (f)	$118,177	-	$20,262	-	-	N/A
Child Support						
Revenues (d) (e)	$2,166,873	$2,189,103	$2,191,283	$2,198,595	$9,492	0.4%
County Tax Levy	$317,992	$335,992	$335,992	$338,869	$2,877	0.9%
Expenditures	$2,368,131	$2,525,095	$2,501,201	$2,537,464	$12,369	0.5%
Rev. Over (Under) Exp.	$116,734	-	$26,074	-	-	N/A
Total						
Revenues (a) (d) (e)	$2,629,984	$2,641,203	$2,639,373	$2,650,695	$9,492	0.4%
County Tax Levy (b)	$1,319,180	$1,342,008	$1,342,008	$1,368,901	$26,893	2.0%
Expenditures (c)	$3,714,253	$3,983,211	$3,935,045	$4,019,596	$36,385	0.9%
Rev. Over (Under) Exp. (f)	$234,911	-	$46,336	-	-	N/A
Position Summary (FTE)						
Regular Positions	39.00	39.00	39.00	39.00	0.00	
Extra Help	2.08	2.38	2.34	2.77	0.39	
Overtime	0.01	0.05	0.03	0.12	0.07	
Total	41.09	41.43	41.37	41.89	0.46	

(a) Corporation Counsel Revenues in 2012 are budgeted at 2011 level for $452,100, mainly from legal services provided to the Health and Human Services Department.

(b) County Tax Levy increases $24,016 or 2.4% to $1,030,032, which included $17,016 in additional levy shifted from the End User Technology Fund (EUTF) to limit expenditure charges increase to be absorbed by the department.

(c) Corporation Counsel Expenditures in 2012 increase $24,016 or 1.6% to $1,482,132. In addition to the EUTF charges increase, it is projected increases for salaries and health insurance costs offset by 50% pension reduction according to the State Budget Repair Bill.

(d) Child Support Revenues include General Fund Balance appropriations of $65,000 in 2010; $55,000 in 2011; and $156,800 in 2012.

(e) Child Support's performance funding will not be matched in 2012. However, the State of Wisconsin allocated State General Purpose Revenue (GPR) to address part of the revenue gap created by the 2005 DRA. Child Support is budgeted $116,009 of State GPR. It is 50.9% reduction compared to 2011.

(f) Fiscal year 2011 is projected to finish favorably.

Fund Purpose

The General Fund operations of the Corporation Counsel are to provide legal advice, counsel and support to all county departments and elected officials.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 Adopted Budget $	%
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services (a)	$178	$300	$100	$300	$0	0.0%
Interdepartmental (b)	$447,770	$451,800	$447,990	$451,800	$0	0.0%
Other Revenue	$163	$0	$0	$0	$0	N/A
Appr. Fund Balance	$15,000	$0	$0	$0	$0	N/A
County Tax Levy (c)	**$1,001,188**	**$1,006,016**	**$1,006,016**	**$1,030,032**	**$24,016**	**2.4%**
Total Revenue Sources	**$1,464,299**	**$1,458,116**	**$1,454,106**	**$1,482,132**	**$24,016**	**1.6%**
Personnel Costs	$1,133,610	$1,175,290	$1,171,335	$1,181,316	$6,026	0.5%
Operating Expenses	$165,116	$228,278	$210,474	$228,278	$0	0.0%
Interdept. Charges	$47,396	$54,548	$52,035	$72,538	$17,990	33.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,346,122**	**$1,458,116**	**$1,433,844**	**$1,482,132**	**$24,016**	**1.6%**
Rev. Over (Under) Exp.	$118,177	$0	$20,262	$0	-	N/A

Position Summary (FTE)					
Regular Positions	11.40	11.40	11.40	11.40	0.00
Extra Help	0.70	0.82	0.82	0.97	0.15
Overtime	0.00	0.02	0.02	0.04	0.02
Total	12.10	12.24	12.24	12.41	0.17

(a) Charges for Services include copy and duplicating fees and legal fees.

(b) Interdepartmental revenues include legal services mainly provided to Health and Human Services Department.

(c) County Tax Levy increases $24,016 or 2.4% mainly to fund costs to continue and to support increase in End User Technology Fund expenditure charges.

Personnel costs increase $6,026 or .5% to $1,181,316 for 12.41 FTEs, including increases of 0.15 FTE in temporary extra help of law interns and 0.02 FTE in overtime. Due to the State Budget Repair Bill requiring most County employees to contribute 50% to the Wisconsin Retirement System pension costs, significantly reducing the County's share of these costs, which mostly offsets personnel cost increases of salaries and health insurance for 2012.

Operating expenses is budgeted at the same spending authority level as 2011 for $228,278.

Interdepartmental charges increase $17,990 or 33% to $72,538 mainly due to higher EUTF charges.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Provide quality and timely review of contracts for Waukesha County Departments. (Administrative/Internal Services)

Key Outcome Indicator: Time that it takes to effectively review contracts.

Performance Measure:	2010 Actual	2011 Target	2011 Estimate	2012 Target
Review and return contract within 72 hours (Dept. standard is 4 business days)	99%	>90%	>90%	>90%
Percent of contracts approved that do not result in dispute resolution including mediation, arbitration and litigation	99%	97%	>97%	>97%

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

Objective 2: To provide support for children, establish care for the mentally ill and elderly infirm, and provide stability for families in need through the Court system. Provide high-quality, effective legal representation of Waukesha County residents in matters such as adult and juvenile guardianships/protective placements, involuntary commitment proceedings for adults and minors, juvenile court actions for children in need of protective services, and termination of parental rights/adoptions (in conjunction with services offered by the Department of Health and Human Services). (General Legal Services)

Key Outcome Indicator: Number of cases filed for the case types outlined in the strategic objective.

Workload Data	2009 Actual	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Adult and Juvenile Chapter 51 Cases	1,665	1,517	1,616	1,600	1,616	0
Guardianships/Protective Placements:						
- Adults (b)	141	362	150	390	390	240
- Juveniles	50	45	45	32	35	-10
Juvenile Court Petitions:						
- Children/Juveniles in Need of Protection/Services (CHIPS) cases	553	399	490	425	425	-65
- Termination of Parental Rights (TPR)	12	17	12	10	10	-2

(a) Estimate takes into consideration recent trends (increases/decreases) in the number of filed cases over the past three years.

(b) WATTS hearings, as a separate case type, were included as of January 1, 2010.

Administrative/Internal Services

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

Program Description

The Administrative/Internal Services program is responsible for representing the County in civil litigation prosecution and defense. This program is also responsible for coordinating and providing efficient administrative/clerical support. This program also issues opinions concerning interpretation of the rights, duties, and powers of the municipal corporation, its departments and officials, and prepares and reviews contracts, ordinances and resolutions.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**2.25**	**2.25**	**2.25**	**2.25**	**0.00**
Charges for Services	$178	$300	$100	$300	$0
Interdepartmental	$7,994	$11,810	$8,000	$8,810	($3,000)
Other Revenue	$163	$0	$0	$0	$0
Appr. Fund Balance	$0	$0	$0	$0	$0
County Tax Levy	**$314,726**	**$285,731**	**$285,731**	**$289,668**	**$3,937**
Total Revenues	**$323,061**	**$297,841**	**$293,831**	**$298,778**	**$937**
Personnel Costs	$277,993	$274,634	$271,965	$271,834	($2,800)
Operating Expenses	$8,359	$9,959	$8,486	$9,959	$0
Interdept. Charges	$16,113	$13,248	$12,421	$16,985	$3,737
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$302,465**	**$297,841**	**$292,872**	**$298,778**	**$937**
Rev. Over (Under) Exp.	$20,596	-	$959	-	-

Program Highlights

Interdepartmental revenues from Child Support decrease to $8,810. This reflects adjusting the budget more closely with prior year actual and current year estimates. The County tax levy for this program is at $298,778.

Personnel costs decrease to $271,834, reflecting costs savings from County employees' 50% contribution to the Wisconsin Retirement System partially offset by salary and benefit costs to continue increases for the existing 2.25 FTEs. Operating expenses are budgeted at the same spending authority as 2011. Interdepartmental charges increase $3,737 to $16,985 mainly due to a higher number of user login ID's and their impacts on the computer servers as the County phases in the full cost of computer ownership. Additional tax levy of $13,481 was provided from the End User Technology Fund to reduce the net impact absorbed by the department to 2%.

Activity - Workload Data	2009 Actual	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Total Number of Cases Filed						
Bankruptcy Cases	535	567	499	400	400	-99
Claims Received	48	52	60	60	60	0
Lawsuits Monitored	4	12	10	8	8	-2
Contracts Reviewed	264	359	250	250	250	0
Opinions Issued	397	349	350	280	300	-50
Resolutions/Ordinances Reviewed	121	131	140	130	130	-10

General Legal Services

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

Program Description

Through this program, the County represents the public in cases such as guardianships and protective placement proceedings, involuntary commitment proceedings, and juvenile court actions for child protection and adoptions.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**9.85**	**9.99**	**9.99**	**10.16**	**0.17**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$439,776	$439,990	$439,990	$442,990	$3,000
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance	$15,000	$0	$0	$0	$0
County Tax Levy	**$686,462**	**$720,285**	**$720,285**	**$740,364**	**$20,079**
Total Revenues	**$1,141,238**	**$1,160,275**	**$1,160,275**	**$1,183,354**	**$23,079**
Personnel Costs	$855,617	$900,656	$899,370	$909,482	$8,826
Operating Expenses	$156,757	$218,319	$201,988	$218,319	$0
Interdept. Charges	$31,283	$41,300	$39,614	$55,553	$14,253
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$1,043,657**	**$1,160,275**	**$1,140,972**	**$1,183,354**	**$23,079**
Rev. Over (Under) Exp.	$97,581	-	$19,303	-	-

Program Highlights

Interdepartmental revenues increase to $442,990 due to legal services mainly provided to Health and Human Services Department. The County tax levy for this program is at $740,364.

Personnel costs increase to $909,482 due to a mid-year promotion, the reallocation of legal resources between General Legal Services and Child Support, and extra help and overtime costs to provide the department with flexibility in managing fluctuations and growth in its caseload. These cost increases are partially offset by the savings generated from County employees' 50% contribution to the Wisconsin Retirement System. Operating expenses are budgeted at the same spending authority level as 2011 for $218,319. Interdepartmental charges increase $14,253 to $55,553 mainly due to a higher number of user login ID's and their impacts on computer servers as the County phases in the full cost of computer ownership. Additional tax levy of $13,481 was provided from the End User Technology Fund to reduce the net impact absorbed by the department to 2%.

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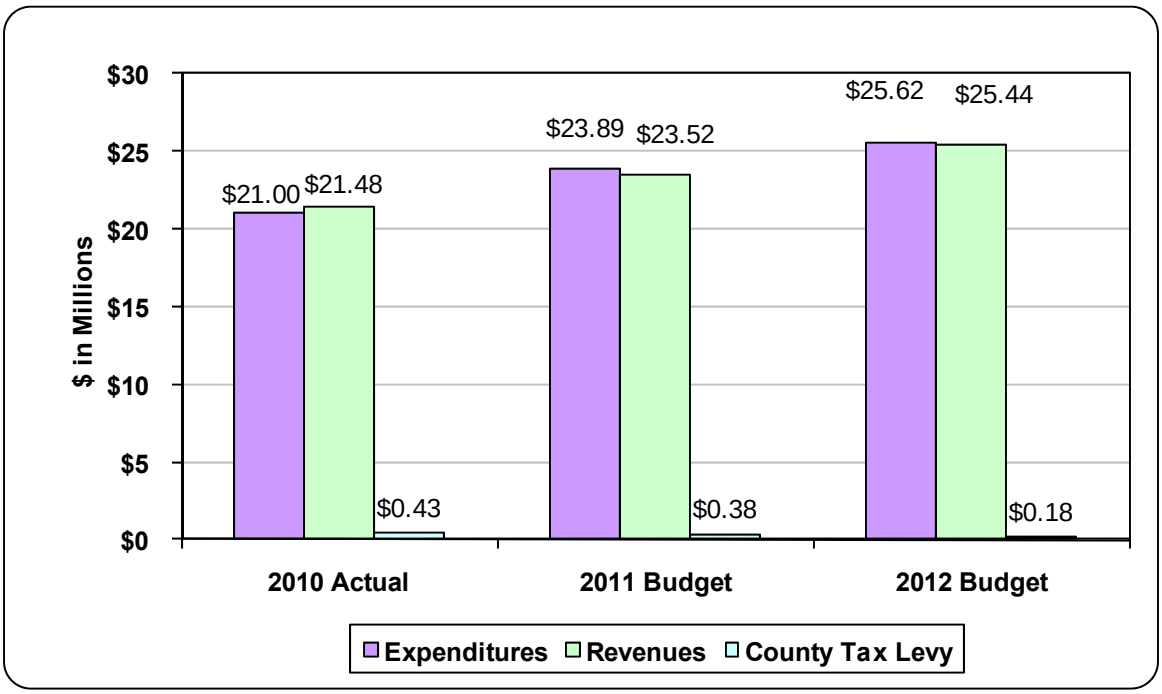
NON-DEPARTMENTAL

Functional Area Budget Highlights

The Non-Departmental Functional area includes three budgets not directly associated with, or controlled by, a specific County department. The **Non-Departmental General Fund** provides for a wide variety of purposes, which includes significant items such as: membership in the Southeastern Wisconsin Regional Planning Commission; consulting services that benefit the entire County; payment of special assessments on County properties; and receipt of State Shared Revenues. The **Health and Dental Insurance Fund** is an interest-bearing Internal Service Fund, established to provide for and effectively manage the self-funded health benefits for County employees, elected officials, retirees and dependents. This Fund also includes an Employee Wellness (Health Advancement) program, designed to improve employee productivity, morale and healthcare cost savings, through health education and health focused activities. The **Contingency Fund** provides funds to respond to emergency situations and issues that could not be anticipated during the budget process.



- The Tax Levy necessary to fund this functional area totals $175,000, a decrease of $200,000 from the 2011 Budget.
- **Non-Departmental General Fund** expenditures increase by $516,800 to about $2.4 million, which includes $308,000 to establish the Waukesha County Small Business Leverage Loan Program in 2012. This program is intended to provide a "gap" loan funding for small, established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. Loans are made for three to five year terms and funded initially with prior-year Tax Increment District dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored.
- **Non-Departmental General Fund** expenditures also include an estimated increase in property tax appeal payments of $125,000, from $50,000 to $175,000, due to a one-time appeal repayment for the Target Distribution Center; employee severance/retention payments, budgeted to increase by $60,000 to $95,000; and unemployment compensation (UC) costs, estimated to increase by $20,000 to $110,000, mostly to pay an assessment by the State for interest incurred on funds the State borrowed from the federal government to pay for UC costs. These one-time increases are to be funded with General Fund Balance.
- **Health and Dental Insurance Fund** expenditures increase by about $1.2 million (5.8%) to nearly $22 million, mainly due to an increase in active employee claims costs by $740,000, based on actuarial recommendation. In addition, the budget assumes an increase in enrollment for the Consumer Driven Health plan with a Health Savings Account (H.S.A.) feature by about 260 individuals, mainly due to a collective bargaining agreement offering the H.S.A. plan to Sheriff deputies and detectives, and due to other employees potentially selecting this lower-cost plan. As a result, contributions to employee H.S.A. accounts are budgeted to increase by $519,000.
- **Contingency Fund** expenditure appropriations remain at the 2011 budgeted level of $1.2 million. However, Tax Levy Funding of $200,000 is removed from the 2012 budget, and offset with an increase in appropriated General Fund Balance.

** NON - DEPARTMENTAL **

Functional Area Summary by Agency

	2010 Actual (a)	2011 Adopted Budget (b)	2011 Estimate	2012 Budget (b)	Change from 2011 Adopted Budget $	%
*** TOTAL NON - DEPARTMENTAL ***						
Revenues (a) (b)	$21,480,869	$23,518,800	$22,299,063	$25,440,600	$1,921,800	8.2%
County Tax Levy	$425,000	$375,000	$375,000	$175,000	($200,000)	-53.3%
Expenditures	$21,001,658	$23,893,800	$21,803,270	$25,615,600	$1,721,800	7.2%
Rev. Over (Under) Exp.	$872,244	-	$223,794	-	-	N/A
Operating Income	$31,967	-	$646,999	-	-	N/A
BREAKDOWN BY FUND						
GENERAL						
Revenues (a) (b)	$2,218,261	$1,739,300	$2,177,864	$2,256,100	$516,800	29.7%
County Tax Levy	$175,000	$175,000	$175,000	$175,000	-	0.0%
Expenditures (a)	$1,646,017	$1,914,300	$2,129,070	$2,431,100	$516,800	27.0%
Rev. Over (Under) Exp.	$747,244	-	$223,794	-	-	N/A
HEALTH AND DENTAL INSURANCE						
Revenues (b)	$19,262,608	$20,779,500	$20,121,199	$21,984,500	$1,205,000	5.8%
County Tax Levy	-	-	-	-	-	N/A
Expenditures	$19,230,641	$20,779,500	$19,474,200	$21,984,500	$1,205,000	5.8%
Oper Income/(Loss)	$31,967	-	$646,999	-	-	N/A
CONTINGENCY						
Revenues (b)	-	$1,000,000	-	$1,200,000	200,000	20.0%
County Tax Levy	$250,000	$200,000	$200,000	-	($200,000)	-100.0%
Expenditures	$125,000	$1,200,000	$200,000	$1,200,000	-	0.0%
Rev. Over (Under) Exp.	$125,000	-	-	-	-	N/A

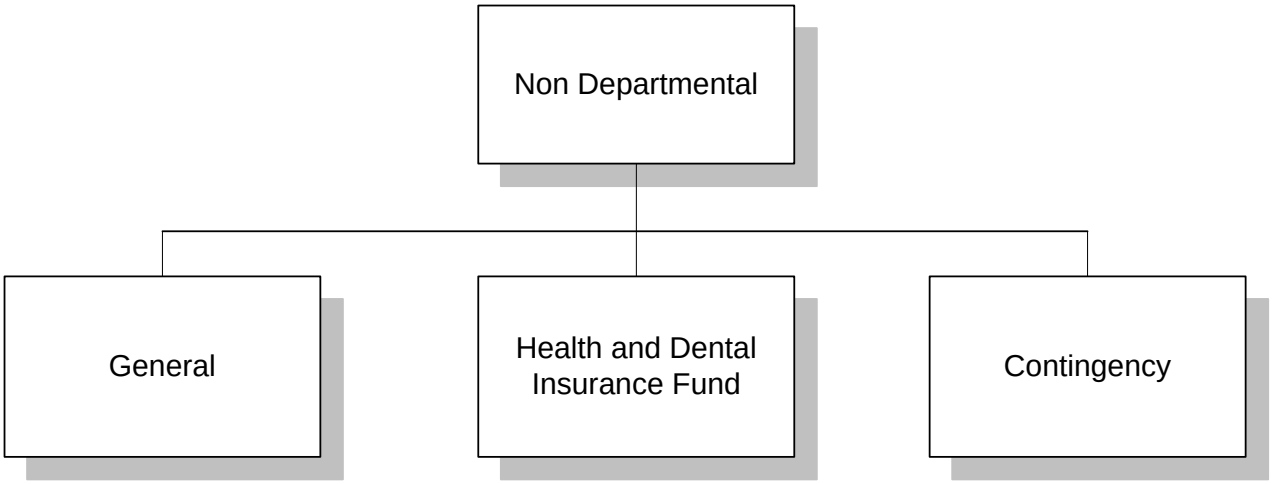
(a) For budget comparative purposes, 2010 Actual Revenues exclude Jail Assessment fees of about $649,000, which are received in the Non-Departmental Budget, but budgeted (as fund balance appropriation) in subsequent years to help fund jail equipment replacements, capital projects and debt service for jail related projects. Actual revenues for 2010 also exclude about $249,200 in unclaimed funds revenue, which is not budgeted due to its unpredictability. Actual revenues for 2010 also exclude Tax Increment Dissolution funds of about $134,200, which are received in the Non-Departmental Budget and become part of General Fund Balances used in later years.

(b) Revenue Budget for 2012 includes Fund Balance appropriations totaling $2,951,000 as follows: General Fund: $915,500 (of which $308,000 is from Tax Increment Dissolution (TID) funds); Health and Dental Insurance Fund: $835,500; Contingency Fund: $1,200,000. Revenue Budget for 2011 includes Fund Balance appropriations totaling $2,275,800 as follows: General Fund: $489,300 (of which $62,700 is from TID funds); Health and Dental Insurance Fund: $786,500; Contingency Fund: $1,000,000.

Non-Departmental

NON DEPARTMENTAL

FUNCTION / PROGRAM CHART



There are no positions associated with the Non-Departmental accounts.

Non-Departmental

Statement of Purpose

This agency is established to account for those revenue and expenditure transactions that are not directly associated with or controlled by a specific departmental operating budget. This Budget also serves as a vehicle for one-time or short-term (less than five years) program appropriations.

Activities

This Budget is the custodial responsibility of the Department of Administration. Items included are State Shared Revenue, non-benefit insurance premiums for certain departments, unemployment compensation, general feasibility and operational studies, funding of the retirement and sick leave reserve, certain special local property assessments of County owned land, funding for the County's membership in the Southeast Wisconsin Regional Planning Commission (SEWRPC), funding for loss control and safety requirements which cannot be anticipated for County facilities and programs, and building and capital grant funding to the Waukesha County Historical Society (WHCS) for the Waukesha County Museum (program funding is in the Department of Parks and Land Use Budget).

Financial Summary	2010 Actual (b)(c)	2011 Adopted Budget (a)(c)(d)	2011 Estimate (d)	2012 Budget (a)(c)(d)	Change From 2011 Adopted Budget $	Change From 2011 Adopted Budget %
General Government (a)	$1,281,506	$980,000	$980,000	$1,000,000	$20,000	2.0%
Fine/Licenses (b)	$0	$0	$0	$0	$0	N/A
Charges for Services	$0	$0	$0	$0	$0	N/A
Interdepartmental (c)	$157,885	$70,000	$161,900	$110,000	$40,000	57.1%
Other Revenue (b)	$132,260	$200,000	$505,450	$230,600	$30,600	15.3%
Appr. Fund Balance (d)	$646,610	$489,300	$530,514	$915,500	$426,200	87.1%
County Tax Levy $	**175,000**	**$175,000**	**$175,000**	**$175,000**	**$0**	**0.0%**
Total Revenue Sources	**$2,393,261**	**$1,914,300**	**$2,352,864**	**$2,431,100**	**$516,800**	**27.0%**
Personnel Costs (d)	$322,598	$440,000	$399,000	$529,000	$89,000	20.2%
Operating Expenses (d)	$1,262,869	$1,412,600	$1,668,370	$1,842,100	$429,500	30.4%
Interdept. Charges	$60,550	$61,700	$61,700	$60,000	($1,700)	-2.8%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$1,646,017**	**$1,914,300**	**$2,129,070**	**$2,431,100**	**$516,800**	**27.0%**
Rev. (Over) Under Exp.	$747,244	-	$223,794	-	-	N/A

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

(a) General Government revenues include State Shared Revenue payments of $695,000 and State Computer Equipment Exemption aid revenue of $200,000 for the 2012 Budget (a portion of these revenues is budget in the Capital Projects Fund); and $830,000 of Shared Revenue in the 2011 Budget. General Government revenues also include estimated countywide indirect cost reimbursements (in excess of the amounts budgeted in the Department of Administration) received from the State/Federal source for Child Support and the Aging and Disability Resource Center Grant.

(b) 2010 Actual Fines and Licenses revenues exclude jail assessment fees of about $649,000, which accounted for in the Non-Departmental Budget, but budgeted in subsequent years to help fund jail equipment replacement and related capital projects and debt service for Jail related projects. Actual Other Revenues in 2010 exclude about $134,200 in Tax Increment District (TID) dissolution funds, which are received in the Non-Departmental Budget and appropriated as General Fund Balance in later years for one-time, temporary or periodic expenditures. Actual Other Revenues in 2010 also exclude unclaimed funds revenue of about $253,200, which is unbudgeted due to its unpredictability.

(c) Interdepartmental Revenues includes indirect cost recovery in excess of the amounts budgeted in the Department of Administration of $110,000 in the 2012 Budget; $70,000 in the 2011 Budget; and about $139,100 in the 2010 Actual.

(d) Appropriated General Fund Balance for the 2012 Budget includes $308,000 in prior-year Tax Increment District (TID) revenues to fund the new Small Business Leverage Loan Funding program; $160,000 for retirement payouts from reserve; $125,000 estimated for the County's share of a one-time property tax appeal repayment for the Target Distribution Center; $120,000 toward the Waukesha County Historical Society (WCHS) debt payments; $110,000 toward the WCHS operations grant; $60,000 toward one-time estimated higher employee severance/retention costs; $20,000 toward a one-time unemployment compensation (UC) assessment by the State for interest incurred on funds the State borrowed from the federal government to pay UC costs; and $12,500 for the first year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. Appropriated General Fund Balance for the 2011 estimate includes about $41,200 in County Board approved carryovers and open purchase orders (and related expenditure authority) from 2010. The 2011 Adopted Budget includes $160,000 for retirement payouts from reserve; $120,000 towards WCHS debt payments; $120,000 towards WCHS operations grant; $26,600 for the Wisconsin River Rail Transit Commission (WRRTC) payment; and $62,700 of tax increment district TID dissolution funds from prior year(s).

2012 Specific Activities and Purpose:

SEWRPC Allocation: Continue to provide funding for the County's share of the Southeastern Wisconsin Regional Planning Commission (SEWRPC) which provides regional planning, including: land use, transportation, water quality, flood-land management, and planned research for the seven counties in southeastern Wisconsin.

Waukesha County Economic Development Corporation & Tourism Initiative: Continue to support Waukesha County Economic Development Corporation (WCEDC) and Waukesha Area Convention and Visitors Bureau activity related to economic development, tourism, planning, and promotion.

Wisconsin River Rail Transit System: Funding for Wisconsin River Rail Transit Commission infrastructure project costs.

Loss Control/ADA: Continue to fund loss control and safety requirements and to fund measures necessary to comply with the federal Americans with Disabilities Act (ADA) that cannot be anticipated for County facilities and programs.

Separation Payouts (Vacation/Sick Leave): Continue budgeting for sick leave payouts that exceed normal budget amounts for large departments (reserves), based on an expected higher level of retirements (as baby boomers reach retirement age). Large service departments provide for most of this cost within their respective budgets. Continue to maintain an account to fund retirement sick leave and vacation payouts in administrative and small departments.

Employee Maximum Sick Leave/Non-Represented Vacation Payouts: Continue to fund the employee incentive payment for those who have maximized their sick leave accrual (maximum of 960 hours) in prior years. Continue to fund payouts for unused vacation time (maximum 40 hours) for non-represented employees who earn more than three weeks of vacation time during a year.

Section 125 Plan Administration Costs: Continue to fund the third-party administration of the County employees' Flexible Spending Account plans, which allow employees to set aside untaxed earnings for out-of-pocket health care expenses, which save the County the employer's cost share of FICA and Medicare payments.

Deferred Compensation Plan Consulting: Continue to provide consulting services to the employee investment advisory committee for the Deferred Compensation plan. This is offset by revenues (no tax levy) that the plan administrator shares with the County.

Severance/Retention: Provide for the funding of a program establishing a severance budget and an incentive to remain employed with the County to the end of the year for employees that are laid off due to abolishing or unfunding their position in the budget process. Employees who leave before the end of the year or accept another County position are not eligible.

Consulting/Grant/Other: Continue to provide funding for special consulting studies identified during the year.

Merchant Card/Internet Host: Provide funding for credit card and debit card processing fees in non-enterprise activities and Internet payment web site hosting fees and budget for offsetting revenue.

Waukesha County Historical Society Capital/Debt Service & Building Operations: Provide a building operations grant to the Waukesha County Historical Society (WCHS) for maintenance of the old courthouse per enrolled resolution 157-004 and enrolled ordinance 157-076 (last year of a ten-year obligation). Program operations grant funding of $215,000 is budgeted in Parks and Land Use. Direct capital grant obligation was completed in 2005. Debt service payments as a ten-year capital loan from the City of Waukesha are paid to WCHS in a separate grant. Museum payments are dependent upon the WCHS meeting annual performance (attendance and business hours) standards. 2012 represents the tenth and final payment year.

Milwaukee 7 Regional Economic Development Campaign: The Milwaukee 7 is a regional, cooperative economic development platform for the seven counties of southeastern Wisconsin: Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Waukesha and Washington. Waukesha County's contribution to the Milwaukee 7's Regional Economic Development Campaign is $50,000 ($12,500 annually for four years) to be funded with appropriated General Fund Balance.

Waukesha County Small Business Leverage Loan Program: Beginning in 2012, the County is establishing a gap loan funding program for small established businesses in Waukesha County to promote economic growth. Loans no greater than $50,000, to be administered by a contract agency, will be targeted to small businesses in high-impact industries, such as manufacturing, technology and distribution and suppliers to larger businesses. This "gap" loan funding is intended to help businesses to qualify for larger funding from banks, the Small Business Administration (SBA) and other financial institutions to finance expansions, additional product lines, services or building capacity. The loans will be for three to five year terms, at an interest rate no less than 3% per year and funded initially with prior-year Tax Increment District dissolution dollars returned to the County. Expanded employment and/or tax base by businesses will be closely monitored. The program will sunset at the end of 2014 unless the County Board approves an ordinance for its continuation.

Non-Departmental Program/Activity Financial Summary

Expenditures:	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change	% Change
Continuous						
SEWRPC Allocation	$650,965	$650,000	$647,800	$653,000	$3,000	0.5%
Waukesha Co Econ Dev Corp (WCEDC) Contrib.	$95,000	$95,000	$95,000	$95,000	$0	0.0%
Waukesha County Tourism Initiative	$10,000	$10,000	$10,000	$10,000	$0	0.0%
Wis. River Rail Transit System	$26,520	$26,600	$26,520	$26,600	$0	0.0%
Loss Control/ADA	$33,755	$54,000	$35,000	$50,000	($4,000)	-7.4%
Separation Payouts (Vac. & Sick Leave) (a)	$82,365	$160,000	$95,000	$160,000	$0	0.0%
Empl. Max. Sick Leave/Non-Rep. Vac. Payouts (for Active Employees)	$118,740	$120,000	$109,000	$132,000	$12,000	10.0%
Section 125 Plan Administration Costs	$28,251	$35,000	$32,000	$32,000	($3,000)	-8.6%
Unemployment (a)	$69,525	$90,000	$150,000	$110,000	$20,000	22.2%
Severence/Retention (a)	$16,395	$35,000	$13,000	$95,000	$60,000	171.4%
Deferred Compensation Plan Consulting (b)	$15,000	$40,000	$40,000	$50,000	$10,000	25.0%
Consulting/Grant/Other ('10 Bud Carried Over to '11 (c))	$0	$40,000	$65,000	$40,000	$0	0.0%
Merchant Card / Internet Host (d)	$129,053	$135,000	$132,000	$135,000	$0	0.0%
Employment Advertising	$10,682	$40,000	$12,000	$30,000	($10,000)	-25.0%
Property Tax/Special Assessments	$19,278	$50,000	$40,000	$175,000	$125,000	250.0%
Printing inc. Adopted Budget Books	$6,651	$12,000	$8,000	$10,000	($2,000)	-16.7%
Work Comp/Liab/Casualty/Other Ins	$60,550	$61,700	$61,700	$60,000	($1,700)	-2.8%
Other Expenses	$10,769	$10,000	$6,600	$10,000	$0	0.0%
Short-Term/Temporary/Periodic						
Wauk. Co. Hist. Society - Capital/Debt Svc (a)	$121,518	$120,000	$120,000	$120,000	$0	0.0%
Wauk. Co. Hist. Society - Bldg. Operations (a)	$141,000	$130,000	$130,000	$117,000	($13,000)	-10.0%
Milwaukee 7 Regional Econ Dev Campaign (a)	$0	$0	$0	$12,500	$12,500	N/A
Repayment of HOME Funding to HUD (e)	$0	$0	$300,450	$0	$0	N/A
Wauk. Co. Small Business Leverage Loan Funding Program (a)	$0	$0	$0	$308,000	$308,000	N/A
Total Expenditures	$1,646,017	$1,914,300	$2,129,070	$2,431,100	$516,800	27.0%
Revenue:						
State Shared Revenues/State Computer Aid	$880,000	$830,000	$830,000	$895,000	$65,000	8%
Other General Government Revenues (f)	$401,506	$150,000	$150,000	$105,000	($45,000)	-30%
Intedepartmental Charge Revenue	$157,885	$70,000	$161,900	$110,000	$40,000	57%
Fund Balance Appropriation (a)	$646,610	$489,300	$530,514	$915,500	$426,200	87%
Reimb. From Hebron House for Home Repaymt. (e)	$0	$0	$300,450	$0	$0	N/A
Other Revenue (b)(d)(f)	$132,260	$200,000	$205,000	$230,600	$30,600	15%
Tax Levy	$175,000	$175,000	$175,000	$175,000	$0	0%
Total Revenues	$2,393,261	$1,914,300	$2,352,864	$2,431,100	$516,800	27%
Revenues Over/(Under) Expenditures	$747,244	-	$223,794	-	-	N/A

(a) Appropriated General Fund Balance for the 2012 Budget includes $308,000 in prior-year Tax Increment District (TID) revenues to fund the new Small Business Leverage Loan Funding program; $160,000 for retirement payouts from reserve; $125,000 estimated for the County's share of a one-time property tax appeal repayment for the Target Distribution Center; $120,000 toward the Waukesha County Historical Society (WCHS) debt payments; $110,000 toward the WCHS operations grant; $60,000 toward one-time estimated higher employee severance/retention costs; $20,000 toward a one-time unemployment compensation (UC) assessment by the State for interest incurred on funds the State borrowed from the federal government to pay UC costs; and $12,500 for the first year of a 4-year contribution to the Milwaukee 7 Regional Economic Development Campaign. Appropriated General Fund Balance for the 2011 estimate includes about $41,200 in County Board approved carryovers and open purchase orders (and related expenditure authority) from 2010. The 2011 Adopted Budget includes $160,000 for retirement payouts from reserve; $120,000 towards WCHS debt payments; $120,000 towards WCHS operations grant; $26,600 for the Wisconsin River Rail Transit Commission (WRRTC) payment; and $62,700 of tax increment district TID dissolution funds from prior year(s).

(b) Other Revenue includes offsetting revenue to pay for the Deferred Compensation Plan consulting of $50,000 in the 2012 Budget and $40,000 in the 2011 Budget. No County tax levy is used to fund this expenditure.

(c) Unspent 2010 consulting appropriations totaling $39,850 were carried over into 2011, including a study to evaluate potential alternative contractual arrangements between the Medical Examiner's Office and other counties for services rendered, and a study to evaluate management options for the Community Development Block Grant and HOME Investment Partnership programs.

(d) Merchant Card/Internet Host expenditures are partially covered with Internet payment convenience surcharges, budgeted in Other Revenue ($60,000 in the 2012 budget; and $50,000 in the 2011 Budget).

(e) The 2011 estimate includes a repayment to the U.S. Department of Housing and Urban Development (HUD) for $300,450 in federal HOME Investment Partnership grant funds that were originally advanced to the Hebron House of Hospitality for a low and moderate income housing project, which was not able to be completed (enrolled ordinance 166-26). The 2011 estimate also includes an estimated reimbursement revenue for this repayment.

(f) Other Revenues include miscellaneous recoveries ($70,600 in the 2012 Budget and $60,000 in the 2010 Budget) and procurement card rebate revenue in excess of what is budgeted in the Department of Administration ($50,000 in 2012 & 2011 Budgets).

Fund Purpose

The Health and Dental Insurance Fund is an interest-bearing Internal Service Fund established to provide for and effectively manage the health benefits for County employees, elected officials, retirees, and dependents. This Fund consists of a self-funded active employee health insurance plan, a self-funded retired employee health insurance plan, a self-funded dental insurance plan, and an employee wellness program. The Health and Dental Insurance Fund is used to account for all claims and costs filed against and paid by the County's self-funded insurance, the premiums paid for these plans, and costs associated with the wellness programs. This Fund recovers its costs through charges to County departments, employees, retirees, and qualifying former employees for COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985) benefits. This Fund provides budgetary protection by purchasing stop loss insurance coverage. A health insurance actuary is retained to assist with the determination of premium rates, insurance reserve levels and analyze effectiveness of wellness and health benefit changes to the total cost of the program.

Financial Summary	2010 Actual	2011 Adopted Budget (a)	2011 Estimate	2012 Budget (a)	Change From 2011 Adopted Budget $	%
Revenues						
General Government	$0	$0	$0	$0	$0	N/A
Fine/Licenses	$0	$0	$0	$0	$0	N/A
Charges for Services	$2,649,549	$2,773,000	$2,653,000	$3,128,000	$355,000	12.8%
Interdepartmental	$15,785,691	$16,780,000	$16,774,000	$17,577,000	$797,000	4.7%
Other Revenue	$528,629	$440,000	$444,000	$444,000	$4,000	0.9%
Appr. Fund Balance (a)	$298,739	$786,500	$250,199	$835,500	$49,000	6.2%
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**	**N/A**
Total Revenue Sources	**$19,262,608**	**$20,779,500**	**$20,121,199**	**$21,984,500**	**$1,205,000**	**5.8%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses	$19,230,461	$20,772,900	$19,467,600	$21,977,900	$1,205,000	5.8%
Interdept. Charges	$180	$6,600	$6,600	$6,600	$0	0.0%
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$19,230,641**	**$20,779,500**	**$19,474,200**	**$21,984,500**	**$1,205,000**	**5.8%**
Operating Inc./(Loss)	$31,967	-	$646,999	-	-	N/A

Position Summary (FTE)

No positions are budgeted in this Fund.

(a) Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the 2012 Budget includes $570,000 in the Active Employee Health Insurance Program, $35,000 in the Employee Dental Insurance Program and $230,500 in the Wellness Program. Appropriated Fund Balance from Health and Dental Insurance Fund Reserves for the 2011 Budget includes $423,000 in the Active Employee Health Insurance Program, $105,500 in the Retired Employee Health Insurance Program, $35,000 in the Employee Dental Insurance Program and $223,000 in the Wellness Program.

Major Departmental Strategic Outcomes and Objectives for 2012

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

Objective 1: Reduce health insurance costs, or the rate of premium increases through effective design changes, education, wellness initiatives and data management.

Key Outcome Indicator: Keep health insurance plan increases from prior year estimate/actual lower than medical inflation rate.

Performance Measure:	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Health Plan cost increases	5%	9.7%	2.5%	7.4%
Medical Inflation Rate*	11%	11%	9%	9%

* Milliman's (County Health Insurance Actuary) expected annual trend assumptions

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

Objective 2: Control Health Plan rate of cost increase (or reduce costs).

Key Outcome Indicator: The increase in plan costs from the prior year actual/estimate for the Choice Plus (Point of Service – POS) and Consumer Driven Health (with Health Savings Account feature – HSA) Plans. For 2012, there will be two Point of Service (POS) plans provided to employees: An "Option One" plan that maintains the same deductible level for employees, but increases the employee share of the total premium from 10% to 13%; and an "Option Two" plan that increases employee deductibles, but maintains the employee share of premium costs at 10%. See explanation of Wellness incentives for these rates in the Wellness Program.

Performance Measures:

Choice Plus Plan – Option One	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Average Plan % Premium Increase	0%	9.7%	10%	10%
Average Monthly Plan Cost: Single	$526	$580	$579	$639
Family	$1,393	$1,532	$1,532	$1,689

Choice Plus Plan – Option Two	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Average Plan % Premium Increase	N/A	N/A	N/A	N/A
Average Full Monthly Plan Cost: Single	N/A	N/A	N/A	$617
Family	N/A	N/A	N/A	$1,632

HSA Plan	2010 Actual	2011 Budget	2011 Estimate	2012 Budget
Average Plan % Premium Increase	0%	10%	10%	6.5%
Average Full Monthly Plan Cost: Single	$407	$448	$448	$477
Family	$1,080	$1,188	$1,118	$1,265

Objective 3: From an established framework and baseline, determine future return on investment (ROI) analysis. This baseline includes an analysis of both direct and indirect costs such as health insurance claims, employee reported risk factors through the health risk assessment, biometric measures, and absenteeism. Since measurable benefits are expected to materialize over multiple years, the Department anticipates that it will begin reporting ROI measurement after the third year of the program (for 2009 – 2011 actual, to be reported in the 2013 budget book).

Active Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Active Employee Health Insurance program. This includes medical, pharmacy, and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees, and COBRA participants. This program area also carries an actuarially determined Incurred But Not Reported reserve balance (outstanding claims paid in next fiscal year) as required for internal service fund accounting. A self-funded Point of Service (POS) plan (Choice Plus) is available to all active employees and elected officials. An optional plan, a Consumer Driven health plan with a Health Savings Account (HSA) feature, is available to all non-represented employees, full-time elected officials and unions that permit it to be available to its County employee members.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$1,815,384	$1,861,000	$1,861,000	$2,312,000	$451,000
Interdepartmental	$15,176,464	$16,138,000	$16,138,000	$16,935,000	$797,000
Other Revenues	$501,936	$414,000	$417,000	$417,000	$3,000
Appr. Fund Balance	$105,739	$423,000	$0	$570,000	$147,000
County Tax Levy	$0	$0	$0	$0	$0
Total Revenues	**$17,599,523**	**$18,836,000**	**$18,416,000**	**$20,234,000**	**$1,398,000**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$17,599,523	$18,834,400	$18,033,700	$20,232,400	$1,398,000
Interdept. Charges	$0	$1,600	$1,600	$1,600	$0
Fixed Assets	$0	$0	$0	$0	**$0**
Total Expenditures	**$17,599,523**	**$18,836,000**	**$18,035,300**	**$20,234,000**	**$1,398,000**
Operating Inc./(Loss)	-	-	$380,700	-	-

Program Highlights

For 2012, there will be two Point of Service (POS) plans provided to employees: An "Option One" plan that maintains the same deductible level for employees, but increases the employee share of the total premium from 10% to 13%; and an "Option Two" plan that increases employee deductibles, but maintains the employee share of premium costs at 10%. The County will still offer a consumer-driven health plan with a health savings account (H.S.A.) feature. See explanation of Wellness incentives for these rates in the Wellness Program.

Based on actuarial recommendations, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2012 (described below). Charges for Service revenue include the employees' share of estimated premiums (10% or 13%, depending on plan selection). Interdepartmental Charge revenues include the County's share (90% or 87%) of estimated premiums charged to County departments. Other Revenues include an increase in prescription drug rebates of $3,000 to $370,000, based on 2011 estimates and interest income on Health & Dental Insurance Fund Balance of $47,000, which remains unchanged from the 2011 budget. Appropriated Health & Dental Insurance Fund Balance from reserves of $570,000 is budgeted to limit and smooth out projected health claim cost increases to County departments. This budget assumes an increase in H.S.A. plan enrollment by over 260 employees in 2012 (see table below), mainly due to a collective bargaining agreement offering the H.S.A. plan to Sheriff Deputies and Detectives, and due to other employees potentially selecting this lower-cost plan.

Operating expenditures increase $1,398,000 to $20,232,400 in the 2012 budget, mainly due to an increase in claims costs by $740,000 (4% from the 2011 budget), primarily due to rising medical inflation rates. In addition, contributions to employee health savings accounts are budgeted to increase $519,000, due to higher anticipated enrollment levels in the H.S.A. plan (discussed above). Stop loss insurance is budgeted to increase by $86,000 and third-party administrator (TPA) charges increase by $27,000.

Note: Based on actuarial recommendation, $1.8 million (approximately 10% of the $18,319,000 in estimated claims costs for 2012) is to be reserved in the Health and Dental Insurance Fund Reserves to be available for appropriation by ordinance if claims exceed appropriations in 2012.

Activity # of Health Ins. Contracts		2010 Actual (a)	2011 Budget (b)	2011 Estimate (c)	2012 Budget (b)	Budget Chng
POS	Single	355	373	350	285	(88)
	Family	852	862	854	658	(204)
Total		**1,207**	**1,235**	**1,204**	**943**	**(292)**
H.S.A.	Single	11	14	10	75	61
	Family	7	9	7	211	202
Total		**18**	**23**	**17**	**286**	**263**

(a) Enrollment as of 12/31/2010.
(b) The 2011 and 2012 budget figures are based on the initial Countywide salary and benefit projection and exclude vacant positions. Decrease in overall enrollment from the 2011 budget to 2012 budget is mainly due to positions subsequently unfunded in the 2011 adopted budget and due to assuming slightly higher enrollment levels in 2011.
(c) Enrollment as of 8/21/2011.

Retired Employee Health Insurance

Program Description

This program area accounts for all costs associated with the operation of the Retired Employee Health Insurance program. This includes medical, pharmacy and vision claims payments; and administrative expenses, stop loss insurance premiums, consulting fees and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to retirees. Retirees pay 100% of the premium cost. Two self-funded, separately rated from active employees, retiree plan options are available to retirees under a Dual Option Point of Service (POS) plan.

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services	$751,652	$841,000	$720,000	$745,000	($96,000)
Interdepartmental	$0	$0	$0	$0	$0
Other Revenues	$24,049	$23,000	$24,000	$24,000	$1,000
Appr. Fund Balance	$0	$105,500	$0	$0	($105,500)
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$775,701**	**$969,500**	**$744,000**	**$769,000**	**($200,500)**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses	$828,243	$968,600	$456,400	$768,100	($200,500)
Interdept. Charges	$180	$900	$900	$900	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$828,423**	**$969,500**	**$457,300**	**$769,000**	**($200,500)**
Operating Inc./(Loss)	($52,722)	-	$286,700	-	-

Program Highlights

Based on actuarial recommendation, this fund estimates necessary premiums to cover the costs associated with anticipated claims to be paid in 2012 (described below). Charges for Service revenues, which consist of health insurance premiums paid by retirees (retirees pay 100% of premium costs), are budgeted to decrease by $96,000 to cover claims and related costs described below. Other revenues consist of prescription drug rebates that are budgeted to increase $1,000 to $20,000 and interest income of $4,000. The above revenues are estimated to be sufficient to cover claims and other costs in 2012, so no appropriated Health & Dental Insurance Fund Balance is budgeted in this program for 2012.

Operating expenditures decrease by $200,500, mainly due to a decrease in estimated claims to be paid out by $141,800, based on lower current-year estimates as fewer retirees remain with County's self-insured plan and instead have enrolled in the Medicare Advantage plan (which is not accounted for in the County Budget). In addition, loss reserve expenditures (for projected claims to be reported in future years) decreases by $58,000 to $3,000, based on lower 2010 actual experience.

Note: Based on actuarial recommendation, $69,000 (approximately 10% of the $688,400 in estimated claims paid) is to be reserved in the Health and Dental Insurance Fund Balance Reserves to be available for appropriation by ordinance if claims exceed appropriations in 2012.

Activity # of POS Retiree Health Ins. Contracts	2010 Actuals (a)(b)	2011 Budget	2011 Estimate (c)	2012 Budget	Budget Change
Pre-Medicare					
Single	47	44	42	42	(2)
Family	9	10	9	9	(1)
Total	**56**	**54**	**51**	**51**	**(3)**
Medicare					
Single	15	14	10	11	(3)
Family	6	6	5	5	(1)
Total	**21**	**20**	**15**	**16**	**(4)**

(a) Contract figures and the budget exclude retiree enrollment in the Medicare Advantage healthcare plan, which includes 216 participants in 2011, which is not accounted for in the County Budget.
(b) Enrollment as of April 2010.
(c) Enrollment as of April 2011.

Employee Dental Insurance

Program Description

This program area accounts for all costs associated with the operation of the self-funded Employee Dental Insurance program. This includes dental claims payments, administrative expenses and other program-related services/expenses that may arise. This program area recovers its costs through premium charges to internal departments, employees and COBRA participants.

	2010 Actual (a)	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Fine/Licenses	$0	$0	$0	$0	$0
Charges for Services (a)	$82,513	$71,000	$72,000	$71,000	$0
Interdepartmental (a)	$609,227	$642,000	$636,000	$642,000	$0
Other Revenue	$2,644	$3,000	$3,000	$3,000	$0
Appr. Fund Balance	$0	$35,000	$16,000	$35,000	$0
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$694,384**	**$751,000**	**$727,000**	**$751,000**	**$0**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses (a)	$651,139	$749,400	$725,400	$749,400	$0
Interdept. Charges	$0	$1,600	$1,600	$1,600	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$651,139**	**$751,000**	**$727,000**	**$751,000**	**$0**
Operating Inc./(Loss)	$43,245	-	-	-	-

(a) 2010 actual revenues and expenditures are restated for comparative purposes to exclude the fully-insured DentaCare dental plan, which was removed from this Internal Service Fund in the 2011 Budget (to more consistently report only self-insured plans in this Fund (e.g., Guardian Dental)). The County's share of the DentaCare plan is budgeted at the lowest cost plan amount in departmental budgets and accounted for in the General Fund using balance sheet accounts.

Program Highlights

Charges for Service revenue, which consist of the employees' share (10%) of dental premiums, and Interdepartmental Revenues, which consist of the County's share (90%) of Dental premiums, remain at the 2011 budgeted level, based on 2011 estimated claims costs. Other revenues consist of interest income, which also remains at the 2011 budgeted level.

Operating expenditures include $684,000 budgeted for claims costs, which decreases by $6,000 and is offset by an increase in third-party administration charges by $6,000 to $38,000.

Activity # of Dental Ins. Contracts	2010 Actual (a)	2011 Budget (b)	2011 Est. (c)	2012 Budget (b)	Budget Change
Guardian					
Single	205	219	202	207	(12)
Family	512	524	516	531	7
Total	**717**	**743**	**718**	**738**	**(5)**
DentaCare					
Single	148	156	146	148	(8)
Family	356	359	348	357	(2)
Total	**504**	**515**	**494**	**505**	**(10)**

❖ DentaCare is a fully-insured dental insurance plan that was removed in this Internal Service Fund's 2011 Budget. This plan is budgeted at the lowest cost plan amount in departmental budgets and accounted for in General Fund Balance Sheet Accounts.

(a) Enrollment as of 12/31/2010

(b) The 2011 and 2012 budget figures are based on the initial Countywide salary and benefit projection and exclude vacant positions. Decrease in overall enrollment from the 2011 budget to 2012 budget is mainly due to positions subsequently unfunded in the 2011 adopted budget and due to assuming slightly higher enrollment levels in 2011.

(c) Based on employee plan enrollment counts in the Payroll system as of 8/21/2011.

Wellness Initiative

Program Description

This program area accounts for all costs associated with the operation of the Wellness Initiative program. This program is designed to improve the health and well-being of County employees' lives through health education and activities that will support positive lifestyle change, thereby resulting in improved employee productivity, morale and healthcare cost savings for the County and the employees. Program components include biometric screenings, health risk assessments, program marketing and communications, health coaching, data analysis to include return on investment and an interactive website.

Approximately 70% of the County's health plan contracts are family coverage. In an effort to increase employee participation in Wellness related activities, both employees and spouses will be required to participate in the "3 Steps to Success" (biometric screening, health risk assessment and nurse review call) in order to qualify for the lower premium cost share: For POS Option One plan, 13% instead of 15%; for POS Option Two, 10% instead of 13%.

	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Budget	Budget Change
Staffing (FTE)	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
General Government	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0
Interdepartmental	$0	$0	$0	$0	$0
Other Revenue	$0	$0	$0	$0	$0
Appr. Fund Balance (a)	$193,000	$223,000	$234,199	$230,500	$7,500
County Tax Levy	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$193,000**	**$223,000**	**$234,199**	**$230,500**	**$7,500**
Personnel Costs	$0	$0	$0	$0	$0
Operating Expenses (a)	$151,556	$220,500	$252,100	$228,000	$7,500
Interdept. Charges	$0	$2,500	$2,500	$2,500	$0
Fixed Assets	$0	$0	$0	$0	$0
Total Expenditures	**$151,556**	**$223,000**	**$254,600**	**$230,500**	**$7,500**
Operating Inc./(Loss)	$41,444	-	($20,401)	-	-

(a) 2011 estimated expenditures and revenues exceed the 2011 adopted budget, largely due to a County Board-approved carryover of expenditure appropriatons authorized and revenue for open purchased orders from 2010 into 2011. In addition, above budget expenditures are estimated for the health advancement program, resulting from higher anticipated participation in the fall 2011 program as employees are likely to enroll to achieve lower premium costs in 2012 as an incentive.

Program Highlights

Appropriated Health and Dental Insurance Fund Balance from reserves is increasing by $7,500 to cover budgeted program increases described below. Operating expenditures increase by $7,500 to $228,000, mainly due to an estimated increase in participation (both County employees and spouses) in the Health Advancement program by 880 individuals, as more employees are anticipated to complete the three-steps-to-success program in order to receive a lower health insurance premium cost incentive (see program description above). Higher participation is anticipated to result in more individuals with high-risk (and potentially high-cost) medical conditions participating in health coaching programs, and more individuals receiving cancer screenings, which is estimated to increase costs $34,000. This is partially offset by lower program incentives paid to participating employees, since they will now receive a lower health insurance premium cost as an incentive instead.

Activity	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	Budget Change
Health Assessment Participation (a)					
# Participating	525	700	1,582	1,580	880
% of Work Force + Spouses	25%	43%	74%	74%	31%
Smoking Cessation Prog. Participation (a)					
# Participating	11	22	11	15	(7)
% of Work Force + Spouses	1%	1%	1%	1%	0%
Weight Mgt. Prog. - # Participating (b)	49	165	128	150	(15)
Fitness Activity - # Participating (b)	697	550	814	850	300

(a) Employee spouses are allowed to participate in the Health Advancement and Smoking Cessation programs.
(b) Employees participate in multiple weight management and fitness-related activities offered througout the year, resulting is some duplicated counts.

Statement of Purpose

To provide funds only for emergency and other situations which could not be anticipated or adequately planned for during the budget development and review process. In preparing agency budget requests, departments are required to identify all anticipated expenditures for projects and programs. The need for Contingency Fund transfer requests are determined by the County Executive and authorized by the Finance Committee in accordance with statutory authority and the County Board if requests exceed the statutory authority of the Finance Committee.

Financial Summary	2010 Actual	2011 Adopted Budget	2011 Estimate	2012 Budget	Change From 2011 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	$1,000,000	$0	$1,200,000	$200,000	20.0%
County Tax Levy $	**250,000**	**$200,000**	**$200,000**	**$0**	**($200,000)**	**-100.0%**
Total Revenue Sources	**$250,000**	**$1,200,000**	**$200,000**	**$1,200,000**	**$0**	**0.0%**
Expenditures						
Personnel Costs	$0	$0	$0	$0	$0	N/A
Operating Expenses (a)	$125,000	$1,200,000	$200,000	$1,200,000	$0	0.0%
Interdept. Charges	$0	$0	$0	$0	$0	N/A
Fixed Assets	$0	$0	$0	$0	$0	N/A
Total Expenditures	**$125,000**	**$1,200,000**	**$200,000**	**$1,200,000**	**$0**	**0.0%**
Rev. Over (Under) Exp.	$125,000	$0	$0	$0	-	N/A

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

(a) 2010 actual Contingency Fund includes $70,000 for the County Clerk Election program budget due to higher than normal costs included for the September primary and November general elections. Also, $55,000 for the Medical Examiner's budget to provide additional contract coverage to accommodate a higher than anticipated workload.

Debt Service

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Mission

Debt Service provides funds sufficient to make annual interest and principal payments on County debt obligations borrowed for capital expenditures, largely highway and building projects. By statute, the County's outstanding debt is restricted to 5% of the equalized value of all property in the County.

Policy

The County structures its debt borrowing issues to maintain annual debt service payments to avoid major fluctuations between years. Promissory notes are amortized with larger payments in the final years to integrate new debt with existing debt to achieve stability in annual payments and impact on future budgets.

The County uses debt borrowing to fund no more than 80 percent of net (after revenues applied) capital budget expenditures for a moderate term of between nine or ten years. This allows debt service to be managed to comprise no greater than 10% of total governmental operating expenditures. Capital projects include highway projects, County buildings, information technology projects and building projects at County Parks and Airport.

Based on the current five year Capital Projects Plan, debt service expenditures are structured to be no greater than ten percent of the estimated total governmental funds operating expenditures for each budget year through the final year of debt repayment. See "Debt Service Ratio" (next page).

By State Statute, the County's debt obligations cannot exceed 5% of the equalized value of all property in the County. The County will have over 95% of its debt limit available after including the planned 2011 debt issue of $20.0 million. See "Financial Management Policies" - Revenues and Debt Policies.

By State Statute, there is separate property tax levy rate limits for debt service levy. The baseline for the limit is the 1992 tax rate adopted for the 1993 Budget (for more information see Financial Management Policies-Property Tax Levy Rate Limits section).

General Debt Service Fund

This fund includes general County debt obligations related to capital project expenditures in governmental funds.

Expenditures	2010 Actual	2011 Budget	2011 Estimate (a)	2012 Based on Prior Years	Impact of 2012 Issue	2012 Budget	Budget Change
Principal (a)	$10,925,000	$11,885,000	$11,885,000	$11,995,000 (b)		$11,995,000	$110,000
Interest Expense	$2,499,280	$2,724,386	$2,375,230	$2,003,898 (b)	$700,000	$2,703,898	($20,488)
TOTAL DEBT	$13,424,280	$14,609,386	$14,260,230	$13,998,898	$700,000	$14,698,898	$89,512
Fund Balance (c)		$126,325	$126,325	$125,549 (c)	$0	$125,549	($776)
Fund balance	$419,280	$1,178,061 (d)	$828,905	$1,158,349 (e)	$0	$1,158,349	($19,712)
TAX LEVY	$13,005,000	$13,305,000	$13,305,000	$12,715,000	$700,000	$13,415,000	$110,000

(a) Does not include 2011 refunding payoff of $9.9 million balance of 2003 and 2004 debt issues.
(b) Includes $70,000 of principal pay down, offset with interest savings from the refunding of the 2005 debt issue authorized by County Board ordinance in October 2011.
(c) Includes fund balance in anticipation of 45% direct payment interest credit (to be received over the life of the note beginning in 2010) from the United States Treasury in connection with the 2010 Notes. State requirements do not allow the use of budgeted revenue for payment of debt obligations but revenues can be used in a future year, after they have been received.
(d) 2011 Budget includes designated jail assessment revenue from prior years of $550,000, investment income (prior year revenue) of $353,000 and $275,061 of debt service fund balance.
(e) 2012 Budget includes designated jail assessment revenue from prior years of $500,000, investment income (prior year revenue) of $300,000 and $358,349 of debt service fund balance.

Debt Service Ratio

Debt service as a percent of total governmental operating expenditures, excluding proprietary funds and capital project funds, is a measure of debt service impact to operations. As a fixed cost, debt issues are structured to maintain debt service at less than ten percent of the total governmental operating expenditures in future County budgets. Projected debt includes debt expected to be issued for capital projects in future years of the 2012-2016 Five-Year Capital Projects Plan. Expenditures for 2009 include a $15.2 million reduction in expenditures from 2008 reflecting the second year impact of the State takeover of the cost of care for adults with disabilities and the eligible elderly. Projected expenditures for governmental operations assume a 4.0% annual growth rate after 2012. The 2012 budget includes a $2.45 million reduction due to the State Budget Repair Bill requiring most County employees to pay 50 percent of the Wisconsin Retirement System pension contributions, $3.5 million reduction for a program transfer by the State to a third party vendor and other State reductions.

(Millions)	2008 Actual	2009 Actual	2010 Actual	2011 Estimate	2012 Budget	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Gov. Oper.*	$205.3	$186.5	$190.1	$198.8	$196.9	$204.7	$213.2	$221.9	$230.8
Debt Ser.**	$13.0	$13.0	$13.0	$14.3	$14.7	$15.2	$15.5	$15.7	$15.9
Ratio (%) of Debt to Oper	6.3%	7.0%	6.8%	7.2%	7.5%	7.4%	7.3%	7.1%	6.9%

*Excludes proprietary fund operating expenditures.
**Does not include refunding and debt redemption activity.

Debt Outstanding

Debt outstanding is the outstanding principal on general obligation bonds for which the County has pledged its full faith, credit and unlimited taxing power.

Year Issue (a)	Budget Year	Final Payment Year	Amount Issued	True Interest Cost	Outstanding Debt
2011 GOPN (b)	2011	2021	$19,490,000	1.81%	$19,490,000
2011 Refunding (c)	2011	2015	$6,635,000	1.19%	$6,635,000
2010 GOPN (d)	2010	2020	$9,000,000	1.93%	$8,900,000
2009 GOPN (e)	2009	2019	$15,700,000	2.70%	$9,560,000
2008 GOPN (f)	2008	2018	$10,000,000	3.28%	$8,600,000
2007 GOPN	2007	2017	$10,000,000	3.77%	$7,900,000
2006 GOPN	2006	2016	$12,000,000	4.05%	$8,000,000
2005 GOPN (f)	2005	2015	$14,400,000	3.79%	$2,505,000
			TOTAL DEBT 12/31/11		$71,590,000
			2012 BUDGET		$20,000,000
			TOTAL DEBT (g)		$91,590,000

(a) GOPN=General Obligation Promissory Note
(b) 2011 includes refunding of $9.9 million balance of 2003 and 2004 debt issues.
(c) 2011 refunding includes $6,635,000 of the 2005 notes to be refunded in April, 2012 per County Board ordinance
(d) The 2010 Adopted Budget was reduced by $1,000,000 to offset related Capital Budget reductions.
(e) The 2009 issue includes a reduction of $2,000,000 to $8,000,000 for 2009 capital expenditures reduced $2.0 million by ordinance and $7.7 million to refinance debt issued in 2001 and 2002.
(f) The 2008 Adopted Budget was for $12,000,000. After reviewing 2007 year end results, it was determined that $2 million was available from undesignated fund balance to reduce the 2008 borrowing to $10,000,000.
(g) The 2012 budget will reduce the outstanding debt with the budgeted principal payment of $11,925,000 to $79,735,000.

Outstanding Debt Limit

By statute, the County's outstanding debt is limited to 5% of the equalized value of all County property.

	2010 Budget Year	2011 Budget Year	2012 Budget Year
Equalized Value (f)	$52,111,509,500	$50,288,874,200	$49,552,562,500
Debt Limit (5% x equalized value)	$2,605,575,475	$2,514,443,710	$2,477,628,125
Outstanding Debt (g)	$75,085,000	$71,590,000	$91,590,000
Available Debt Limit	$2,530,490,475	$2,442,853,710	$2,386,038,125
Percent of Debt Limit Available	97.1%	97.2%	96.3%

(g) Total County equalized value including Tax Incremental Districts for budget year purposes.
(h) Includes anticipated 2012 debt issue of $20.0 million.

SCHEDULE OF CURRENT AND ADOPTED DEBT SERVICE REQUIREMENTS

	2005 Refunded GOPN		2006 GOPN	2007 GOPN	2008 GOPN	2009 GOPN	2010 GOPN	2011 GOPN	2012 GOPN	Total
2012										
Principal	2,575,000	*	1,600,000	1,200,000	400,000	2,360,000	200,000	3,660,000	0	11,995,000
Interest	248,300		289,375	282,125	281,650	242,725	278,998	380,725	700,000	2,703,898
2012 Budget Total										14,698,898
2013										
Principal	2,515,000		1,800,000	1,200,000	1,000,000	300,000	450,000	4,615,000	200,000	12,080,000
Interest	63,992		221,375	236,375	258,900	215,750	273,648	311,700	800,000	2,381,740
2014										
Principal	2,720,000		2,000,000	1,200,000	1,500,000	650,000	900,000	2,015,000	700,000	11,685,000
Interest	32,844		145,375	189,875	218,275	204,250	259,923	245,400	792,000	2,087,942
2015										
Principal	1,400,000		1,500,000	1,600,000	1,800,000	950,000	1,075,000	1,200,000	2,200,000	11,725,000
Interest	8,330		75,375	135,625	163,525	183,063	235,466	213,250	764,000	1,778,634
2016										
Principal			1,100,000	1,600,000	1,800,000	1,450,000	1,435,000	1,700,000	2,300,000	11,385,000
Interest			22,688	73,625	102,775	148,250	198,443	180,000	676,000	1,401,781
2017										
Principal				1,100,000	1,100,000	1,450,000	1,435,000	1,800,000	2,700,000	9,585,000
Interest				21,313	53,700	102,938	152,164	136,250	584,000	1,050,365
2018										
Principal					1,000,000	1,300,000	1,435,000	2,000,000	2,800,000	8,535,000
Interest					17,500	58,250	103,015	88,750	476,000	743,515
2019										
Principal						1,100,000	1,255,000	1,000,000	2,900,000	6,255,000
Interest						18,563	53,430	51,250	364,000	487,243
2020										
Principal							715,000	1,000,000	2,500,000	4,215,000
Interest							14,479	26,250	248,000	288,729
2021										
Principal								500,000	2,400,000	2,900,000
Interest								6,875	148,000	154,875
2022										
Principal									1,300,000	1,300,000
Interest									52,000	52,000
Total Principal	$9,210,000		$8,000,000	$7,900,000	$8,600,000	$9,560,000	$8,900,000	$19,490,000	$20,000,000	$91,660,000
Total Interest	$353,466		$754,188	$938,938	$1,096,325	$1,173,789	$1,569,566	$1,640,450	$5,604,000	$13,130,722
Total Payment	$9,563,466		$8,754,188	$8,838,938	$9,696,325	$10,733,789	$10,469,566	$21,130,450	$25,604,000	$104,790,722

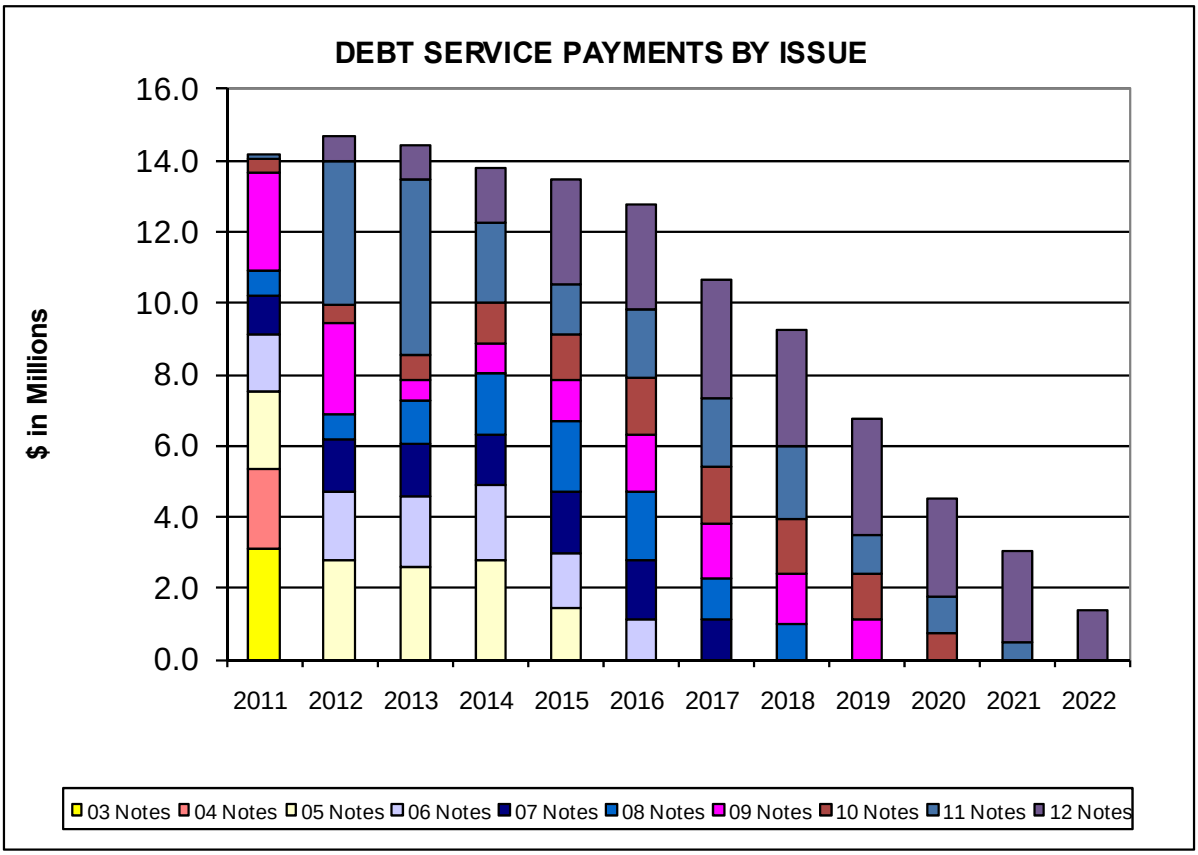
* Principal will change when refunding is executed in April 2012, reducing the principal outstanding by $70,000.

DEBT SERVICE BY BOND ISSUE

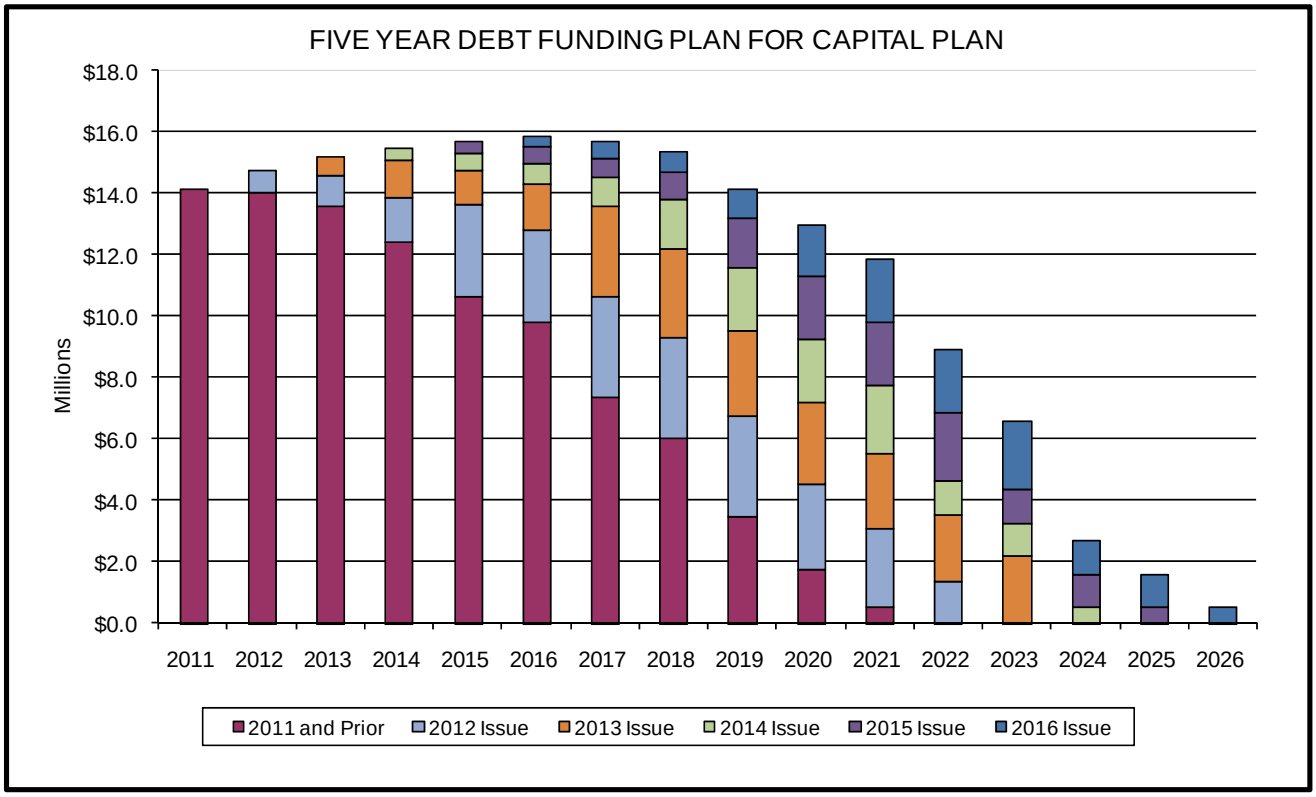
Payments by bond issue indicate a rapid repayment of debt due to a policy of using moderate term (9 to 10 years) promissory notes amortized with larger payments in the final years to integrate new debt with existing debt. It is the County's policy to maintain County infrastructure (roads, facilities, technology, and equipment) within established standards to avoid more costly replacement or liability risks. The County relies on using moderate term debt issues to finance these projects and continue to address infrastructure needs prudently.

Debt service increases in 2012 include interest expense of $700,000 (assuming 4.0% annual rate for 10 months) on borrowing planned at $20.0 million for 2012 capital projects. The 2012 issue is planned for a ten year term, therefore the County's debt, to this point in time including the 2012 budget issue, is planned to be entirely paid off by the year 2022.

The County has taken action to reduce planned borrowing and refinanced past debt issues to prepare for anticipated large debt issues in 2012 and 2013 (See next page). The 2008 Adopted Budget included planned borrowing of $12,000,000; however, after reviewing 2007 year end results, it was determined that $2 million of undesignated Fund Balance was available to reduce the 2008 borrowing to $10,000,000. In 2009, favorable contract bids allowed reduced capital expenditures and reduced debt borrowing by $2 million to $8 million. Also in 2009, $7.7 million of debt issued in 2001 and 2002 was refinanced resulting in estimated future interest savings of $400,000. In 2010, debt borrowing was reduced from $10,000,000 to $9,000,000 due to lower cash flow requirements for a major road project. In 2011, $9 million of debt issues in 2003 and 2004 was refinanced resulting in future interest savings of $256,000.



Future debt service is projected based on capital expenditures planned for in the County's five-year capital plan. Debt is managed to maintain debt service payments at less than 10% of each respective budget year governmental operating expenditures. (See Debt Service Activity page)



	2012 Budget *	2013 5- Year Plan	2014 5- Year Plan	2015 5- Year Plan	2016 5- Year Plan
Capital Plan Project Costs	$39,956,000	$26,872,000	$19,435,000	$14,689,480	$14,125,000
Capital Plan Funding					
Project Direct Funding Sources (a)	$7,115,000	$4,713,500	$4,362,500	$539,000	$863,000
Investment Income on Cash Balances	$700,000	$600,000	$400,000	$400,000	$400,000
Tax levy/Current Funds	$12,141,000	$4,558,500	$4,672,500	$3,750,480	$2,862,000
Borrowed Funds	$20,000,000	$17,000,000	$10,000,000	$10,000,000	$10,000,000
Total Capital Plan Funding	$39,956,000	$26,872,000	$19,435,000	$14,689,480	$14,125,000
Length of Bond Issue-Years	10	10	10	10	10
Estimated Interest Rate %	4.00%	4.50%	4.50%	4.50%	4.50%
Planned Bond Issue	$20,000,000	$17,000,000	$10,000,000	$10,000,000	$10,000,000

(a) Other funding for projects usually is identified as project year nears the budget appropriation year.

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Capital Projects

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Mission

To provide comprehensive planning and analysis of the long-range capital needs of Waukesha County. This process contributes to the fiscal review and prioritization of such capital projects as facility development (new construction and improvements), infrastructure maintenance, technology, major equipment and systems installations.

Policy

A capital project is defined as an active or proposed non-recurrent expenditure in one or more specified plan years of an amount usually in excess of $100,000 for a permanent fixed asset (building, land, improvement, or equipment installation) which has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven years.

This budget maintains the emphasis on planning and funding for infrastructure and capital improvements projects, as they are needed rather than reacting to crisis situations. New projects should be requested in the last year of the five-year plan, unless circumstances require a more immediate time frame. County Code Sec 7-16 (c) requires design and implementation for larger projects to be, at a minimum, in separate calendar years. This project methodology further identifies documentation and justification requirements to support the project from the first year included in the plan to project completion. Justification includes costs vs. benefits, return on investment analysis and project need.

A long range goal to managing overall debt service is to use annual cash balances from tax levy and governmental fund balance to fund capital projects at a minimum of 20 percent of net capital expenditures. This "down payment", reduces the need to borrow additional funds and manages debt service growth in relationship to the operating budget.

In this section under "2012 Capital Projects and Operational Impact", is a summary of operational impacts resulting from implementation of the capital improvement program. Also, in this section are individual capital project sheets, which detail operational impacts. Impacts associated with new facility operations are included in planning for future funding needs for County operations (See individual project pages), but are only included in operating department budgets in the year they will be incurred.

Financial Summary

	2010 Budget		2011 Budget	2012 Budget	Change from 2011 $	Change from 2011 %
Expenditures	$19,353,400	(b)	$19,982,500	$39,956,000	$19,973,500	100.0%
Revenues	$2,976,900	(b)	$2,960,500	$6,400,000	$3,439,500	116.2%
Proprietary Fund Balance (a)	$1,984,000		$597,000	$715,000	$118,000	19.8%
Net Expenditures	$14,392,500		$16,425,000	$32,841,000	$16,416,000	99.9%
Other Financing Sources:						
Investment Earnings	$450,000		$350,000	$700,000	$350,000	100.0%
Debt Issue Proceeds	$10,000,000	(b)	$10,000,000	$20,000,000	$10,000,000	100.0%
Cash Balances from Governmental Fund Balance (c)	$1,512,500	(b)	$3,650,000	$9,716,000	$6,066,000	166.2%
Tax Levy	**$2,430,000**		**$2,425,000**	**$2,425,000**	**$0**	**0.0%**
Total Cash Balances	$3,942,500		$6,075,000	$12,141,000	$6,066,000	99.9%
Est. Use of Cash Balances as % Of Net Expenditures	27.4%		37.0%	37.0%		

a) Fund Balance appropriations in 2012 Budget include Proprietary Fund Balance of $650,000 from Internal Service Fund operations and $65,000 from Enterprise Fund operations.
b) The 2010 Budget was modified to reduce capital project expenditures by $3 million resulting in a reduction in the 2010 issue to $9 million and reductions in budgeted revenues of $737.500 and capital project fund balance of $1,262,500.
c) 2012 Budget use of governmental fund balance includes General Fund balance of $1,475,000 and Capital project Fund Balance of $8,241,000.

	2010 Budget*	2011 Budget**	2012 Budget	11-12 Budget Change
EXPENDITURES				
Justice and Public Safety	$3,809,000	$518,000	$1,245,000	$727,000
Health and Human Services	$250,000	$3,616,500	$18,000,000	$14,383,500
Parks, Env, Edu & Land Use	$1,999,000	$1,835,000	$1,884,000	$49,000
Public Works	$12,060,900	$11,353,000	$17,807,000	$6,454,000
County Wide Technology Projects	$1,124,500	$2,550,000	$880,000	($1,670,000)
Est. Financing Costs	$110,000	$110,000	$140,000	$30,000
Total Gross Capital Expenditures	$19,353,400	$19,982,500	$39,956,000	$19,973,500
REVENUES				
County Highway Improvement Program (CHIP)	$600,000	$0	$0	$0
CHIP-Discretionary	$0	$500,000	$0	($500,000)
State Shared Revenue/Utility Payment	$200,000	$250,000	$300,000	$50,000
State Computer Equipment Exemption	$600,000	$650,500	$500,000	($150,500)
Renewable Energy Incentive Revenue	$85,000	$0	$0	$0
Energy Grant	$1,491,900	$160,000	$0	($160,000)
Highway Local Reimbursement	$0	$0	$2,000,000	$2,000,000
STP-M Federal Revenue	$0	$1,400,000	$3,600,000	$2,200,000
Subtotal Revenues	$2,976,900	$2,960,500	$6,400,000	$3,439,500
FUND BALANCE APPROPRIATIONS:				
End User Technology Fund	$800,000	$590,000	$580,000	($10,000)
Airport Fund	$250,000	$0	$65,000	$65,000
Radio Services Fund	$934,000	$7,000	$70,000	$63,000
Subtotal: Proprietary Funds	$1,984,000	$597,000	$715,000	$118,000
Land Information Systems Fund	$100,000	$0	$0	$0
General Fund - Human Services	$0	$500,000	$0	($500,000)
General Fund - ROD Doc. Fee Reserved	$0	$350,000	$100,000	($250,000)
General Fund - Com Cen Reserved	$0	$25,000	$1,175,000	$1,150,000
General Fund - Assigned	$0	$150,000	$200,000	$50,000
Capital Project Funds Assigned	$1,412,500	$2,625,000	$8,241,000	$5,616,000
Subtotal: Cash Balances from Governmental Fund Balance	$1,512,500	$3,650,000	$9,716,000	$6,066,000
Total Fund Balance Uses For Capital Projects	$3,496,500	$4,247,000	$10,431,000	$6,184,000
Investment Earnings	$450,000	$350,000	$700,000	$350,000
Debt Proceeds	$10,000,000	$10,000,000	$20,000,000	$10,000,000
Tax Levy	$2,430,000	$2,425,000	$2,425,000	$0

* Note: The 2010 was modified to reduce expenditures $3,000,000 to reflect revised cash flow needs of a large highway construction capital project. Borrowing was reduced $1,000,000 and other funding sources reduced $2 million including use of capital project fund balance of $1,262,500 and governmental revenues of $737,500 for State Shared Revenue and State Computer Equipment Exemption.

** Note: The 2011 Capital Budget was modified by ordinance to increase expenditures $2 million for the project 2001615 Health and Human Services Building and appropriated $2 million of unassigned Capital Project fund balance to provide the funding.

Page #	PROJECT TITLE	Project Number	2012 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS AIRPORT					
488	MASTER PLAN UPDATE	200804	$65,000	$65,000	(a)	$0
	PUBLIC WORKS - BUILDINGS					
489	FUEL SITE UPGRADES	201211	$150,000			$150,000
490	HEALTH & HUMAN SERVICES BLDG	200615	$18,000,000			$18,000,000
491	HIGHWAY SUBSTATION ROOFING UPGRADES	201108	$568,000			$568,000
492	ENERGY EFFICIENCY IMPROVEMENTS	201208	$372,000			$372,000
	UW-Waukesha					
487	UWW ROOFING UPGRADES	201210	$67,000			$67,000
	PUBLIC WORKS - HIGHWAYS					
494	CTH VV, CTH Y to JACKSON	200608	$1,200,000			$1,200,000
495	CTH D, CALHOUN -INTERSECTION	200511	$300,000			$300,000
496	CTH F REHABILITATION (I-94- STH 190)	200905	$395,000			$395,000
497	CTH ES, Fox River Bridge	201004	$6,000			$6,000
498	WAUKESHA WEST BYPASS	200917	$3,600,000	$3,600,000	(b)	$0
500	CTH L, CTH Y to Moorland Road	200011	$7,984,000	$2,000,000	(c)	$5,984,000

(a) Airport Fund Balance
(b) STP-M Federal funding for land acquisition
(c) Local Reimbursement for city road amenities

Note: Project amounts below $100,000 represent 1st year appropriations for budget and concept studies or preliminary design work. Subsequent year funding is planned for beyond the 2011 Budget.

2012 Capital Projects

Page #	PROJECT TITLE	Project Number	2011 Project Budget	Fund Balance & Revenue Applied		Net $'s Needed After Revenues Applied
	PUBLIC WORKS - HIGHWAYS					
501	BRIDGE AID PROGRAM	9131	$0			$0
502	CULVERT REPLACEMENT PROGRAM	9817	$100,000			$100,000
503	REPAVING PROGRAM 2008-2012	200509	$1,900,000			$1,900,000
504	SIGNAL/SAFETY IMPROVEMENTS	200427	$1,100,000			$1,100,000
	PARKS AND LAND USE					
505	PARKS RESTROOM RENOVATION	200505	$680,000			$680,000
506	BIKEWAY PAVEMENT IMPROVEMENTS	200014	$704,000			$704,000
507	PAVEMENT MANAGEMENT PLAN	200824	$500,000			$500,000
	TREASURER/REGISTER OF DEEDS					
508	ROD ELECTRONIC RECORD REDACTION	201117	$100,000	$100,000	(d)	$0
	IT-EMERGENCY PREPAREDNESS					
509	DIGITAL RADIO SYSTEM UPGRADE	200815	$70,000	$70,000	(e)	$0
510	9-1-1 PHONE SYSTEM	201101	$1,075,000	$1,075,000	(f)	$0
511	WCC CONSOLE RADIO EQUIPMENT	201102	$100,000	$100,000	(f)	$0
	TECHNOLOGY PROJECTS					
512	FINANCIAL OPS & MGMT SYS	200619	$580,000	$580,000	(g)	$0
513	WORKFORCE MANAGEMENT SYSTEM	200912	$200,000	$200,000	(h)	$0
	FINANCING (Includes Arb Rebate/Discount)	999999	$140,000			$140,000
	TOTAL EXPENDITURES/Fund Balance Applied/Net $ Needed		$39,956,000	$7,790,000		$32,166,000

ADDITIONAL REVENUES & FUND BALANCE-GENERALLY APPLIED

STATE COMPUTER EQUIPMENT EXEMPTION	$500,000
STATE SHARED REVENUE/UTILITY PAYMENT	$300,000
CAPITAL PROJECT FUND BALANCE	$8,241,000
DEBT ISSUE PROCEEDS	$20,000,000
INVESTMENT INCOME EARNED ON DEBT ISSUE	$700,000
TOTAL OTHER FUNDING SOURCES	$ 29,741,000

TAX LEVY	$2,425,000

(d) General Fund Balance from prior year document recording fees
(e) Radio Services Fund Balance
(f) General Fund Balance Reserved
(g) End User Technology Fund Balance
(h) General Fund Balance

GENERAL SUMMARY

The 2012 capital project expenditures increase $19,973,500 from the 2011 Adopted Budget to almost $40 million. Changes are identified by functional area below.

Justice and Public Safety

Projects in this functional area total $1,245,000, over $727,000 more than prior year budget, which includes completing the upgrade and integration of courtroom technology for $486,000; and the design costs for the replacement of the 911 phone system. 2012 funding includes almost $1.1 million for the implementation of the 911 phone system and design funding of $170,000 for the digital radio system upgrade and replacement of the console radio equipment.

Health and Human Services

The Human Services area includes $18 million of construction funding for a new building, an increase of $14.4 million from the 2011 Adopted Budget. It will replace the current 1911 building and the current Public Health Center. The project budget was also modified in 2011 to increase 2011 funding by $2.0 million to allow the procurement of construction materials in a favorable construction bidding climate to start building in the spring of 2012. 2014 project funding was eliminated and the over all project budget was reduced $500,000 to total project costs of $36,180,000.

Parks, Environment, Education and Land Use

Projects in this functional area total almost $1.9 million, similar to the 2011 Budget level. The multi-year rest room renovation projects at reserved picnic sites throughout County parks continues at Nashotah and Naga-Waukee parks with funding at $680,000. The Parks pavement management plan is at a $500,000 funding level. The paving of the Bugline bike trail begins in 2012 over two years with first year funding of $704,000.

Public Works

Project expenditures in the Public Works functional area total $17.8 million, an increase of $6.5 million from the 2011 Adopted Budget. Projects include buildings, highways and the airport as follows:

Buildings

Prioritized program funding and building infrastructure improvements total almost $1.2 million. Facility project improvements include $67,000 for planning replacements of aging roofs at the University of Wisconsin Waukesha campus and roofing upgrades at the highway substations for $568,000. A new project will continue to address energy efficiency improvements over two years mainly for interior and exterior lighting upgrades. This includes 2012 funding of $372,000.

Highways

The 2012 capital budget for roadways continues priorities established in four categories and includes projects in all categories to provide a balanced plan. Projects and funding priorities are identified below.

Bridges/Culverts — The existing culvert replacement program continues with an annual appropriation of $100,000. One bridge project totaling $332,000 in County funding over 3 years will begin with funding of $6,000 for design in 2012. Future year construction costs will also include Federal Bridge aid funding of $702,000.

Signal & Safety Improvements — This area includes costs of $1.1 million to address intersection improvement projects including traffic signals and turn lanes at the top two rated locations over two years (2012-13). Ratings are based on safety, traffic congestion and roadway safety audits to identify the use of lower cost remediation strategies. Also, a project to widen and improve the intersection of CTH D (Cleveland Avenue) and Calhoun Road in the City of New Berlin includes additional construction funds of $300,000.

Repaving — A funding level of $1.9 million is proposed for annual County Trunk Highway (CTH) repaving program to cover 20 miles of road. Another project to rehab various pavement segments of CTH F in the city of Pewaukee, from I-94 to STH 190, begins in 2012 with design funds of $395,000.

Priority Corridors — Three projects address major through routes in the County. Land acquisition funds of $1.2 million will be needed for the second phase of a reconstruction of 1.5 miles to multi-lane sections of CTH VV (Silver Spring Drive) in the Village of Menomonee Falls. Land acquisition funds of $3.6 million are included for the Waukesha Bypass and offset with Federal funds of $3.6 million. The reconstruction of CTH L (Janesville Road) begins in 2012 with construction funds of almost $8 million offset with reimbursement revenue of $2 million from the City of Muskego for local city amenities An additional $5.5 million of Federal funds are also funding this project.

Airport
The Airport master plan will be updated using County Airport fund balance funding of $65,000 matched with $65,000 of federal funding.

County Wide Technology Investments
Plans to implement a new financial management system includes project funding of $580,000. The Workforce Management system replacement project will include additional funding of $200,000 in 2012. The multi year project in the Register of Deeds office to address the removal social security numbers from electronic real estate records continues with redaction fee revenue funding of $100,000. The document fee surcharge approved to fund this project will fund software and third party work effort. Project work to redact back files is planned to be done with in-house staff and the related staff costs are funded in the Register of Deeds operating budget.

Revenues
Revenues and various Fund Balance appropriations for project funding provide a net increase of almost $10 million to $17.5 million for the 2012 Budget.

Project specific revenue includes an increase of $2.0 million for Federal Highway funding and $2.2 million for local municipal reimbursements for the cost of city street amenities. This is partially offset with a reduction for the 2011 last year of ARAA (Federal Stimulus) Energy grant of $160,000 and $500,000 less funding for the County Highway Improvement program which is budgeted every other year.

Revenues also include State payments received for personal property tax exemption for technology equipment of $500,000 and State shared revenue/utility payments allocated to Capital Projects budget estimated at $300,000.

Use of various Fund Balances for specific projects in 2012 include: $580,000 of End User Technology Fund Balance; Airport Fund Balance $65,000; $70,000 of Radio Services Fund Balance; and $1,475,000 of General Fund Balance. Use of Fund Balances totals $10,431,000, an increase of $6,184,000 in the 2012 capital budget from the 2011 Adopted Budget. This includes appropriating $8,241,000 from Capital project Fund Balance.

Borrowed funds are budgeted at $20.0 million mostly to fund the planned replacement of the Health and Human Services building for $36.2 million. Investment income is budgeted at $700,000. Property tax levy funding remains at $2,425,000, no change from the 2011 Adopted Budget. Tax levy and the use of $9,715,000 of governmental fund cash balance maintains the County's "down payment" at 37% of net capital expenditures.

OPERATING IMPACTS BY FUNCTIONAL AREA

Justice and Public Safety

The upgrade to an all digital Countywide radio system for public safety and replacement of the 911 phone systems and radio console equipment will include changes to maintenance costs currently budgeted in operating budgets for existing systems and are expected to increase incrementally. The operating impacts will be estimated once the budget and concept and design phases of the projects are completed.

Health and Human Services

Construction begins for a new Health and Humans Services building. The project is expected to reduce energy costs given the opportunity to increase operational efficiency that state of the art equipment provides. Operating costs for other activities like housekeeping and maintenance will rise in direct proportion to the new versus existing square footages. Operating costs for the current building are $1.1 million and the County's five year financial forecast includes an estimated $350,000 for additional operating impacts. The project includes a $2.1 million allocation for sustainable energy efficiency design features which are expected to result in energy cost savings.

Park, Environment, Education and Land Use

Maintenance costs for park restroom renovation will increase in future years due to more mechanical features and plumbing with the new restrooms, however this impact will be somewhat offset by revenue increases expected from higher use of the park reserved picnic sites. This project continues in 2012 with renovations at Nashotah and Naga-Waukee parks. The bikeway pavement improvement project begins in 2012 with the first phase of construction. It will reduce the annual maintenance costs of patching and grooming crushed stone surfaces, however future maintenance will include crack filling, striping, patching, and eventual overlay of the pavement. Annual maintenance costs per mile are estimated at $5,125, of which $1,000 is for asphalt maintenance.

Public Works

Existing fuel system infrastructure upgrades will begin in 2012 to address changes in State of Wisconsin fuel regulations. Annual maintenance is estimated to increase $40,000 for new inspection regulations and State II Vapor Recovery pumps. The timely replacement of roofs at the UWW campus and Highway substations are expected to minimize repairs and related maintenance costs. Opportunities for energy efficient roofs are also being considered prior to project construction. An energy conservation project will address lighting fixtures at various facilities in 2012 and other energy conservation projects in future years which are expected to reduce energy consumption and result in cost saving of 10% to 20%. As projects are planned, a return on investments (ROI) will be identified to implement projects that will provide the best reduction of utility consumption and expenditures in the operating budget.

Highways

Annual operating costs for additional lane miles are estimated at $6,860 per lane mile. Since 1998, the County has used a highway pavement management program to achieve an average Pavement Condition Index (PCI) rating of 70. Since 1998, the overall average PCI rating of all County Trunk highways has improved from 60.6 in 1998 to a current 70 for 2011. The County follows Wisconsin Department of Transportation guidelines for bridge replacement. A structure replacement is warranted when the sufficiency number drops below 50 and structure rehabilitation is warranted when the sufficiency number drops below 80. The Highway Engineering division continues to work to maintain an average sufficiency index rating of 80 or higher for all county bridges.

Technology Projects

The implementation of a new financial management information system is expected to include improved processes by utilizing available systems technologies. A Workforce Management (time and attendance tracking and scheduling) upgrade will improve operational functionality and efficiencies significantly in county departments. The scheduling improvements are expected to help reduce over time usage and spending. Annual maintenance fees are expected to be similar to the current system. The move to electronic real estate records will include additional technology maintenance fees offset by increasing efficiency from online records search and retrieval revenue and helping to reduce costly record storage.

Project #	200804	**Project Title**:	Master Plan Update
Department:	Public Works-Airport	**Sponsor:**	Keith Markano
Phase:	Implementation	**Manager:**	Allison Bussler, Public Works Director
Budget Action:	As Planned	**Date:**	August 15, 2011

Year	2012	Total
Project Phase	Design	Project
Expenditure Budget	$65,000	$65,000
Revenue Budget	$65,000	$65,000
Net County Cost	$0	$0

COST DOCUMENTATION		**REVENUE**	
Construction	$0	WI Bureau of Aeronautics 50%	$65,000
Design	$130,000	Federal Aviation Administration (Project dependent on available Federal and/or State Funding)	$0
Total Project Cost	$130,000	Total Revenue	$65,000
EXPENDITURE BUDGET	$65,000	**REVENUE BUDGET** (Airport Fund Balance)	$65,000

Project Scope & Description

Update the 2001 Master Plan to comply with the federal recommendations to update the Airport Master Plan every ten years.

Location

Waukesha County Airport

Analysis of Need

FAA Advisory Circular 150/5070-6A strongly recommends that general aviation airports, such as the size and traffic operations of Waukesha County Airport, create an Airport Master Plan to "provide guidelines for future airport development which will satisfy aviation demand in a financially feasible manner, while at the same time resolving the aviation, environmental, and socioeconomic issues existing in the community." The Master Plan should be updated every ten years to keep airport development issues current and relevant to what is projected for the long-term, future of the airport. The last Master Plan update for Waukesha County Airport was completed in 2001.

Alternatives

Do nothing which could lead to the 2001 Master Plan becoming an outdated document with the continual changes at the airport not being appropriately documented.

Ongoing Operating Costs

None

Previous Action

- Approved as a new project in 2008.
- 2009-2013 capital plan: approved as planned.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: approved as planned.

Project #	201211	**Project Title**:	Fuel Site Upgrades
Department:	Public Works – Central Fleet	**Sponsor:**	Public Works
Phase:	Construction	**Manager:**	Allison Bussler, Director
Budget Action:	New	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2012	2013	Total
Project Phase	Construction	Construction	Project
Expenditure Budget	$150,000	$82,000	$232,000
Revenue Budget	$0	$0	$0
Net County Cost	$150,000	$82,000	$232,000

COST DOCUMENTATION		**REVENUE**	
Construction	$223,000		
Contingency	$9,000		
Total Project Cost	$232,000	Total Revenue	$0
EXPENDITURE BUDGET	$232,000	**REVENUE BUDGET**	$0

Project Scope & Description

The project will upgrade existing fuel infrastructures due to changes in State of Wisconsin fuel regulations (known as Comm 10). The upgrades will include changes to spill containment, monitoring systems, dispensers, pumps and overall mechanical systems. The project will be jointly managed by the Departments of Public Works and Parks and Land Use.

Location

Three locations require upgrades: Central Fleet, North Prairie and Nashotah.

Analysis of Need

These upgrades must be completed by the end of 2014 as mandated by Wisconsin Department of Commerce, COMM 10 regulations or the sites will fall into non-compliance and be closed. The sites account for over 69.67% of Waukesha County's total annual fuel usage (288,672 gallons). Waukesha County fuel sites pump over 414,000 gallons annually.

The last major improvements to the Waukesha County fueling infrastructure occurred in a 1999 capital project in preparation for Y2K compliance issues. The capital project included upgrades to fuel access card readers and site monitoring systems.

Alternatives

Two alternative options exist at this time: close the site or fuel off-site in the local area. Neither is an effective option given the nature of daily operating procedures and emergency operation requirements.

Ongoing Operating Costs

Waukesha County currently spends $25K annually to maintain 16 vehicle fuel sites. The funding is contained within the Central Fleet Division's fuel budget. The annual maintenance budget must be increased to capture increased operating costs associated with new inspection regulations and Stage II Vapor Recovery pumps at Central Fleet. Upon completion of the upgrades, the annual maintenance budget must be increased to approximately $40K per year, which may likely result in higher changes to fuel system consumers.

Previous Action

The last major improvements to the WC fueling infrastructure was a 1999 capital project in preparation for Y2K Compliance issues. The capital project included upgrading to fuel access card readers and site monitoring systems.

Project #	200615	**Project Title**:	Health & Human Services Building
Department:	Public Works-Buildings	**Sponsor:**	Health & Human Services
Phase:	Construction	**Manager:**	Allison Bussler,Director
Budget Action:	C-Cash Flow	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	TBD	Total
Project Phase	Budget & Concept	Design Const.	Construct	Construct	Construct	Demolition	Project
Expenditure Budget	$302,500	$5,616,500	$18,000,000	$12,261,000		$0	$36,180,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$302,500	$5,616,500	$18,000,000	$12,261,000	$0	$0	$36,180,000

COST DOCUMENTATION		**REVENUE**	
Design	$2,355,000		
Construction	$27,710,000		
Contingency	$1,195,000		
Misc/Permits/Fees	$82,000		
Furniture Equipment	$2,340,000		
Technology	$2,498,000		
Total Project Cost	$36,180,000	Total Revenue	$0
EXPENDITURE BUDGET	$36,180,000	**REVENUE BUDGET**	$0

Project Scope & Description

The project involves the design and construction of a new building to house the Department of Health and Human Services (HHS) including Veterans' Services and the Aging and Disability Resource Center (ADRC). The new building would replace the present HHS and Public Health and Human Services Center and the Public Health Center. The building is estimated to replace 97,000 square feet of HHS space including Veterans' Services, 14,255 square feet of Public Health Center space and 5,000 square feet of ADRC space. In addition, the feasibility of relocating 9,200 square feet of records storage from Northview to the new HHS building is also under consideration and will be evaluated. A building program has been prepared by County staff. The identified space needs currently total approximately 139,000 square feet. The County expects to invest $2.1 million in sustainable design features which will be determined during the budget and concept phase. The budget estimate also includes technology infrastructure such as voice/data systems. Since the County is also considering utilizing the vacant HHS Building as temporary relocation space for the Courts staff during the Courthouse project, the demolition/preservation costs are not in this project, but will be reintroduced as a separate capital project in the future. County staff continues to work with the City of Waukesha Landmarks Commission and the State Historical Society to ensure compliance with any required preservation standards. In the event that the front portion of the building was not deemed historical, the costs for eventual removal of the front portion of the building would be provided. The project will include the demolition of the existing maintenance building and construction of a new maintenance building on a site to be determined. Any project cost adjustments will be identified at the completion of the budget and concept study and design phase in 2011. Funding was advanced to 2011 to cover the demolition of the existing maintenance building, new maintenance building construction and site utility work and to allow both buildings to be bid at the same time. Required zoning change has been approved, favorable bids have been received and approved at the Public Works Committee. Addition funding has been approved to be advanced in 2011 to allow the procurement of construction materials for a strong construction start of the HHS building in the spring of 2012. Funding for 2013 and 2014 has been further modified to reflect current projected cash flows.

Location

The building will be located at the southeast corner of the grounds of the existing HHS Center Campus grounds.

Analysis of Need

The Health and Human Services Center was rehabbed in 1996 at a cost of $1,275,000. That work was anticipated to extend the life of the building 10 to 15 years. That time horizon has been reached. The building, constructed in 1911, has served the County's needs for many years. However, it was never meant to be an office building. For example, twenty-three air-handling units serve the HHS building. Replacing these units and providing the necessary duct-work is estimated to cost several million dollars. But just replacing these units will do nothing to improve the energy efficiency and comfort levels in the building.

Similarly, the Public Health Center has undergone numerous renovations over its life. It was never designed for the use currently required of it. For example, the front door is in the back of the building. Additionally, the building has historically been an obstacle to the adjacent golf course. Finally, it makes organizational sense to include the ADRC and Veterans Administration in the new HHS building since both populations would be better served.

Alternatives

- Build a smaller building to just replace the Health and Human Services building.
- Perform extensive remodeling and renovations to both buildings.
- Continue to operate all programs and services as their present location utilizing existing facilities.

Ongoing Operating Costs

The project is expected to reduce energy costs given the opportunity to increase operational efficiency that state of the art equipment provides. Operating costs for other activities like housekeeping and maintenance will rise in direct proportion to the new versus existing square footages. Operating costs for the current building are $1.1 million.

Previous Action

- 2006-2010 capital plan: approved as a new project.
- 2007-2011 capital plan: approved as planned.
- 2009-2013 capital plan: cost update.
- 2011-2015 capital plan: cost update, accelerated, and scope change.

Project #	201108	**Project Title**:	Highway Substations Roofing Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design & Construction	**Manager:**	Allison Bussler, Director
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY			
Year	2011	2012	Total
Project Phase	Budget & Concept	Design & Construction	Project
Expenditure Budget	$15,000	$568,000	$583,000
Revenue Budget	$0	$0	$0
Net County Cost	$15,000	$568,000	$583,000

COST DOCUMENTATION		REVENUE	
Architect	$57,000		
Construction	$489,000		
Contingency	$37,000		
Total Project Cost	$583,000	Total Revenue	$0
EXPENDITURE BUDGET	$583,000	**REVENUE BUDGET**	$0

Project Scope & Description

Roofing repairs and replacement at Highway facilities substations. The work includes installation of roofing materials, base, pipe and curb flashing, parapet coping and gutters where necessary and minor repairs on other buildings.
Nashotah Substation – Replace a shingle roof on the sand shed and a membrane roof on the substation.
New Berlin Substation – Replace a shingle roof on the salt dome and a membrane roof on the substation.
North Prairie Substation – Replace a shingle roof on the salt dome and a membrane roof on the substation.

Location

Nashotah Substation – N46 W33480 CTH R, Nashotah, WI 53058
New Berlin Substation – 20300 W. Lawnsdale Road, New Berlin, WI 53058
North Prairie Substation – 126 Oakridge Drive, North Prairie, WI 53153

Analysis of Need

All of these roofs are more than 20-years-old and need to be replaced. Nashotah – substation constructed 1972, sand shed 1991. New Berlin – substation constructed 1950, salt dome 1987.
North Prairie – substation constructed 1988, salt dome 1988.

Alternatives

Continue to patch roofs as leaks develop.

Ongoing Operating Costs

None

Previous Action

2011-2015 capital plan: approved as a new project.

Project #	201208	**Project Title**:	Energy Efficiency Improvements
Department:	Public Works-Facilities	**Sponsor:**	Public Works
Phase:	Program Project	**Manager:**	Dale Shaver, Director Allison Bussler, Director
Budget Action:	New	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY				
Year	2012	2013	2014	
Project Phase	Design & Construction	Design & Construction	Design & Construction	Total Project
Expenditure Budget	$372,000	$333,000	$159,000	$864,000
Revenue Budget	$0	$333,000	$0	$333,000
Net County Cost	$372,000	$0	$159,000	$531,000

COST DOCUMENTATION		**REVENUE**	
Architect	$34,000	General Fund Balance	$333,000
Construction	$773,000		
Contingency	$57,000		
Total Project Cost	$864,000	Total Revenue	$333,000
EXPENDITURE BUDGET	$864,000	**REVENUE BUDGET**	$333,000

Project Scope & Description

This project will continue the implementation of Energy Efficiency Improvements in Waukesha County and includes the following projects:

1 – The lighting projects designed by Leedy and Petzold Associates that were not able to be funded under the Energy Efficiency and Conservation Block Grant (EECBG) grant. These projects include exterior lighting at the Juvenile Center parking lot, jail entrance and connector and parking lot of the existing Health and Human Services building. It also includes interior lighting at the Mental Health Center, Juvenile Center and Administration Center.

2 – A variety of energy efficiency projects identified in the facility energy audit conducted by Focus on Energy. These projects include ice compressor controls at Naga-Waukee Ice Arena and the following lighting upgrades in all county buildings: low wattage fluorescent replacements of T-8 lamps, occupancy sensors, replacement of existing lighting with LED, replacement of HID lighting with T-8 or T-5 and installation of vending machine misers.

As the county plans to implement these projects, detailed analysis of existing systems will be completed to compare the various project return on Investments (ROI) and identify the projects that will provide the best reduction of utility expenditures in the operating budget.

Project Examples

Juvenile Center Lighting	$67,000	LED Exit Lighting	$2,000
Mental Health Center Lighting	$117,000	Low Wattage Flourescent Replacement of T-8 Lamps	$30,000
Administration Center Lighting	$292,000	Occupancy Sensors for lighting	$12,000
Juvenile Center S. Lot Lighting	$54,000	Replace Existing with LED Lighting	$24,000
Juvenile Ctr to Connector, Jail Entrance, HHS entrance.	$89,000	Replace HID with T-8 or T-5	$24,000
Naga-Waukee Ice Arena Controls	$18,000	Install Vending Machine Misers	$6,000

Location

Various Waukesha County owned facilities.

Analysis of Need

With improvements in lighting and mechanical equipment technology and the increasing cost of energy and water, it is in Waukesha County's best interest to continually evaluate opportunities to conserve energy and reduce utility costs. The individual projects submitted were chosen because of the returns on investment as well contributing to successful implementation of the Waukesha County Sustainability Plan.

Alternatives

Do nothing or take advantage of opportunities to reduce utility consumption and related expenditures.

Ongoing Operating Costs

Utility costs will continue to increase based on rate increase and consumption. The County can do something to reduce consumption.

Previous Action

Capital Project 200805 Energy Conservation completed in 2008 and 2009. Capital Project 200918 Energy Efficiency and Conservation Block Grant completed in 2010 and 2011.

Project #	201210	**Project Title**:	UWW Roofing Upgrades
Department:	Public Works-Buildings	**Sponsor:**	Public Works
Phase:	Design	**Manager:**	Allison Bussler, Director
Budget Action:	New	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	2015	2016	Total
Project Phase	Design	Design & Construction	Design & Construction	Design & Construction	Design & Construction	Project
Expenditure Budget	$67,000	$927,000	$887,000	$1,273,000	$987,000	$4,141,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$67,000	$927,000	$887,000	$1,273,000	$987,000	$4,141,000

COST DOCUMENTATION		**REVENUE**	
Architect	$67,000		
Construction	$3,789,000		
Contingency	$285,000		
Total Project Cost	$4,141,000	Total Revenue	$0
EXPENDITURE BUDGET	$4,141,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project will repair and replace building envelope components on facilities at the University of Wisconsin–Waukesha (UWW) campus. The four main UWW campus facilities Northview/Library, Southview/Fine Arts, Commons/Administration/Westview and Fieldhouse are 45-years-old and constructed in 1966. The useful life of a roof ranges from 15 to 40 years depending on roof type. A 60 mil EDPM roof usually lasts between 15 and 20 years. An asphalt ballasted roof has a useful life of 25 to 40 years. Extensive roof patching was undertaken in 2009 and tuckpointing completed in 2009 and 2010.

Location

UWW Campus, 1500 N. University Avenue, Waukesha, WI 53188

Analysis of Need

A February 2009 roofing survey was completed on UWW facilities indicated that significant roofing upgrades are required to maintain the integrity of the roofs.

Alternatives

- Continue to patch the roof as leaks occur.

Ongoing Operating Costs

No impact on operating costs other than costs to repair leaks and associated damages.

Previous Action

- New

Project #	200608	**Project Title**:	CTH VV, CTH Y–Jackson Drive
Department:	Public Works- Highways	**Road Name:**	Silver Spring Drive
Phase:	Land Acquisition	**Project Type:**	Priority Corridor
Budget Action:	As Planned	**Manager:**	Allison Bussler
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	2014	Total
Project Phase	Design/Land	Land	Land	Const		Project
Expenditure Budget	$250,000	$600,000	$1,200,000	$1,902,000	$0	$3,952,000
Revenue Budget	$0	$0	$0	$0	$0	$0
Net County Cost	$250,000	$600,000	$1,200,000	$1,902,000	$0	$3,952,000

COST DOCUMENTATION		**REVENUE**	
Design	$285,000	Surface Transportation Program - Milwaukee	$7,610,000
Land Acquisition	$1,800,000		
Construction	$8,493,000		
Construction Management	$680,000		
Contingency	$339,000		
Total Project Cost	$11,597,000	Total Revenue	$7,610,000
EXPENDITURE BUDGET*	$3,987,000	**REVENUE BUDGET**	$0

*Linked to Project 9707 for an additional $9.6 million.

Project Scope & Description

This project is Phase 2 for CTH VV widening and continues reconstruction westerly from Marcy Road to west of the Fox River Bridge from Phase 1 (Capital Project 9707). The project involves the reconstruction of 1.5 miles of CTH VV to a multi-lane section and reconstruction of two Fox River bridge crossings. The use of a median or a two-way left turn lane to provide for left turn movements will be evaluated during the design phase of this project. The roadway alignment will stay at its present location. Land will be acquired to a distance of 60 feet from the roadway centerline and additional grading easements and vision corners may be required. As many as four residential relocations are anticipated. Most of the ultimate right of way was purchased under a previous project Federal aid will be used on this project.

Location

Village of Menomonee Falls

Analysis of Need

CTH VV (Silver Spring Drive) has been identified as a priority corridor for widening to four-lanes by the Department of Public Works. This portion of CTH VV is shown as a four-lane roadway in the Southeastern Wisconsin Regional Planning Commission (SEWRPC) Jurisdictional Highway Plan for the year 2035 for Waukesha County. Traffic volumes counted in 2011 along this portion of CTH VV are approximately 12,800 vehicles per day (vpd) at CTH Y to 17,300 vpd near Marcy Road. These volumes indicate that the existing two-lane roadway is at and beyond its operating capacity, which is 13,000 vehicles per day, and is in need of widening.

Alternatives

- Do nothing which does does not address the identified deficiencies.
- Reconstruct CTH VV as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $36,750 per annum after construction (2013) for additional lane miles.

Previous Action

- 2006-2010 capital plan: separated from project 9707.
- 2007-2011 capital plan: approved with cost update.
- 2008-2012, and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: approved with additional revenue.
- 2010 - 2014 capital plan: cost updated and delayed.

Project #	200511	**Project Title**:	CTH D, Calhoun Road–Intersection
Department:	Public Works-Highways	**Road Name:**	Cleveland Avenue
Phase:	Construction	**Project Type:**	Intersection
Budget Action:	C-$ Update	**Manager:**	Allison Bussler
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	Total
Project Phase	Design/Land	Land Acq/Constr.	Const	Project
Expenditure Budget	$100,000	$1,100,000	$300,000	$1,500,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$100,000	$1,100,000	$300,000	$1,500,000

COST DOCUMENTATION		**REVENUE**	
Design	$125,000		$0
Land Acquisition	$40,000		
Construction	$1,200,000		
Construction Management	$90,000		
Contingency	$45,000		
Total Project Cost	$1,500,000	Total Revenue	$0
EXPENDITURE BUDGET	$1,500,000	**REVENUE BUDGET**	

Project Scope & Description

This project provides funding to widen and improve the intersection of CTH D (Cleveland Avenue) and Calhoun Road in New Berlin. The work will involve rebuilding and widening the intersection to provide for current and future traffic volumes. A conventional intersection consisting of two through traffic lanes, a left turn lane on all four approaches and a roundabout will be considered as alternate designs for the intersection. In coordination with the City of New Berlin, the alternative of choice will be a signalized intersection. The work would be done to match the planned widening of Calhoun Road by the City of New Berlin and the future widening of CTH D by the County. The cost update incorporates the latest construction cost estimate and reflects the extension of the limits to match at existing logical and safe locations.

Location

City of New Berlin, Intersection at Calhoun Road and Cleveland Avenue

Analysis of Need:

This intersection controls traffic on two heavily used roadways, Calhoun Road and Cleveland Avenue. The City of New Berlin plans to widen Calhoun Road to four travel lanes. The County plans to widen Cleveland Avenue in the future. This project will improve travel thru the intersection and be compatible with both City and County road widening plans.

Alternatives

- Do nothing which does not address the identified deficiencies.

Ongoing Operating Costs

Ongoing costs are expected to increase slightly due to the additional lanes added.

Previous Action

- 2005-2009 capital plan: approved as a new project.
- 2006-2010 and 2010-2014 capital plans: approved as planned.
- 2007-2011 and 2011-2015 capital plans: approved with cost update.
- 2008-2012 capital plan: delayed.
- 2009-2013 capital plan: change in scope and cost update.

Project #	200905	**Project Title**:	CTH F Rehabilitation (I-94 to STH 190)
Department:	Public Works-Highways	**Road Name:**	Redford Boulevard
Phase:	Design	**Project Type:**	Rehabilitation
Budget Action:	C-Delay	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2012	2014	Total
Project Phase	Design	Construction	Project
Expenditure Budget	$395,000	$855,000	$1,250,000
Revenue Budget	$0	$0	$0
Net County Cost	$395,000	$855,000	$1,250,000

COST DOCUMENTATION		**REVENUE**	
Design	$395,000	Surface Transportation Program - Milwaukee	$3,418,000
Land Acquisition	$0		
Construction	$3,715,000		
Construction Management	$409,000		
Contingency	$149,000		
Total Project Cost	$4,668,000	Total Revenue	$3,418,000
EXPENDITURE BUDGET	$1,250,000	**REVENUE BUDGET**	$0

Project Scope & Description

CTH F (Redford Blvd) is a six-lane urban roadway north to Duplainville Road, and a four-lane rural roadway to STH 190 (Capitol Drive). The roadway transferred from state to county jurisdiction in 2004. This project includes the rehabilitation of CTH F (Redford Blvd) from 0.25 miles south of the I-94 ramps north to the STH 190 ramps and consists of several pavement segments. The majority of this roadway is nine-inch concrete pavement constructed in 1988. The rehabilitation of this segment is expected to include concrete repairs, dowel bar retrofit and diamond grinding. In the vicinity of I-94, the existing pavement is an older nine-inch concrete pavement constructed around 1971 and will be rubblized or replaced in-kind. The northbound lanes of CTH F north of Duplainville Road are asphalt pavement constructed in the late 1960s. Various asphalt pavement rehabilitation strategies will be considered. With the project, turn lane improvements will be made at the DuPlainville Road, CTH M, and Ridgeview Parkway intersections. Traffic signal improvements will be made at the DuPlainville Road and Ridgeview Road intersections. The need for turn lane improvements and addition of traffic signals will be investigated at the Westwood Drive intersection. The traffic signal system will be interconnected to optimize traffic flow. Neither land acquisition or significant bridge work is anticipated on this project. Bicycle and pedestrian accommodations will be considered during project design. The County will discuss possible WisDOT participation to address the pavement within the I-94 right of way. Federal aid will be used on this project.

Location

City of Pewaukee

Analysis of Need

The majority of pavement is in fair condition (PCI 51-65) but rides poorly due to joint faulting. The older concrete pavement constructed about 1977 is in poor condition (PCI 32-35) and is past the point of repair. Asphalt pavement constructed in the late 1960s and rehabbed in 1988, is now in poor condition (PCI 53). The project limits include two state-owned bridges and four county-owned bridges (county bridge sufficiency from 93.6 to 100.0). 2009 traffic volumes on CTH F were 25,900 Average Daily Traffic (ADT) south of I-94 and 23,600 ADT south of STH 190.

Alternatives

- Do nothing which will not address the identified deficiencies.
- The preferred alternative is pavement rehabilitation.
- Reconstruct the existing roadway to current WisDOT standards which would not be cost effective since the majority of the pavement does not warrant reconstruction.

Ongoing Operating Costs

Operating costs will not change as a result of this project.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved with cost update.
- 2011-2015 capital plan: approved as planned.

Project #	201004	**Project Title**:	CTH ES, Fox River Bridge
Department:	Public Works-Highways	**Road Name:**	National Avenue
Phase:	Budget/Concept	**Project Type:**	Bridge
Budget Action:	C-$ Update/ Delay	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	Total
Project Phase	Budget/Concept	Construction	Construction	Project
Expenditure Budget	$6,000	$150,000	$176,000	$332,000
Revenue Budget	$0	$0	$0	$0
Net County Cost	$6,000	$150,000	$176,000	$332,000

COST DOCUMENTATION		**REVENUE**	
Budget/Concept	$6,000	Federal Bridge Aid	$702,000
Design	$150,000		
Land Acquisition	$0		
Construction	$763,000		
Construction Management	$84,000		
Contingency	$31,000		
Total Project Cost	$1,034,000	Total Revenue	$702,000
EXPENDITURE BUDGET	$332,000	**REVENUE BUDGET**	$0

Project Scope & Description

This project is a rehabilitation of the CTH ES bridge over the Fox River and is expected to include substructure widening and concrete deck replacement. A bridge rehabilitation report will be required to verify the cost effectiveness of the proposed rehabilitation strategy. The roadway will remain two lanes over the bridge but the substandard shoulder width will be improved to current standards. Right-of-way acquisition is not anticipated. The project scope includes a two-way bicycle trail across the north side of the bridge to correlate with Waukesha County Parks and Land Use Department 2035 Bicycle Plan, which shows a trail along the river in the vicinity of the bridge. This addition was added to the original project estimate. Waukesha County will apply for an estimated $702,000 in Federal Bridge Aid to help fund the project.

Location

Village of Mukwonago and Town of Mukwonago

Analysis of Need

The existing bridge (B-67-147) is a two-span, pre-stressed concrete girder structure that was constructed in 1971. A concrete overlay was placed on the deck in 1995. The abutments and girders are generally in good condition. The bridge is considered “structurally deficient” due to the condition of the deck which includes deterioration on the underside of the deck and spalling along both edges. The roadway over the structure is narrow with minimal shoulders, causing the bridge to be classified as “functionally obsolete”. The structure sufficiency number is 59.5, which indicates that structure rehabilitation is warranted according to WisDOT guidelines and makes the bridge eligible for Federal Bridge Aid (rehabilitation).

Alternatives

- Do nothing which does not address the identified deficiencies.
- Rehabilitate the existing bridge to address structural and geometric deficiencies.
- Reconstruct the existing bridge which will not be eligible for federal Bridge Aid.

Ongoing Operating Costs

Initial maintenance costs may be reduced, to be determined in the budget and concept study in 2012.

Previous Action

- 2010-2014 capital plan: approved as a new project.
- 2011-2015 capital plan: approved with cost update.

Project #	200917	**Project Title**:	Waukesha West Bypass
Department:	Public Works-Highways	**Road Name:**	Meadowbrook Road/Merrill Hills Road
Phase:	Right-of-Way	**Project Type:**	Jurisdictional Plan Implementation
Budget Action:	C-Update, Rev Chng	**Manager:**	Allison Bussler
Date:	August 15, 2011		

Year	2009	2010	2011 *	2012 *	2013	Total
Project Phase	Design	Design	Right of Way	Right of Way	Construction	Project
Expenditure Budget	$250,000	$1,750,000	$2,000,000	$3,600,000	$720,000	$8,320,000
Revenue Budget	$250,000	$0	$1,400,000	$3,600,000	$0	$5,250,000
Net County Cost	$0	$1,750,000	$600,000	$0	$720,000	$3,070,000

COST DOCUMENTATION		**REVENUE**	
Design	$2,000,000	Surface Transportation Program - Milwaukee (not budgeted)	$2,880,000
Land Acquisition	$5,600,000	STP - Milwaukee (Right of Way Acq.) budgeted State ROW reimbursement	$2,600,000 (State 100%)
Construction	$3,214,000	STP - Milwaukee (Right of Way Acq.) budgeted County ROW reimbursement	$2,400,000 (Cty 80%)
Construction Management	$257,000	Capital project fund balance	$250,000
Contingency	$129,000		
Total Project Cost	$11,200,000	Total Revenue	$5,250,000
EXPENDITURE BUDGET	$5,950,000	**REVENUE BUDGET**	$5,250,000

** Funding will only be spent if project proceeds per the memorandum of understanding.*

Project Scope & Description

Waukesha County has signed a memorandum of understanding (MOU) with the Wisconsin Department of Transportation (WisDOT) and City of Waukesha for completion of the West Waukesha Bypass, which clearly defines each party's responsibility for the completion of the corridor. The MOU states that upon completion of the preliminary design, the parties may review the cost estimates and opt out of the project should construction costs exceed $43,100,000.

Under the terms of the MOU, Waukesha County is responsible for the completion of the preliminary design for the entire corridor. This capital project will complete the preliminary design for the West Waukesha Bypass from STH 59 to I-94. The roadway will be designed as a 4 lane facility. The project deliverables will include an environmental impact statement, a design report (including cost estimates) and the right-of-way plat for the project.

If the estimated costs are acceptable, the MOU states that the City of Waukesha will construct the portion north of Northview Road. The Wisconsin Department of Transportation will construct the bypass between STH 59 and USH 18 and contribute toward the cost of real estate. Waukesha County will be responsible for real estate acquisition south of Northview Road up to the cost of $3 million (offset with 80% Federal funding) and the State of Wisconsin will reimburse the County for up to an additional $2.6 million for total land acquisition costs of $5.6 million. Waukesha County will also be responsible for the construction of the new roadway between USH 18 and Northview Road. The County Department of Public Works will only seek additional funding for real estate acquisition and construction when the parties have reviewed the cost estimates and agree to move onto real estate acquisition, final design and construction.

As the Bypass will become a State Trunk Highway, jurisdictional transfers will be required. USH 18 between CTH TT and STH 59/164 will be transferred to the City of Waukesha. STH 74 between STH 190 in Pewaukee and Menomonee Avenue in Lannon will be transferred to Waukesha County. CTH TT, Sunset to Northview and the new highway goes to the State jurisdiction.

Location

City and Town of Waukesha

Project #	200917	**Project Title**:	Waukesha West Bypass
Department:	Public Works - Highways	**Road Name:**	MeadowBrook Rd/Merrill Hills Road
Phase:	Right of Way	**Project Type:**	Jurisdictional Plan Implementation
Budget Action:	C-Update, Rev Chng	**Manager:**	Allison Bussler, Director
Date:	September 6, 2011		

Analysis of Need

The St. Paul Avenue-Sunset Drive-Merrill Hills Road corridor is a two-lane roadway that has been acting as a de facto West Waukesha Bypass since the portion of CTH TT between USH 18 and Northview Road was opened in 1997. New development has occurred adjacent to CTH TT as well as the areas west and south of the corridor with traffic volumes along CTH TT north of USH 18 over 16,000 vehicles per day and approximately 12,000 vehicles per day south of USH 18 and along Sunset. Traffic volumes along St. Paul Avenue are over 20,000 vehicles per day. Typically roadways are widened to four-lanes once traffic volumes reach 13,000 vehicles per day. From 2006 through 2008 there have been 145 crashes along the bypass route between Northview and STH 59 resulting in 56 injuries. Additionally Merrill Hills Road has substandard vertical and horizontal alignment, shoulder widths are narrow and most intersections lack bypass lanes. Although development has slowed along the corridor, growth in the area continues at a slower pace. This continued growth and the projected use of the road for I-94 traffic relief for those going south, will add further pressure to the existing under-capacity, substandard route and if the roadway is not improved will cause an increase in the rate of accidents and congestion.

Alternatives

- Do nothing which will not address the current and long term needs for the corridor.
- Rehabilitate CTH TT which may address some of the geometric needs of the roadway, but does not meet the long term capacity requirements of the corridor.

Ongoing Operating Costs

Waukesha County will lose 3.4 miles of two-lane highway but gain 4.9 miles of two-lane roadway and 3.6 miles of four-lane road, a net gain of 17.4 lane miles. The total annual operating cost increase of $134,000 is offset with anticipated additional state revenue of $98,000 for an estimated net operating increase of $36,000.

Previous Action

Project 200009, widen CTH TT between USH 18 and Northview was approved in previous budgets but was removed from the 2009 capital plan pending negotiations with the State of Wisconsin and the City of Waukesha. This project for the construction ($4.5 million over 5 years) of the entire Waukesha West Bypass includes project 200009 but has had no previous County Board action. Approved as a new project by ordinance in 2009 in conjunction with approval of memorandum of understanding. Project expenditures have been modified for cash flow in the 2011-2015 Plan.

Project #	200011	**Project Title**:	CTH L, CTH Y to Moorland Road
Department:	Public Works- Highways	**Road Name:**	Janesville Road
Phase:	Construction	**Project Type:**	Priority Corridor
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2007	2008	2009	2010	2011	2012	2013	Total
Project Phase	Design	Land	Land	Land	Land Acq.	Const	Const	Project
Expenditure Budget	$1,000,000	$3,500,000	$3,850,000	$600,000	$900,000	$7,984,000	$3,197,000	$21,031,000
Revenue Budget	$0	$0	$0	$0	$0	$2,000,000	$1,760,000	$3,760,000
Net County Cost	$1,000,000	$3,500,000	$3,850,000	$600,000	$900,000	$5,984,000	$1,437,000	$17,271,000

COST DOCUMENTATION	**Project Wide**	**Phase I**	**Phase II**		
		County only	Fed Aid		
Design	$1,200,000			STP - Milwaukee (Phase 2 construction)	$5,506,000
Land Acquisition	$8,250,000			City of Muskego	$3,760,000
Construction		$5,700,000	$5,985,000		
Construction Mgmnt.		$456,000	$599,000		
Contingency		$288,000	$299,000		
City of Muskego (sidewalk and street scape)		$2,000,000	$1,760,000		
Total Project Cost	$26,537,000			Total Revenue	$9,266,000
EXPENDITURE BUDGET	$21,031,000			Revenue Budget	$3,760,000

Project Scope & Description

This project involves the reconstruction of 2.5 miles of CTH L (Janesville Road) from Moorland Road to CTH Y (Racine Avenue) from a two-lane to a four-lane roadway. The project will be designed as one project with construction in two phases:. Phase 1: Moorland Road to Lannon Drive and Phase 2: Lannon Drive to Racine Avenue. Combinations of medians and two -way left turn lanes will be used to provide for left turn movements. The roadway alignment will stay at its present general location. Land will be acquired to a width of 60 feet between Lannon Drive and Moorland Road and 110 feet between Racine Avenue and Lannon Drive. The smaller width will provide significant savings in land purchase costs and reduce the number of business and residential relocations from 22 to 16. Waukesha County will incorporate such items as side paths, landscaping, street lighting and other aesthetic improvements requested by the City of Muskego through the Context Sensitive Solution process. The City of Muskego will reimburse the County for these additional expenses with a project agreement. A project agreement will be incorporated prior to construction. Approximately $5,506,000 in federal aid is anticipated for Phase 2 construction. Updated costs reflect the current design cost, 60% construction cost estimates and estimated City amenities.

Location

City of Muskego

Analysis of Need

The Waukesha County Department of Public Works has identified CTH L or Janesville Road as a priority need for widening to four lanes. This portion of CTH L is also shown as a 4-lane roadway in the SEWRPC Jurisdictional Highway Plan for the year 2010 for Waukesha County. Traffic volumes recorded in 2011 along this portion of CTH L are between 15,300 vehicles per day (vpd) at Lannon Drive to 19,700 vpd at Moorland. These volumes indicate that the existing two-lane roadway is beyond its operating capacity of 13,000 vehicles per day, and is therefore in need of widening.

Alternatives

- Do nothing which does not address the identified deficiencies.
- Reconstruct CTH L as described above.

Ongoing Operating Costs

Operating costs are expected to increase by approximately $13,500 per annum for the additional lane miles after the 2013 construction phase is completed.

Previous Action

- 2001-2005 capital plan: approved as a new project.
- 2003-2007 capital plan: delayed.
- 2002-2006, 2008-2012 and 2009-2013 capital plans: approved as planned.
- 2004-2008, 2005-2009, 2007-2011, 2010-2014 capital plans: approved with cost updates.
- 2006-2010 capital plan: approved as two projects.
- 2007-2011 capital plan: approved as combined projects 200011 and 200603 with a cost update.
- 2010-2014 capital plan: approved with cost and revenue updates.
- 2011-2015 capital plan: approved with cost and cash flow updates.

Project #	9131	**Project Title**:	Bridge Aid Program
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Bridge
Budget Action:	As Planned	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2012	2013	2014	2015	2016	Total Project
Expenditure Budget	$1,155,000	$0	$0	$0	$0	$0	$1,155,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$1,155,000	$0	$0	$0	$0	$0	$1,155,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,155,000		
2012 Appropriation	$0		
2013 Appropriation	$0		
2014 Appropriation	$0		
2015 Appropriation	$0		
2016 Appropriation	$0		
Total Project Cost	$1,155,000	Total Revenue	$0
EXPENDITURE BUDGET	$1,155,000	**REVENUE BUDGET**	$0

Project Scope & Description

The program provides assistance to municipalities for the replacement of large drainage structures. The project normally provides 50% of the funding for engineering, design, and construction of town-, village-, or city-initiated projects that do not receive federal or state aid. The current project balance of $581,000 is expected to be sufficient for anticipated requests.

Location

Various

Analysis of Need

Wisconsin Statute 82.08 requires the County to fund half the cost of construction or repair of local bridge and culvert projects initiated by townships. Such projects arise during the course of the budget year and funds are distributed on the basis of requests received. Requests that exceed the remaining funding for one year are carried over to the next year. This funding program has historically been expanded to cover all municipalities. County funding for local bridge aid is exempt from the state legislative tax levy increase limit.

Alternatives

- County participation in the program is required by a statutory mandate.
- The County could opt out of participation with cities and villages.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

- 1996-2000 capital plan: approved as on going program project as planned.
- 1997-1999: funding suspended.
- Approved as planned in subsequent five-year plans.
- 2001-2005 to 2009-2013 capital plans: approved with additional years.
- 2010-2014 and 2011-2015 capital plans: funding suspended.

Project #	9817	**Project Title**:	Culvert Replacement Program
Department:	Public Works - Highways	**Road Name:**	Various
Phase:	Program Project	**Project Type:**	Bridge
Budget Action:	As Planned	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year Project Phase	Previous	2012	2013	2014	2015	2016	Total Project
Expenditure Budget	$1,500,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,000,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$1,500,000	$100,000	$100,000	$100,000	$100,000	$100,000	$2,000,000

COST DOCUMENTATION		**REVENUE**	
Previous	$1,500,000		
2012 Appropriation	$100,000		
2013 Appropriation	$100,000		
2014 Appropriation	$100,000		
2015 Appropriation	$100,000		
2016 Appropriation	$100,000		
Total Project Cost	$2,000,000	Total Revenue	$0
EXPENDITURE BUDGET	$2,000,000	**REVENUE BUDGET**	$0

Project Scope & Description

Provide annual funding for a countywide culvert replacement program.

Location

Various

Analysis of Need

The Public Works Department replaces a number of culverts every year because of deterioration. This program is designed to address larger culvert structures that require extensive design, more land acquisition and higher construction costs. Generally the individual cost of culvert replacements is approximately $50,000 and do not warrant capital projects, however when grouped together the annual costs exceed $100,000. The County averages one to two culvert replacements per year under this program. Individual culvert locations are not normally known until the year they are to be replaced.

Alternatives

- Schedule individual projects as needed.

Ongoing Operating Costs

The projects do not require departmental budget operating expenditures. Projects are reviewed by County engineering staff.

Previous Action

- 1998-2002 capital plan: project approved as a new program.
- 2001-2005 capital plan: approved as planned.
- 2002-2006 to 2011-2015 capital plans: approved with additional years.

Project #	200509	**Project Title**:	Repaving 2008-2012
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Repaving
Budget Action:	As Planned	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2008	2009	2010	2011	2012	2013
Project Phase						
Expenditure Budget	$2,800,000	$2,850,000	$2,850,000	$1,900,000	$1,900,000	**NEW**
Revenue Budget	$0	$0	$600,000	$0	$0	**PROJECT**
Net County Cost	$2,800,000	$2,850,000	$2,250,000	$1,900,000	$1,900,000	**CREATED**

COST DOCUMENTATION				**REVENUE**	
	Paver Study	UWW Pav.	Hwy Paving & shouldering	2010 ARRA-Stimulus funds	$2,120,000
2008	$20,000	$50,000	$2,730,000	(not budgeted)	
2009	$20,000	$50,000	$2,780,000		
2010	$20,000	$50,000	$4,900,000	2010 CHIP Revenue	$600,000
2011	$20,000	$50,000	$1,830,000		
2012	$20,000	$50,000	$1,830,000		
Total Project Cost	$100,000	$250,000	$14,070,000	Tot. Revenue	$600,000
EXPENDITURE BUDGET			$14,420,000	**REVENUE BUDGET**	$600,000

Project Scope & Description

The project involves resurfacing or rehabilitation of county trunk highways to remove distressed areas and provide improved riding surfaces. It is the Department of Public Work's goal to pave approximately 20 miles of roadway annually. Crush, relay and surface or other alternative methods will be used as necessary in lieu of a simple patch and overlay. The project includes the cost of the ongoing Paver Inspection Program, which determines the sections of highways to be repaved, cost of shouldering, paving program at U.W. Waukesha and the parking lots at the Department's substation facilities. Cost increases reflect the significant increase of current industry prices.

Location

Various locations throughout Waukesha County.

Analysis of Need

Public Works presently maintains about 396 centerline miles of asphalt-surfaced roadways on the county trunk system and the parking lots at U.W. Waukesha. At one time the Department reconstructed existing two-lane roadways to four-lane facilities and the 4-lane facilities are now coming to the end of their design life. As asphalt pavements age the surface tends to rut and crack due to vehicle loads and weathering of the asphalt. The Department has initiated a pavement management program using the PAVER software system to rate pavement conditions and to manage pavement projects. The average pavement condition index (PCI) of asphalt pavements in 2007 was 71. It is the County's goal to maintain an average PCI rating of 70 with less than 10% under a PCI of 40. Resurfacing projects take into consideration the PCI of the existing pavements and the classification of the road. The PCI ratings are updated on a rolling three-year schedule.

Alternatives

- Do nothing which will result in a deteriorated system requiring large expenditures of funds to reconstruct the deteriorated sections.
- Spot repairs and patching will result in a slight delay in the deterioration of the system but the eventual result will be the same as doing nothing.
- Resurface roadways based on pavement conditions determined by the PAVER pavement management system and Department review.

Ongoing Operating Costs

The cost of maintaining a two-lane roadway in good condition is approximately $7,000 per lane mile.

Previous Actions

- 2005-2009, 2006-2010, 2007-2011, 2008-2012 capital plans: approved.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: stimulus money approved for use.
- 2011-2015 capital plan: approved as planned.

Project #	200427	**Project Title**:	Signals & Safety Improvements
Department:	Public Works-Highways	**Road Name:**	
Phase:	Program Project	**Project Type:**	Spot Improvement
Budget Action:	C-$ Update	**Manager:**	Allison Bussler, Director
Date:	August 15, 2011		

CAPITAL BUDGET SUMMARY

Year	2011	2012	2013	2014	2015	2016	Total Project
Expenditure Budget	$500,000	$1,100,000	$0	$1,200,000	$1,250,000	$1,250,000	$5,300,000
Revenue Budget	$500,000	$0	$0	$0	$0	$0	$0
Net County Cost	$0	$1,100,000	$0	$1,200,000	$1,250,000	$1,250,000	$5,300,000

COST DOCUMENTATION		**REVENUE**	
2011 Appropriation	$500,000		
2012 Appropriation	$1,100,000	2011 CHIP D Revenue	$500,000
2013 Appropriation	$0	(County Highway Improvement Plan-Discretionary)	
2014 Appropriation	$1,200,000		
2015 Appropriation	$1,250,000		
2016 Appropriation	$1,250,000		
Total Project Cost	$5,300,000	Total Revenue	$500,000
EXPENDITURE BUDGET	$5,300,000	**REVENUE BUDGET**	$500,000

Project Scope & Description

This program addresses roadway safety needs in two specific areas: existing signal upgrades and/or corridor signal system upgrades and improvements at intersections that meet traffic signal warrants. For the intersection that meets signal warrants, the Department will study signal and roundabout alternatives. For intersections that are upgraded, new equipment and some minor geometric updates will be included to increase intersection safety and performance. The following intersections will be studied and constructed over two years (2012/2013):

CTH M and Brookfield Road: signal or roundabout upgrades and roadway improvements.	$750,000
CTH D and Sunny Slope Road: upgrade with new equipment and revised lane use for better operations.	$350,000

Location

Individual projects are place named in the budget year. The listed projects, located in the Cities of Brookfield and New Berlin, will be studied/designed in 2012 with construction in 2013.

Analysis of Need

As the County's population continues to grow, roadway vehicular accidents increase, resulting in the need to install new traffic signals or roundabouts to reduce crash rates, delays and congestion. Some existing signals are more than 20-years-old and are in need of new features such as turn arrows and pedestrian phases. Some high crash site locations do not meet traffic signal warrants and need to be addressed with other lower cost improvements.

Alternatives

- Accept increasing numbers of vehicle delays and rising crash rates. Attempt to perform signal upgrades using maintenance funding. Watch the list of warranted signal locations grow.
- Encourage alternative forms of transportation including transit, bicycling and walking.

Ongoing Operating Costs

Increased costs of approximately $9,600 annually per new signal installation and additional lane miles.

Previous Action

- Projects 9816 and 200203 approved in the 2002-2006, 2003-2007 Capital Plans.
- 2004-2008 capital plan: approved as a combined program.
- 2005-2009, 2006-2010, 2007-2011, 2008-2012 and 2011-2015 capital plans: approved as planned.
- 2009-2013 capital plan: cost update.
- 2010-2014 capital plan: approved use of stimulus funds.

Project #	200505	**Project Title**:	Park Restrooms Renovation
Department:	Parks & Land Use	**Sponsor:**	
Phase:	Construction	**Manager:**	Dale Shaver
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2009	2010	2011	2012	2013	2014	Total
Program Project	Plan/Design	Construction	Construction	Construction	Construction	Construction	Project
Expenditure Budget	$15,000	$480,000	$660,000	$680,000	$700,000	$540,000	$3,075,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$15,000	$480,000	$660,000	$680,000	$700,000	$540,000	$3,075,000

COST DOCUMENTATION	# Restrooms	Cost	Item	Per Unit	#	
2009 Planning & Design Building		$15,000	Soils Testing *	$955	15	$14,325
2010 Muskego Park	3	$480,000	On-Site Sys *	$15,165	15	$227,475
2011 Menomonee Park	2	$420,000	Well *	$12,660	11	$139,260
2011 Nashotah Park	Estimated carryover to 2012	$240,000	Restroom	$97,800	18	$1,760,400
2012 Naga-Waukee and Nashotah Park	6	$680,000	Site work	$21,600	18	$388,800
2013 Minooka Park	4	$700,000	Green Design			$260,000
2014 Mukwonago Park	3	$540,000	Contingency			$103,000
Total Project Cost		$3,075,000	Construction Inflation (2010-2014)			$181,740
			Total			$3,075,000
EXPENDITURE BUDGET		$3,075,000	* Not all sites require.			

Project Scope and Description

The plan identifies Capital Projects over 5 years (2010-2014) to be accomplished in order to bring the parks up to current sanitary expectations of the park user. The project would build new restrooms in the reserved picnic areas of Muskego, Nashotah, Menomonee, Minooka, Naga-Waukee, and Mukwonago parks. These parks combined 18 new restrooms to replace 22 existing open concrete vault toilets. This project will include green initiatives such as low-flow fixtures, solar tube skylighting, and energy conserving motion detector/photocell switches for lighting and ventilation fans. Grants and financial incentives for incorporating energy efficiency and renewable energy elements may be available to offset additional costs of sustainable technology. Geothermal was mentioned in previous scoping, but is cost prohibitive for structures of this size. This project addresses only the reserved picnic areas. Golf course and park camping toilets projects are planned to be introduced after completion of this project.

Location

Various Waukesha County park locations as described in project scope.

Analysis of Need

The specific parks listed have been in existence for many years. These parks have been upgraded over the years with picnic shelters, camping facilities, swimming areas with beach houses, and the addition of improved shelters with restroom facilities. These improvements are well appreciated by the park user. However, recurring complaints are received regarding the conditions of the older vault restroom facilities. The unpleasant odor of the vault restroom creates a disagreeable experience, even with increased pumping frequencies and the use of deodorants. The existing vault restrooms also lack hand-washing fixtures, critical to maintaining sanitary conditions for park users. Finally, the existing vault restrooms predate ADA (Americans with Disabilities Act) and require improvements for compliance and to best serve all park users by incorporating barrier-free facilities. ADA compliance may require grading approaches and entry areas to manageable slopes, widening doorframes and doors to accommodate wheelchairs, expanding stall areas and adding handrails within the restrooms.

Alternatives

Continue to use the vault toilets: keep trying to overcome the unpleasant odor; provide dispensers with anti-bacterial water-free hand cleansers; attempt to modify site work, doors and fixtures and work toward ADA compliance.

Ongoing Operating Costs

Maintenance costs will increase because of the increased mechanical features and plumbing within the new restrooms. Cutting edge sustainable technologies potentially may have reduced operating and life cycle costs, though require additional staff training for specialized maintenance. Additional operating costs will be somewhat offset by increased use of the parks. Various companies have turned down the parks for company picnics because of the restroom conditions. The six parks identified currently generate as a total $51,500 in reservation fees and $321,200 in entrance fees annually. The parks currently spend $13,250 for septic services annually.

Previous Action

- 2005-2009 capital plan: approved as new.
- 2006-2010 and 2007-2011 capital plans: as planned.
- 2008-2012 capital plan: approved with cost update.
- 2009-2013 and 2012-2016 capital plans: change in scope.
- 2010-2014 and 2011-2015 capital plans: approved as planned.

Project #	200014	**Project Title**:	Bikeway Pavement Improvements
Department:	Parks and Land Use	**Sponsor:**	
Phase:	Construction	**Manager:**	Dale Shaver
Budget Action:	C- Scope; C-$ Update;	**Date:**	August 15, 2011

Year Project Phase	2002-2005 Const	2010 Const.	2011 Design	2012 Const	2013 Const.	Total Project
Expenditure Budget	$675,000	$0	$80,000	$704,000	$2,636,000	$4,095,000
Revenue Budget	$500,000	$0	$0	$0	$1,900,000	$2,400,000
Net County Cost	$175,000	$0	$80,000	$704,000	$736,000	$1,695,000

COST DOCUMENTATION		**REVENUE BUDGET - BUGLINE**		
2002-2005 New Berlin	$675,000	2009 State Stewardship Grant 50/50		$250,000
		2010 State Stewardship Grant 50/50		$134,000
2011 Bugline Design	$80,000	2010 State Stewardship Grant (amendment) 50/50		$83,000
2012 Bugline Const.	$704,000	2010 RTA Grant 50/50		$30,000
2013 Bugline Const.	$2,636,000	2010 Federal TE Grant 80/20	(design)	$126,500
		2010 Federal TE Grant 63/37	(construction)	$1,493,000
		Total Revenue Expected		$2,116,500
Total Project Cost	$4,095,000			
EXPENDITURE BUDGET	$4,095,000	**REVENUE BUDGET - NEW BERLIN**		
		2005 Grant for New Berlin		$283,500

Project Scope & Description

This project will widen an existing trail to better accommodate multiple groups of trail-users by providing asphalt pavement and other trail improvements. In fall of 2010, Waukesha County acquired the remaining 2 miles of trail corridor, terminating in North Lake. The complete Bugline Trail will be 16-Miles in length of which approx. two miles in Merton is already paved. The project will create a safer surface for trail users and will allow increased accessibility for wheelchair users, stroller users, in-line skaters, as well as year-round availability. The County Bikeway/Pedestrian Trail will better comply with American Association of State Highway and Transportation Officials (AASHTO) standards for bicycle and pedestrian facilities and other multi-use opportunities. Project scope under this current capital budget request expanded through acceptance of grants to include engineering expenses for planning and design in 2011 and 2012 to contract out for engineering services as opposed to in-house. The State of Wisconsin DNR requires the County to continue to accommodate snowmobile use on the Bugline Trail, a large component of the project will include working with local Waukesha County snowmobile clubs to insure that the trail experience for snowmobile users remains desirable. It will also be important to insure that shared trail use between snowmobiles and other users happens in a safe and secure manner. The Department has secured funding from multiple funding sources for various trail segments. The Bugline Trail, was originally budgeted as an 80:20 cost share (WisDOT:County) now will be funded through a combination of Wisconsin DNR Stewardship(50:50) – Recreational Trails funding and Federal Transportation Enhancement (TE) Grant (design 80:20; construction 63:37) and Regional Transit Authority (RTA) funding. In 2009, the County was awarded a State Stewardship grant for ($250,000), and in 2010, another $217,000 was awarded to the project. In 2010, the project was awarded a total of $1,619,570 in combined TE Grant and RTA Grant funding of $30,000. Total construction cost is $3,363,955 with grant funding of $1,990,072 and County cost to be $1,373,883. Originally, the grant cost share was anticipated to be 80:20 funding or a County share of $704,415; with funding from several sources, the average cost share ratio is 60:40, the County's part is $1,405,507.

Location

The Bugline Trail is located in Menomonee Falls, Lannon, Sussex, Lisbon, Merton and North Lake (formerly known as the Kettle Moraine Scenic Railroad).

Analysis of Need

The County has received customer requests for improved trail surface and accessibility. Improved surface material and expanded width will reduce user conflicts and enhance the experience for customers. Improved surfacing will allow all-season, year-round use and be compatible with existing and proposed trail connections with local municipalities. The County has not committed to plow the Bugline trail through any grant.

Alternatives

Maintain the trail as a crushed gravel stone surface and possibly widen eight foot wide trail sections with crushed stone to ten foot widths.

Ongoing Operating Costs

The project will reduce the annual maintenance costs of patching and grooming crushed stone surfaces. Pavement management of asphalt surface in the future will include crackfilling, striping, patching, and eventual overlay of the pavement. Annual maintenance costs per mile are estimated at $5,125, of which $1,000 is for asphalt maintenance.

Previous Action

Approved as a new project in the 2001-2005 Capital Plan. Delayed in the 2004-2008 Capital Plan. Cost update in the 2005-2009 plan. Delayed in the 2006-2010 plan. As planned in the 2007- 2011 plan. Cost and scope updates in the 2009-2013 Plan. Approved for use of stimulus funding in the 2010-2014 Plan. Delayed and cost update in the 2011-2015 Capital Plan. Delayed and cost update in the 2012-2016 Capital Plan. The New Berlin Trail was budgeted at $675,000 actual was $402,000. The LCT estimated County portion was $1,167,000 actual was $138,000.

Project #	200824	**Project Title**:	Pavement Management Plan
Department:	Parks & Land Use	**Sponsor:**	
Phase:	Program Project	**Manager:**	Dale Shaver
Budget Action:	C-$ Update	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY							
Year	2011	2012	2013	2014	2015	2016	Total
Program Project							Project
Expenditure Budget	$500,000	$500,000	$0	$500,000	$500,000	$500,000	$2,500,000
Revenue Budget	$0	$0	$0	$0	$0	$0	$0
Net County Cost	$500,000	$500,000	$0	$500,000	$500,000	$500,000	$2,500,000

COST DOCUMENTATION		REVENUE	
2011	$500,000		
2012	$500,000		
2013	$0		
2014	$500,000		
2015	$500,000		
2016	$500,000		
Total Project Cost	$2,500,000	Total Revenue	$0
EXPENDITURE BUDGET '12	$500,000	**REVENUE BUDGET**	$0

Project Scope & Description

In cooperation with the Department of Public Works, retain consultant services to update the Pavement Management Plan for County parks, highways and roads and to address the condition and maintenance schedule of parking lots, trails, curb and gutter, and sidewalks at County facilities. The projects consists of soil borings, pavement pulverization, stabilization fabric, culverts, stone base and asphalt pavement construction and concrete paving. The budget includes: $440,000 for asphalt repair, $50,000 for concrete repair and $10,000 for consulting services. Beginning in 2011 a 10% increase was included in the asphalt repair budget to ensure the County maintains an average PCI of 71 by providing funds for additional site analysis, including soil borings and surveys, to ensure higher quality construction and lower maintenance costs.

Location

Various locations as determined by pavement conditions.

Analysis of Need

As a result of a 2007 engineering study funded through the Parks and Land Use budget, the Parks Department changed from the PASER rating to the PAVER system to be consistent with the Public Works Department. The study included field surveys of pavement conditions, development of deterioration models and preparation of a three year pavement plan. The plan establishes a Pavement Condition Index (PCI). The PCI is a rated scale of 1-100 based on the state of the asphalt, pavement repairs will be based on need. A PCI rating of 86-100 is good and 71-85 satisfactory; pavements with these ratings need routine maintenance or repairs. A rating of 56-70 is fair and 41-55 poor, needing routine maintenance, repairs, major repairs or overall reconstruction. A rating of 26-40 is very poor needing major repairs or overall reconstruction. A rating of 11-25 is serious and 0-10 failed, needing overall reconstruction.

Approximately 80% of the budget for this project will be used for major rehabilitation on sections of roadway selected on a worst-first basis. The remaining budget allocation is first utilized for preventative maintenance on roadway sections with a PCI rating between 67 and 75, selected on worst-first basis. Any remaining funds are utilized for minor rehabilitation on sections with PCI values between 45 and 65, selected on a worst-first basis. The goal of these practices is to maintain an average PCI of 71. The major projects for 2012 include Muskego Beach House and the Naga-Waukee campground road. The major project in 2014 and 2015 is the Expo parking lots. Anticipated projects may be adjusted due to project coordination efficiencies or accelerated deterioration.

Alternatives

Spot repair with asphalt base patching or chip and seal road surface could be continued on an annual basis to maintain some function of the roadway but the desired surface performance will not be achieved and reconstruction would be required sooner.

Ongoing Operating Costs

Maintenance of the existing road conditions requires frequent patching and chip and seal applications in order to provide usable conditions. Operating costs within the next five years will be minimal with the proposed pavement improvements.

Previous Action

Approved as a new program project in the 1997-2001 Capital Plan, continued in the 1998-2002 Plan and 1999-2003 Capital Plan. Approved with a change in scope to include additional pavement in the 2000-2004 plan. Approved as planned in the 2001-2005 plan, 2002-2006 plan, 2003-2007 plan, 2004-2008 plan, 2005-2009 plan, 2006-2010 plan, 2007-2011 plan, and the 2008-2012 plan. Cost update in the 2009-2013 plan. Cost update in the 2010-2014 plan.

Project #	201117	**Project Title**:	ROD Electronic record redaction
Department:	Register of Deeds	**Sponsor:**	
Phase:	Implementation	**Manager:**	Jim Behrend, Register of Deeds
Budget Action:	C- $ Update	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2011	2012	2013*	2014*	2015*	2016*	Total
Project Phase	Implement	Implement	Backfile	Backfile	Backfile	Backfile	Project
Expenditure Budget	$350,000	$100,000	$300,000	$200,000	$200,000	$200,000	$1,350,000
Revenue Budget	$350,000	$100,000	$300,000	$200,000	$200,000	$200,000	$1,350,000
Net County Cost	$0	$0	$0	$0	$0	$0	$0

COST DOCUMENTATION			**REVENUE**	
	Capital	Operating*		
Software	$49,655		Statutory Redaction Fee-	$1,450,000
Hardware	$50,000		General Fund Reserved	
Contracted Services	$300,691			
Department Costs	$949,654	$100,000		
Total Project Cost	$1,350,000	$100,000	Total Revenue	$1,450,000
EXPENDITURE BUDGET	$1,350,000		**REVENUE BUDGET**	$1,450,000

*Backfile indexing is to be done in house staff at this time

Project Scope & Description

The projects goal is to remove social security numbers from real estate records that are viewable in electronic format via the Internet. All real estate records recorded between 1935 and March 31, 2006 may contain social security numbers. Currently Waukesha County allows electronic access to over 1,900,000 records on the Internet. In addition, approximately 1,700,000 paper records may contain social security numbers. This project will make use of new revenue dedicated to the project's purpose by WI Act 314(2010). Act 314 states that the Register of Deeds Office may continue to collect this additional fee until sufficient funds have been collected to cover the costs associated with this project and other costs associated with redaction of social security numbers. The County Board has authorized the collection of this additional fee, starting June 25, 2010, thereby committing the County to engage in the activities enumerated under this capital project. As of this writing, all counties in Wisconsin are collecting the fee and engaging in efforts to redact social security numbers from the public real estate records.

The work for this project will proceed as follows:

2011-2012 Redaction software implementation, Redaction of current digital file begins.

2012: Backfile digitization to be completed by third party, public access software to be implemented, redaction of current digital file continues.

2013: Redaction of current digital file to be complete, indexing and redaction of backfile to begin.

2014-2016 Indexing and redaction of backfile continues, to be completed by 2016.

Location

The project will take place in the ROD office.

Analysis of Need

Recent public interest in maintaining the integrity of social security numbers has resulted in legislation affecting the duties of the Office of Register of Deeds. Since April 1, 2006, State Statutes make it illegal to record documents with social security numbers. In addition, the ROD staff may manually redact social security numbers on recorded documents recorded after March 31, 2006, if they come across social security numbers in the course of their recording activities. Outside of this recent timeframe, social security numbers exist in ROD records dating back to 1935.

Alternatives

Waukesha County could decide to not collect the $5 per document fee and not engage in the project. Such a decision would leave Waukesha County as the only County in Wisconsin that continues to make individual social security numbers available on documents showing on the Internet. Waukesha County could also comply with the law by removing Internet access to all real estate records. This would result in reduced present and future revenues received from the public for search and copy fees. Limiting access to real estate records on the Internet would also increase foot traffic in the ROD office, as the public comes in the purchase copies of real estate records.

Ongoing Operating Costs

This project is self-funded by a fee of $5 per document recorded, starting June 26, 2010. This fee, created by WI Act 314(SB 507), is specifically designated by the statute to be used only for making available a redacted electronic version of ROD documents that may contain social security numbers. Once the digitization and redaction is complete, the fee will be discontinued and the ROD office will continue the prior practice of rejecting or redacting new documents that contain social security numbers. With the entire real estate record digitized back to 1935 as an end result of this project, greatly reduced foot traffic in our office is anticipated. As a result, savings in several areas, including reduced staff time dedicated to face-to-face contact with customers, lower repair costs for our physical record, and less staff time dedicated to researching in the physical record are anticipated. At the end of the project, maintaining 1-2 fewer FTEs in our ongoing budget is anticipated (reduction will take place through normal attrition).

Previous Action

County board approval of Redaction fee. 2011-2015 Approved as a new project.

Project #	200815	**Project Title**:	Digital Radio System Upgrade
Department:	Emergency Preparedness	**Sponsor:**	Radio Services
Phase:	Budget & Concept	**Manager:**	Richard H. Tuma
Budget Action:	As Planned	**Date:**	August 15, 2011

Year	2011	2012	2013	2014	Total
	Budget & Concept	Design & Engineering	Engineering Implement	Implement	Project
Expenditure Budget	$7,000	$70,000	$775,000	$8,663,000	$9,515,000
Revenue Budget	$7,000	$70,000	$387,500	$4,331,500	$4,796,000
Net County Cost	$0	$0	$387,500	$4,331,500	$4,719,000

COST DOCUMENTATION		**REVENUE**	
		Radio Services Fund Balance	$77,000
Design	$57,000	Municipal Sinking fund	$1,600,000
Engineering	$73,000	County Loans to Municipal partners	$3,119,000
Construction	$8,941,000	General Fund Balance of $625,000 set aside	
Contingency	$444,000	per year beginning in 2010	
		County Share (Not included in total revenue)	$4,719,000
Total Project Cost	$9,515,000		
EXPENDITURE BUDGET	$9,515,000	**REVENUE BUDGET**	$4,796,000

Project Scope & Description

The migration from analog to digital technology is required because the vendor will no longer support analog systems, and the current Analog system will have reached the end of its normal life cycle. All new trunked radio systems will be required to meet the new FCC standards or upgrade their current radios to the new platform. This project does not include costs of agency radios.

While this infrastructure is a separate project, the console project must be considered in conjunction with the digital trunked radio project. Therefore, the dollars assigned in 2012 for design and engineering will be combined with the dollars in the WCC Console Radio Equipment (project no. 201102) so that one vendor can provide the necessary services thereby eliminating unnecessary duplication.

Location

Equipment is located throughout the county, but the “intelligence” of the system is located at 2120 Davidson Road. The County expects to add two additional transmit sites based on the FCC regulations and requirement for better than 95% coverage.

Analysis of Need

When the current system was purchased and installed in 2000 digital systems were relatively new and it was determined that the digital technology was not stable enough for the County’s application. The replacement of the current 800 MHz trunked radio system to the new technology fits within the original planned time frame for the useful life estimate and system financing. In addition, digital technology offers new features, tracking of radios, better interoperability with neighbors, and meeting a national standard. digital offers better reception in the fringe areas compared to analog thereby increasing coverage.

Alternatives

There are no alternatives to replacing the system if the County wants to continue to use this as a public safety system. As these systems age, reliability can be negatively affected. In the near future the vendor will no longer support this system and replacement parts will be more difficult to obtain. It would be inappropriate to rely on a public safety system that is in danger of failure or hampered by an inability to be repaired effectively.

Ongoing Operating Costs

The County expects increased equipment and maintenance costs to be partially offset by system users’ annual operating cost reimbursements for County radio services operations.

Previous Action

- 2008: new project.
- 2010-2014 capital plan: approved as planned. An amendment to the original intergovernmental agreement was signed by all 37 communities.

Project #	201101	**Project Title**:	9-1-1 Phone System
Department:	Emergency Preparedness	**Sponsor:**	Waukesha County Communications
Phase:	Implementation	**Manager:**	Richard H. Tuma
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	2013	Total
Project Phase		Design/Bidding	Implementation		Project
Expenditure Budget	$0	$25,000	$1,075,000	$0	$1,100,000
Revenue Budget	$0	$25,000	$1,075,000	$0	$1,100,000
Net County Cost	$0	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Design/Bidding	$25,000	General Fund Balance	
Implementation	$1,025,000	(reserved)	$1,100,000
Contingency	$50,000		
Total Project Cost	$1,100,000	Total Revenue	$1,100,000
EXPENDITURE BUDGET	$1,100,000	**REVENUE BUDGET**	$1,100,000

Project Scope & Description

Replace current 9-1-1 phone system with newer technology capable of meeting the requirements of Next Generation 9-1-1 technology such as an Internet protocol (IP) based phone network, texting and video inputs. During the design phase, the business case will be reviewed for implementation in 2012 or later based on technology compatibility.

Location

Waukesha County Communications Center located at 1621 Woodburn Road.

Analysis of Need

The current 9-1-1 phone system was installed and operational in 2004. Newer technology requirements and end-of-life issues require the current system be replaced with one capable of handling the Next Generation of 9-1-1 technology including digital phones, text messages, video and the IP based infrastructure phone networks are migrating to. Support of existing equipment will soon become more difficult as the availability of spare parts becomes limited.

Alternatives

The only alternative would be to continue using the current system but because it is out of production and spare parts are becoming more difficult to obtain, it is not a viable solution.

Ongoing Operating Costs

As with the current phone system, the Department of Emergency Preparedness would pay for maintenance on critical components and time and materials for less critical items. Current maintenance costs about $35,000 and includes the maintenance contract and time and materials. The new system is expected to cost approximately $40,000 annually.

Previous Action

2011-2015 Plan Approved as New project.

Project #	201102	**Project Title**:	WCC Console Radio Equipment
Department:	Emergency Preparedness	**Sponsor:**	Waukesha County Communications
Phase:	Design	**Manager:**	Richard H. Tuma
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2012	2013	2014	Total
Project Phase	Design & Engineering	Bidding	Implementation	Project
Expenditure Budget	$100,000	$0	$900,000	$1,000,000
Revenue Budget	$100,000	$0	$900,000	$1,000,000
Net County Cost	$0	$0	$0	$0

COST DOCUMENTATION		**REVENUE**	
Bidding & Engineering	$100,000	General Fund Balance (assigned)	$1,000,000
Implementation	$850,000		
Contingency	$50,000		
Total Project Cost	$1,000,000	Total Revenue	$1,000,000
EXPENDITURE BUDGET	$1,000,000	**REVENUE BUDGET**	$1,000,000

Project Scope & Description

In 2013, the current analog 800 trunked radio system is scheduled to be replaced with a digital 800 trunked radio system. In conjunction with that project, the radio console equipment at Waukesha County Communications Center (WCC) will need to be replaced/upgraded with equipment that can operate with the new technology. The implementation of console equipment must be done in conjunction with the replacement and implementation of the infrastructure for the digital trunked radio equipment.

The consoles replacement is a separate project but must be done in conjunction with the digital trunked radio project (200815). Therefore, the 2012 budget for design and engineering will be combined with the trunked radio replacement project budget so one vendor can provide the necessary services eliminating duplication.

Location

The equipment will be installed at WCC on the dispatch floor and in the radio equipment room and 15 positions will be upgraded.

Analysis of Need

This project must be done in conjunction with the Trunked Radio Digital Replacement project (#200815) in order to maintain radio communications with field units. Some components of the current system may be used with the newer digital technology but both systems will be needed at the same time; one for testing, the other for operations.

Alternatives

There are no alternatives. The current analogy trunked system is out of production and spare parts are becoming more difficult to obtain. Staying with the current system would result in the County not being able to maintain the radio system according to standards.

Ongoing Operating Costs

Annual trunked radio maintenance is $6,631. Maintenance costs are estimated to be similar to the current maintenance costs.

Previous Action

- 2011-2015 capital plan: approved as a new project.

Project #	200619	**Project Title**:	Financial Operations & Management Systems
Department:	DOA-Information Technology	**Sponsor:**	Department of Administration
Phase:	Implementation	**Manager:**	Mike Biagioli
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2007	2010	2011	2012	Total
Project Phase	Analysis	Requirements & Selection	Implementation	Implementation	Project
Expenditure Budget	$200,000	$0	$1,260,000	$580,000	$2,040,000
Revenue Budget	$0	$0	$300,000	$580,000	$880,000
Net County Cost	$200,000	$0	$960,000	$0	$1,160,000

COST DOCUMENTATION		**REVENUE**		$0
Software	$550,000			
System Selection Services	$45,000	End User Technology Fund Bal		
Hardware	$90,000			
Consulting Services	$875,000		2011	$300,000
Training	$260,000		2012	$580,000
Contingency	$220,000			
Total Project Cost	$2,040,000		Total	$880,000
EXPENDITURE BUDGET	**$2,040,000**	Revenue Budget		$880,000

Project Scope & Description

This project included a 2009 consultant review of the County's current financial system (Oracle Government Financials – OGF) and possible alternatives, and recommended replacing it with a so-called "Tier II" solution for a return on investment in 9 years. The current OGF system will be 15 years in use when replaced. This solution would provide all the capabilities required for County operations without exposure to the financial risk inherent in Oracle's considerable pricing power. Funding is included in 2011 and 2012 to select, acquire and implement a suitable replacement for Oracle Government Financials.

Location

All County departments would be affected.

Analysis of Need

1. Since the last comprehensive review of County business processes in 1996, a number of new applications directly or indirectly affecting financial operations have been introduced.
2. Consolidation within the software industry has left the provider of the County's primary financial management system and large database environment in a dominant position causing concern over its considerable pricing power. Oracle Systems forced the County to upgrade and purchase new licenses at the cost of $750,000 three years after the initial license was purchased. The County must be prepared with analysis to move to a more competitive system before this occurs again. Oracle Systems has announced tentative plans to no longer support the County's version of OGF after November 2013.
3. Potential changes in the County's technology environment including the introduction of extensible markup language and the growing use of web-based services could simplify the County's interoperability situation if properly planned for. The possibility of sharing applications and/or data with other municipalities may prove feasible.
4. The continuation of supporting the Oracle database environment must be evaluated. Continuing in the direction of a MS SQL Server for new applications could yield savings in both systems and staffing.

Alternatives

Alternative to this project would be to remain with the Oracle Government Financials application suite and upgrade to Oracle's Fusion prior to de-support which would be at a higher cost than the recommended tier II solution.

Fiscal Impacts

Based on estimates developed by a consultant, net annual savings of approximately $140,000-150,000 can be expected after implementation of the new system, largely due to lower maintenance and support costs. A more detailed fiscal impact will be developed after the selection process for the County's new financial management information system is complete.

Previous Action

- 2006–2010 capital plan: approved as a new project.
- 2010-2014 capital plan: change in scope and cost update.
- 2011-2015 capital plan: approved as planned.

Project #	200912	**Project Title**:	Workforce Management System
Department:	Administration	**Sponsor:**	DOA–Accounting/HR
Phase:	Implement	**Manager:**	Larry Dahl
Budget Action:	As Planned	**Date:**	August 15, 2011

CAPITAL BUDGET SUMMARY

Year	2010	2011	2012	Total
Project Phase	Design/Implement	Implementation	Implementation	Project
Expenditure Budget	$268,000	$150,000	$200,000	$618,000
Revenue Budget	$0	$150,000	$200,000	$350,000
Net County Cost	$268,000	$0	$0	$268,000

COST DOCUMENTATION		**REVENUE**	
Software	$421,000	General Fund Balance	$350,000
Hardware	$115,000	Fund balance will be used, as the purchases will only be made if a clear ROI implementation plan is in place.	
Consultant Services	$52,000		
Training	$30,000		
Total Project Cost	$618,000	Total Revenue	$350,000
EXPENDITURE BUDGET	$618,000	**REVENUE BUDGET**	$350,000

Project Scope & Description

Review alternatives and select and acquire a system for collecting payroll time and attendance data.

Location

This application is used by all County departments.

Analysis of Need

The County currently uses the Ceridian Time and Attendance Professional (TimePro) system to collect time and attendance data for the biweekly payroll and manage the accrual of time-driven benefits such as vacation, sick leave and compensatory time. In addition to nearing the end of its life cycle, the product vendor announced plans to discontinue it, having shifted development resources to a new product. The resources budgeted for this project include a process review and acquisition of a workforce management system with improved capabilities for data collection, data transfer between related systems, scheduling, benefit accrual and leave management and biometric time terminals in certain locations. These additional capabilities (modules) will only be purchased if implementation plans show clear return-on-investments as shown in the consultant's study.

Alternatives

- An alternative would be to develop an in-house application for collecting data which would be difficult due to the wide variety of business rules that would need to be accommodated. This alternative was rejected in the analysis since there are many competing vendors that provide these services. Continue scheduling systems currently in use by the various departments.

Ongoing Operating Costs

Annual application software maintenance costs will vary according to the vendor and modules selected, but are estimated at about $35,000-$45,000 per year. The comparable cost for the current system is about $40,000 per year. Hardware support for biometric time terminals is estimated at $10,000-$11,000 per year. Server and other infrastructure support costs vary by vendor.

Previous Action

- 2009-2013 capital plan: approved as a new project.
- 2010-2014 capital plan: approved as planned.
- 2011-2015 capital plan: approved with changes in scope and cost updates.

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Capital Projects Plan

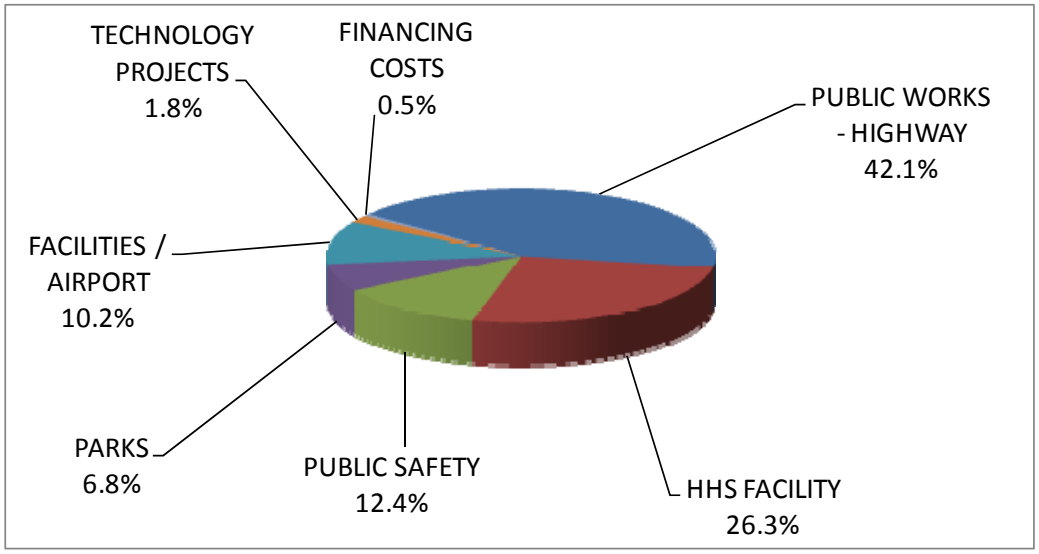
Each year, the County Executive submits a capital budget and an updated five-year Capital Plan to the County Board. After review and modification, the County Board adopts the plan by resolution. The plan represents the prioritization of long-range capital needs linked to the County's strategic plan.

Public Works–Highway projects are 42% of the plan at $48.5 million. Also, Federal funds of $45.2 million will be used for a number of highway projects. This funding is not included in the County Budget since it is managed by the State Department of Transportation. Health and Human Services project includes funding in 2012 and 2013 for the construction of a new building for $30.3 million or 26% of the plan dollars, in addition to the $5.9 million already appropriated prior to 2012.

Justice and Public Safety projects of $14.2 million or 12.4% of the plan include expanded facilities for Communications Center and Radio Services. Technology projects include an upgrade to a digital radio system, 911 phone system and radio console equipment replacements and courtroom technology upgrades.

The Parks and Land Use functional area includes nearly $7.8 million or about 6.8% of the plan, of which $2.2 million is for park buildings and $5.3 million is for trails and parks pavement improvements. This is offset in part with Federal funds of $1.9 million for a bike trail. The County's GIS digital topographic maps are identified for orthophotography updating at a cost of $195,000 in 2015.

Facilities/Airport projects total $11.7 million or 10% including $10.6 million for building renovation costs and $1.1 million of County Airport fund balance funding for Airport facilities and Airport master plan update. County-wide technology projects total $2.0 million or 1.8% of the plan of which $1.0 million is to complete projects for a financial system, a workforce management system and an enterprise content management system. Another $1.0 million will implement redaction requirements for Register of Deeds electronic records. General Administration totals $615,000 for financing costs over the 5 years.



FUNCTIONAL AREA FOR TOTAL PLAN 2012-2016

FUNCTIONAL AREA	TOTAL 2012-2016	% OF TOTAL
PUBLIC WORKS - HIGHWAY	$48,463,000	42.1%
HEALTH AND HUMAN SERVICES	$30,261,000	26.3%
PUBLIC SAFETY	$14,243,000	12.4%
PARKS	$7,780,480	6.8%
FACILITIES / AIRPORT	$11,685,000	10.2%
COUNTY WIDE TECHNOLOGY	$2,030,000	1.8%
FINANCING COSTS	$615,000	0.5%
TOTAL PLAN EXPENDITURES	$115,077,480	100%

WAUKESHA COUNTY 2012-2016 CAPITAL PROJECT PLAN SUMMARY

FUNCTIONAL AREA:	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	5 YR TOTAL
JUSTICE & PUBLIC SAFETY						
Facility Projects	$0	$250,000	$70,000	$90,000	$2,250,000	$2,660,000
System Projects	$1,245,000	$775,000	$9,563,000	$0	$0	$11,583,000
HEALTH & HUMAN SERVICES						
Facility Projects	$18,000,000	$12,261,000	$0	$0	$0	$30,261,000
PARKS & LAND USE						
Parks/Facilities, Pavement	$1,884,000	$3,336,000	$1,040,000	$1,020,480	$500,000	$7,780,480
PUBLIC WORKS						
Highways	$13,485,000	$6,608,000	$2,989,000	$4,153,000	$4,078,000	$31,313,000
Highways/Major Maintenance	$3,100,000	$1,100,000	$4,250,000	$4,350,000	$4,350,000	$17,150,000
Subtotal Highways*	$16,585,000	$7,708,000	$7,239,000	$8,503,000	$8,428,000	$48,463,000
Facilities	$1,090,000	$499,000	$170,000	$1,394,000	$0	$3,153,000
UW-Waukesha	$67,000	$947,000	$1,007,000	$2,828,000	$2,632,000	$7,481,000
Airport	$65,000	$416,000	$31,000	$539,000	$0	$1,051,000
Subtotal Public Works	$17,807,000	$9,570,000	$8,447,000	$13,264,000	$11,060,000	$60,148,000
GENERAL ADMINISTRATION						
COUNTY WIDE						
Technology	$880,000	$550,000	$200,000	$200,000	$200,000	$2,030,000
Est. Financing Costs	$140,000	$130,000	$115,000	$115,000	$115,000	$615,000
Subtotal	$1,020,000	$680,000	$315,000	$315,000	$315,000	$2,645,000
TOTAL GROSS EXPENDITURES	$39,956,000	$26,872,000	$19,435,000	$14,689,480	$14,125,000	$115,077,480
LESS REVENUES & PROPRIETARY FUND BALANCES APPLIED	($7,115,000)	($4,713,500)	($4,362,500)	($539,000)	($863,000)	($17,593,000)
NET EXPENDITURES	$32,841,000	$22,158,500	$15,072,500	$14,150,480	$13,262,000	$97,484,480
Cash Balances Excluding Property Tax Levy	$9,716,000	$1,483,000	$1,400,000	$200,000	$200,000	$12,999,000
EXPENDITURES BEFORE TAXES, DEBT BORROWING AND INTEREST	$23,125,000	$20,675,500	$13,672,500	$13,950,480	$13,062,000	$84,485,480

The 2012-2016 Capital Plan identifies 46 projects at an estimated total cost of $115.1 million over the five-year period. Projects in the first year of the plan represent the 2012 Budget. Major projects for future years are briefly explained in the following narrative. A project listing of all projects in the five-year plan is shown on the following pages.

JUSTICE AND PUBLIC SAFETY

Justice and Public Safety projects total $14.2 million. This area includes $9.5 million for a digital upgrade to the 800 MHz Trunked radio system; Communication Center projects include $1.0 million to replace the console radio equipment, $1.1 million for the planned replacement of the 911 phone system, and $2.1 million to plan for future expansion of the Center. A study of the courthouse is included at $250,000 and $300,000 is included in the last years of the plan to complete jail holding cells.

HEALTH AND HUMAN SERVICES

This includes additional funding of $30.3 million over the next two years to construct a new building for Health and Human Services. This project replaces a building which was built in 1911 and was last rehabbed in 1996 to extend the building life to this time frame.

PARKS AND LAND USE

Projects in this functional area total nearly $7.8 million. Park projects include $2.0 million for park roadway maintenance improvements and $3.3 million for bikeway pavement improvements partially funded with grant funding of $1.9 million. The plan also includes Parks restroom upgrades totaling $1.9 million; $325,000 for a maintenance building demolition; and $195,000 for orthophotography to update digitized maps for the Land Informational (GIS) Systems.

PUBLIC WORKS

Public works projects for highways and facilities combined are estimated at $60.15 million and represent 52% of the total plan. This includes road projects totaling $48.5 million. New and expanded road capacity construction is identified in priority corridors and is estimated to cost nearly $24.1 million. Road projects include $18.3 million for major maintenance and roadway rehab; $0.9 million for bridge improvements; and several spot safety improvements at an estimated cost of $5.1 million, primarily for intersection and signal work.

Facility projects totaling $10.6 million include $7.5 million for roofs, boiler and chiller replacements at UW-Waukesha; $2.1 million for HVAC upgrades and energy saving investments at various facilities; $800,000 for roofing upgrades at the Administration Center and Highway Substations; and $230,000 for fuel site upgrades required with changes in State of Wisconsin fuel regulations.

Three Airport improvement projects, with a County cost share at $1.1 million will update the Master Plan and address facility upgrades at the Terminal Building and Control Tower and construct a replacement T-hanger.

GENERAL ADMINISTRATION – COUNTYWIDE TECHNOLGY PROJECTS

Countywide technology projects total $2.0 million include major projects for workforce management system; enterprise content management and the replacement of the financial operations and management system which was initially purchased in 1997 needs to be replaced. Another project in the Register of Deeds office will remove social security numbers from real estate records that are viewable in electronic format at an estimated cost of $1.0 million over the five year plan with funding coming from a $5 per document recording fee.

DEBT FINANCING COSTS

Debt financing related costs include promissory note discounts and arbitrage rebate expenditures which are currently estimated at $615,000 over the five year plan period.

PROJECT TITLE	NO.	CURRENT APPROP.	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN	Total 5 Yr PLAN
PUBLIC WORKS AIRPORT								
MASTER PLAN UPDATE	200804		$65,000					$65,000
AIRPORT FACILITY UPGRADES	201118			$11,000	$31,000	$539,000		$581,000
RECONSTRUCT HANGAR 674	201213			$405,000				$405,000
PUBLIC WORKS - BUILDINGS								
FUEL SITE UPGRADES	201211		$150,000	$82,000				$232,000
COURTHOUSE FUTURE STUDY	200914			$250,000				$250,000
HEALTH & HUMAN SERVICES BLDG	200615	$3,919,000	$18,000,000	$12,261,000				$30,261,000
SHERIFF								
JAIL HOLDING CELLS	201204				$50,000		$250,000	$300,000
EMERGENCY PREPAREDNESS								
COMMUNICATIONS CENTER EXPANSION	200808				$20,000	$90,000	$2,000,000	$2,110,000
PUBLIC WORKS BUILDINGS								
HIGHWAY SUBSTATION ROOFING UPGRADES	201108	$15,000	$568,000					$568,000
ADMINISTRATION CENTER ROOFING UPGRADES	201113				$11,000	$211,000		$222,000
HIGHWAY SUBSTATION HVAC UPGRADES	201109			$36,000	$0	$555,000		$591,000
MHC CHILLER UPGRADES	201212			$48,000		$583,000		$631,000
HWY OPS-FLEET HVAC UPGRADES	201206					$45,000		$45,000
ENERGY EFFICIENCY IMPROVEMENTS	201208		$372,000	$333,000	$159,000			$864,000
UW-Waukesha								
UWW BOILER,CHILLER & CONTROLS RPLCMNT	200902	$20,000	$0	$20,000	$120,000	$1,555,000	$1,645,000	$3,340,000
UWW ROOFING UPGRADES	201210		$67,000	$927,000	$887,000	$1,273,000	$987,000	$4,141,000
PUBLIC WORKS - HIGHWAYS								
CTH VV, CTH Y to JACKSON	200608	$850,000	$1,200,000	$1,902,000				$3,102,000
CTH O, CTH HH TO GRANGE AVE.	201007			$351,000	$65,000	$797,000		$1,213,000
CHT I, CTH ES to CTH O REHAB	201005					$293,000	$1,164,000	$1,457,000
CTH C, MILL STREET TO OAKWOOD ROAD	201116				$130,000	$83,000	$1,850,000	$2,063,000
CTH D, CALHOUN -INTERSECTION	200511	$1,200,000	$300,000					$300,000
CTH F REHABILITATION (I-94- STH 190)	200905		$395,000	$0	$855,000			$1,250,000
CTH NN, STH 83 to CTH ES	201006			$288,000	$818,000	$580,000		$1,686,000
CTH ES, Fox River Bridge	201004		$6,000	$150,000	$176,000			$332,000
WAUKESHA WEST BYPASS	200917	$3,750,000	$3,600,000	$720,000				$4,320,000
CTH L, CTH Y to Moorland Road	200011	$9,850,000	$7,984,000	$3,197,000				$11,181,000
CTH M, CTH YY to East County Line	201008				$945,000	$2,400,000	$400,000	$3,745,000
CTH M, CALHOUN RD-CTH YY,	201202						$560,000	$560,000
CTH Q OCON RIVER BRIDGE	201201						$104,000	$104,000
BRIDGE AID PROGRAM	9131	$910,000	$0	$0	$0	$0	$0	$0
CULVERT REPLACEMENT PROGRAM	9817	$1,100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
REPAVING PROGRAM 2008-2012	200509	$13,200,000	$1,900,000					$1,900,000
SIGNAL/SAFETY IMPROVEMENTS	200427	$6,280,000	$1,100,000	$0	$1,200,000	$1,250,000	$1,250,000	$4,800,000
REPAVING PROGRAM 2013-2017	200911			$1,000,000	$2,950,000	$3,000,000	$3,000,000	$9,950,000
PARKS AND LAND USE								
ORTHOPHOTOGRAPHY	201119	$204,520				$195,480		$195,480
PARKS RESTROOM RENOVATION	200505	$1,155,000	$680,000	$700,000	$540,000			$1,920,000
MENOMONEE MAIN BLDG DEMOLITION	201106					$325,000		$325,000
BIKEWAY PAVEMENT IMPROVEMENTS	200014	$755,000	$704,000	$2,636,000				$3,340,000
PAVEMENT MANAGEMENT PLAN	200824	$1,820,000	$500,000	$0	$500,000	$500,000	$500,000	$2,000,000

PROJECT TITLE	NO.	CURRENT APPROP.	2012 BUDGET	2013 PLAN	2014 PLAN	2015 PLAN	2016 PLAN	Total 5 Yr PLAN
REGISTER OF DEEDS								
ROD ELECTRONIC RECORD REDACTION	201117	$350,000	$100,000	$300,000	$200,000	$200,000	$200,000	$1,000,000
IT-EMERGENCY PREPAREDNESS								
DIGITAL RADIO SYSTEM UPGRADE	200815	$7,000	$70,000	$775,000	$8,663,000			$9,508,000
9-1-1 PHONE SYSTEM	201101	$25,000	$1,075,000					$1,075,000
WCC CONSOLE RADIO EQUIPMENT	201102		$100,000		$900,000			$1,000,000
TECHNOLOGY PROJECTS								
ENTERPRISE CONTENT MANAGEMENT	200910	$990,000		$250,000				$250,000
FINANCIAL OPS & MGMT SYS	200619	$1,460,000	$580,000					$580,000
WORKFORCE MANAGEMENT SYSTEM	200912	$418,000	$200,000					$200,000
		$110,000						
EST. FINANCING (Includes Arb Rebate/Discount)	999999		$140,000	$130,000	$115,000	$115,000	$115,000	$615,000
GROSS EXPENDITURES			$39,956,000	$26,872,000	$19,435,000	$14,689,480	$14,125,000	$115,077,480
LESS REVENUES: (Excludes investment income earned on debt issue)								
AIRPORT FUND BALANCE #200804; 201118			$65,000	$416,000	$31,000	$539,000		$1,051,000
RADIO SERVICES FUND BALANCE # 200815 Trunk Radio System Upgrade			$70,000	$387,500	$1,212,500			$1,670,000
GENERAL FUND LOANS TO PARTNERS # 200815 Trunk Radio System Upgrade					$3,119,000			$3,119,000
END USER TECHNOLOGY FUND BALANCE #200910 Entrprs Content Mgmnt				$250,000				$250,000
END USER TECHNOLOGY FUND BALANCE #200619 Financial Ops & Mgmt S			$580,000					$580,000
STP -M Federal Revenue # 200917 Waukesha West Bypass			$3,600,000					$3,600,000
Local Reimbursement Project 201116 CTH C Mill St to Oakwood Rd							$463,000	$463,000
Local Reimbursement Project 200011, CTH L			$2,000,000	$1,760,000				$3,760,000
Municipal Cost Share for Communications Center							$400,000	$400,000
Federal TE Grant for Bike Trail				$1,900,000				$1,900,000
STATE SHARED REVENUE/UTILITY PAYMENT			$300,000					$300,000
PERSONAL PROPERTY REPLACEMENT-STATE AID			$500,000					$500,000
Subtotal Revenue & Fund Balance			$7,115,000	$4,713,500	$4,362,500	$539,000	$863,000	$17,593,000
								$0
NET EXPENDITURES			$32,841,000	$22,158,500	$15,072,500	$14,150,480	$13,262,000	$97,484,480
CASH BALANCES EXCLUDING PROPERTY TAX LEVY								
CAPITAL PROJECT/GENERAL FUND BALANCE			$9,716,000	$1,483,000	$1,400,000	$200,000	$200,000	$12,999,000
EXPENDITURES BEFORE TAXES,DEBT BORROWING AND INTEREST			$23,125,000	$20,675,500	$13,672,500	$13,950,480	$13,062,000	$84,485,480

Stats./Trends

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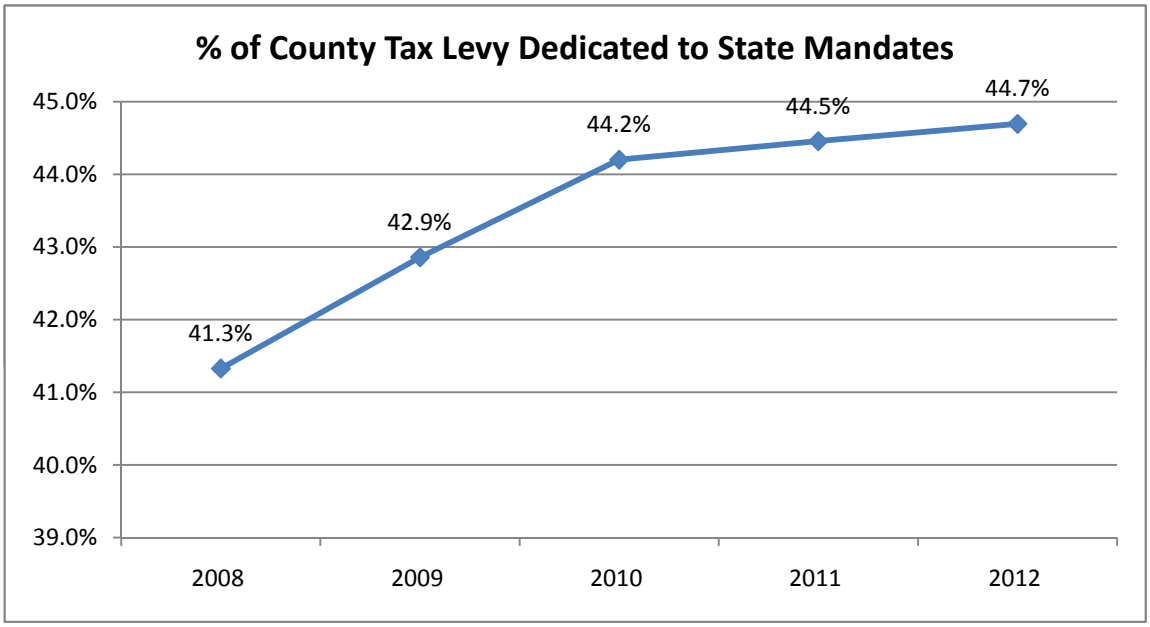
Table 1
MAJOR PROPERTY TAX LEVY FUNDING FOR STATE MANDATED SERVICES

The share of County tax levy that is required to fund State mandates reduces discretionary spending that is available for nonmandated essential services and programs. Estimated mandated County tax levy include court services provided by the Clerk of Court and the District Attorney. The Sheriff also provides service to the courts including process serving, warrents and baliff servces. Mandate law enforcement services includes probations/parole holds, corrections, and law enforcement service levels for patrol and detective services required by statute. The largest share of mandates are for federal/state health and human service programs administered by the County.

State Revenues include Shared Revenues and Transportation Aids.



Item	2008	2009	2010	2011	2012
County Tax Levy Budget:	$90.5	$93.1	$95.7	$97.4	$98.0
Estimated Major State Mandated Net Expenditures:	$44.2	$46.6	$48.8	$49.7	$49.7
State Discretionary Revenue Offsets:	$6.8	$6.8	$6.5	$6.4	$5.9
County Tax Levy for Major State Mandates:	$37.4	$39.9	$42.3	$43.3	$43.8
% of County Tax Levy for Major State Mandates:	41.3%	42.9%	44.2%	44.5%	44.7%

Table 2
COUNTY DEMOGRAPHICS STATISTICS TRENDS

Fiscal Year	(1) Population	(2) Per Capita Income O	(3) Number f Jobs	(4) Unemployment Rate	(5) Public P School Enrollment	(5) rivate School Enrollment	(7) Median Age	
2000	360,767	$37,834	227,780	2.5%	59,279	14,087	*	
2001	363,571	$40,701	227,044	3.3%	59,304	14,321	*	
2002	368,077	$41,003	223,247	4.5%	60,165	14,026	39.1	
2003	371,189	$41,471	227,051	4.4%	60,746	13,554	39.1	
2004	373,339	$43,797	226,862	3.9%	61,831	13,038	40.2	
2005	377,348	$46,002	230,607	3.8%	62,472	12,718	40.3	
2006	379,577	$49,219	234,852	3.8%	62,859	12,801	40.6	
2007	381,603	$52,665	236,413	3.9%	63,082	12,592	41	
2008	382,697	$53,818	233,321	3.9%	62,868	12,539	41.8	
2009	383,190	$52,339	220,841	7.5%	63,685	12,004	41.1	(8)
2010	389,891	*	221,330	7.4%	63,868	11,530	*	

* Information unavailable

SOURCES

(1) Wisconsin Department of Administration
(2) Bureau of Economic Analysis - US Department of Commerce
(3) Bureau of Labor Statistics - US Department of Labor
(4) Wisconsin Department of Workforce Development
(5) Wisconsin Department of Public Instruction
(6) Sales & Marketing Management, Survey of Buying Power
(7) American Community Survey
(8) 2010 Census

Table 3
WAUKESHA COUNTY, WISCONSIN • COMMUNITY PROFILE

DEMOGRAPHICS

ELEMENTARY AND SECONDARY EDUCATION

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

2008/2009 Average High School Graduation Rate*
Waukesha County: 96.5%
Wisconsin: 89.4%

2008/2009 Average ACT Scores*
Waukesha County: 23.5
Wisconsin: 22.2
United States: 21.1

SCHOOL ENROLLMENT*

2010-2011 Academic Year
Public: 63,868
Private: 11,530
Home schooling: 1,163**

*Source: Wisconsin Department of Public Instruction
**2010-2011 data unavailable. 2009-2010 data used

POST-SECONDARY EDUCATION

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

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

TRANSPORTATION

Roads
400 miles Waukesha County roads
250 miles State Highway roads (In County)

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

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

UTILITIES

Electric Power
WE Energies
City of Oconomowoc Electric & Gas

Telephone
Ameritech, Inc.
CenturyTel

Natural Gas
WE Energies
Wisconsin Gas Company

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

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

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

EMERGENCY SERVICES*

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

*Source: State of Wisconsin, Department of Justice

Table 4
WAUKESHA COUNTY POPULATION

According to the January 2011 preliminary population estimates by the Wisconsin Department of Administration, the current population of Waukesha County is 390,267. This represents an increase of 376 persons county-wide, or .10% from the 2010 Census.

	2010 CENSUS	JAN 2011	'10 - '11 CHANGE	% CHANGE
CITIES				
Brookfield	37,920	37,890	(30)	-0.08%
Delafield	7,085	7,092	7	0.10%
Milwaukee *	0	0	0	0.00%
Muskego	24,135	24,168	33	0.14%
New Berlin	39,584	39,594	10	0.03%
Oconomowoc	15,759	15,805	46	0.29%
Pewaukee	13,195	13,294	99	0.75%
Waukesha	70,718	70,735	17	0.02%
CITIES TOTAL	208,396	208,578	182	0.09%
TOWNS				
Brookfield	6,116	6,109	(7)	-0.11%
Delafield	8,400	8,374	(26)	-0.31%
Eagle	3,507	3,510	3	0.09%
Genesee	7,340	7,331	(9)	-0.12%
Lisbon	10,157	10,174	17	0.17%
Merton	8,338	8,353	15	0.18%
Mukwonago	7,959	7,972	13	0.16%
Oconomowoc	8,408	8,474	66	0.78%
Ottawa	3,859	3,867	8	0.21%
Vernon	7,601	7,600	(1)	-0.01%
Waukesha	9,133	9,133	0	0.00%
TOTAL TOWNS	80,818	80,897	79	0.10%
VILLAGES				
Big Bend	1,290	1,290	0	0.00%
Butler	1,841	1,840	(1)	-0.05%
Chenequa	590	589	(1)	-0.17%
Dousman	2,302	2,304	2	0.09%
Eagle	1,950	1,948	(2)	-0.10%
Elm Grove	5,934	5,941	7	0.12%
Hartland	9,110	9,115	5	0.05%
Lac la Belle	289	290	1	0.35%
Lannon	1,107	1,106	(1)	-0.09%
Menomonee Falls	35,626	35,675	49	0.14%
Merton	3,346	3,364	18	0.54%
Mukwonago	7,254	7,272	18	0.25%
Nashotah	1,395	1,391	(4)	-0.29%
North Prairie	2,141	2,146	5	0.23%
Oconomowoc Lake	595	595	0	0.00%
Pewaukee	8,166	8,159	(7)	-0.09%
Summit	4,674	4,671	(3)	-0.06%
Sussex	10,518	10,552	34	0.32%
Wales	2,549	2,544	(5)	-0.20%
TOTAL VILLAGES	100,677	100,792	115	0.11%
TOTAL: COUNTY	389,891	390,267	376	0.10%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.
SOURCE: Wisconsin Department of Administration.

Table 5
EQUALIZED PROPERTY VALUE BY MUNICIPALITY

According to the August 15, 2011 reports provided by the State Department of Revenue, the total equalized property value in Waukesha County, including all Tax Increment Districts, is $49,552,562,500. This represents a decrease of $736,311,700 or 1.46% from 2010. A table listing 2010 and 2011 equalized values for municipalities is presented below. County-wide property values, as reflected in the equalized valuation, have declined.

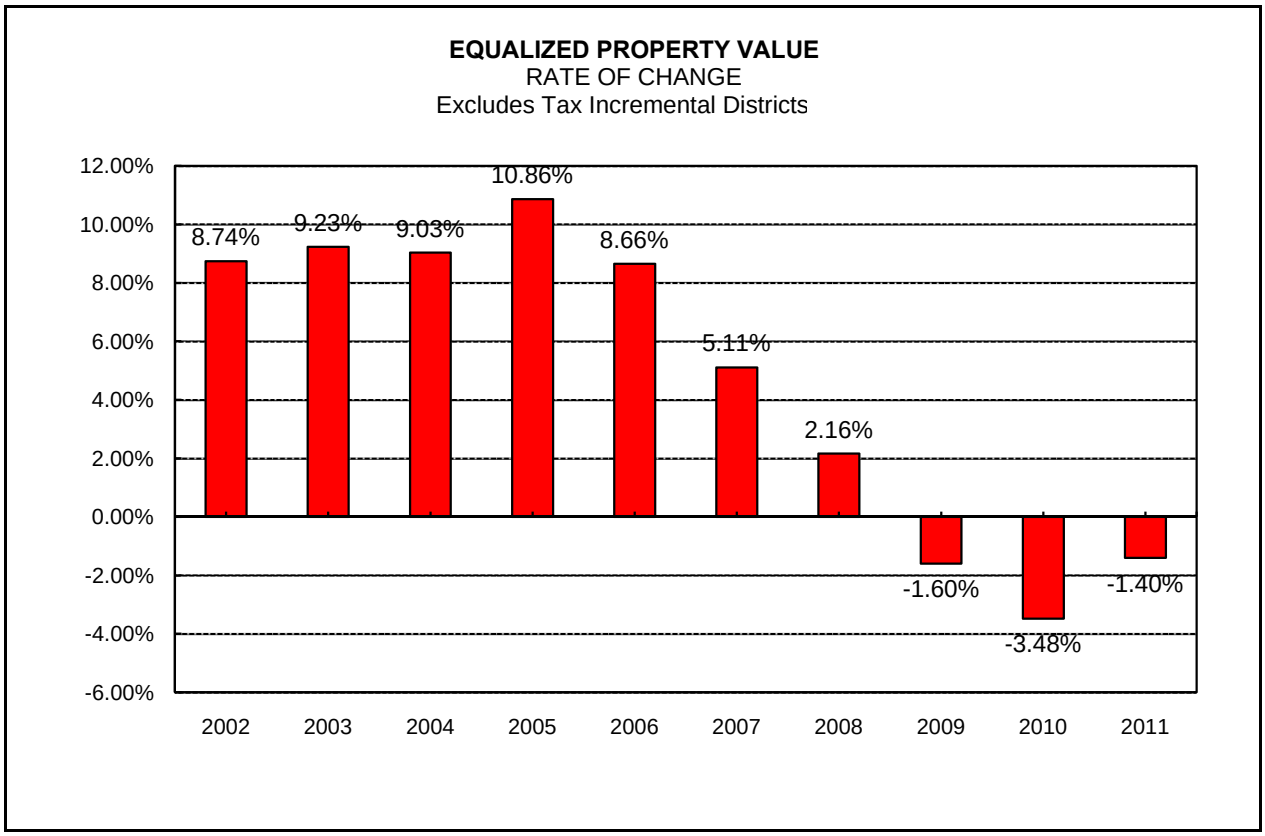
	2010 EQUAL PROP. VALUE	2011 EQUAL PROP. VALUE	11-10 CHANGE	% CHANGE
CITIES:				
Brookfield	$6,149,720,400	$6,083,418,800	($66,301,600)	-1.08%
Delafield	$1,351,345,000	$1,307,413,400	($43,931,600)	-3.25%
Milwaukee *	$18,579,700	$18,280,400	($299,300)	-1.61%
Muskego	$2,639,578,400	$2,634,299,800	($5,278,600)	-0.20%
New Berlin	$4,778,847,600	$4,745,968,400	($32,879,200)	-0.69%
Oconomowoc	$2,018,359,000	$1,921,427,200	($96,931,800)	-4.80%
Pewaukee	$2,656,418,000	$2,609,197,200	($47,220,800)	-1.78%
Waukesha	$5,904,933,100	$5,767,116,700	($137,816,400)	-2.33%
SUBTOTAL	$25,517,781,200	$25,087,121,900	($430,659,300)	-1.69%
TOWNS:				
Brookfield	$1,034,213,300	$1,015,838,400	($18,374,900)	-1.78%
Delafield	$1,514,578,600	$1,463,319,600	($51,259,000)	-3.38%
Eagle	$452,789,400	$436,390,000	($16,399,400)	-3.62%
Genesee	$906,162,700	$934,827,700	$28,665,000	3.16%
Lisbon	$1,091,634,500	$1,087,393,700	($4,240,800)	-0.39%
Merton	$1,542,098,600	$1,433,687,800	($108,410,800)	-7.03%
Mukwonago	$844,565,700	$846,691,900	$2,126,200	0.25%
Oconomowoc	$1,466,191,100	$1,442,750,200	($23,440,900)	-1.60%
Ottawa	$572,248,400	$549,566,100	($22,682,300)	-3.96%
Vernon	$851,783,100	$851,747,300	($35,800)	0.00%
Waukesha	$975,673,300	$974,055,300	($1,618,000)	-0.17%
SUBTOTAL	$11,251,938,700	$11,036,268,000	($215,670,700)	-1.92%
VILLAGES:				
Big Bend	$152,114,000	$151,147,000	($967,000)	-0.64%
Butler	$230,597,000	$234,430,800	$3,833,800	1.66%
Chenequa	$519,226,300	$493,358,200	($25,868,100)	-4.98%
Dousman	$169,320,100	$167,305,300	($2,014,800)	-1.19%
Eagle	$161,190,400	$158,986,300	($2,204,100)	-1.37%
Elm Grove	$1,065,098,100	$1,047,445,900	($17,652,200)	-1.66%
Hartland	$1,182,801,000	$1,173,978,700	($8,822,300)	-0.75%
Lac la Belle	$125,240,600	$116,696,700	($8,543,900)	-6.82%
Lannon	$108,039,700	$110,570,100	$2,530,400	2.34%
Menomonee Falls	$4,437,584,100	$4,441,598,500	$4,014,400	0.09%
Merton	$370,936,800	$381,799,300	$10,862,500	2.93%
Mukwonago	$738,193,000	$724,702,200	($13,490,800)	-1.83%
Nashotah	$174,761,000	$173,437,700	($1,323,300)	-0.76%
North Prairie	$235,969,300	$237,620,900	$1,651,600	0.70%
Oconomowoc Lake	$401,633,900	$395,634,500	($5,999,400)	-1.49%
Pewaukee	$931,756,400	$925,472,800	($6,283,600)	-0.67%
Summit	$1,006,660,800	$987,268,000	($19,392,800)	-1.93%
Sussex	$1,156,534,800	$1,151,031,800	($5,503,000)	-0.48%
Wales	$351,497,000	$356,687,900	$5,190,900	1.48%
SUBTOTAL	$13,519,154,300	$13,429,172,600	($89,981,700)	-0.67%
TOTAL	$50,288,874,200	$49,552,562,500	($736,311,700)	-1.46%

* Includes only a manufacturing plant on property annexed to allow access to Milwaukee sewer and water.

SOURCE: Wisconsin Department of Revenue.

Table 6
EQUALIZED PROPERTY VALUE

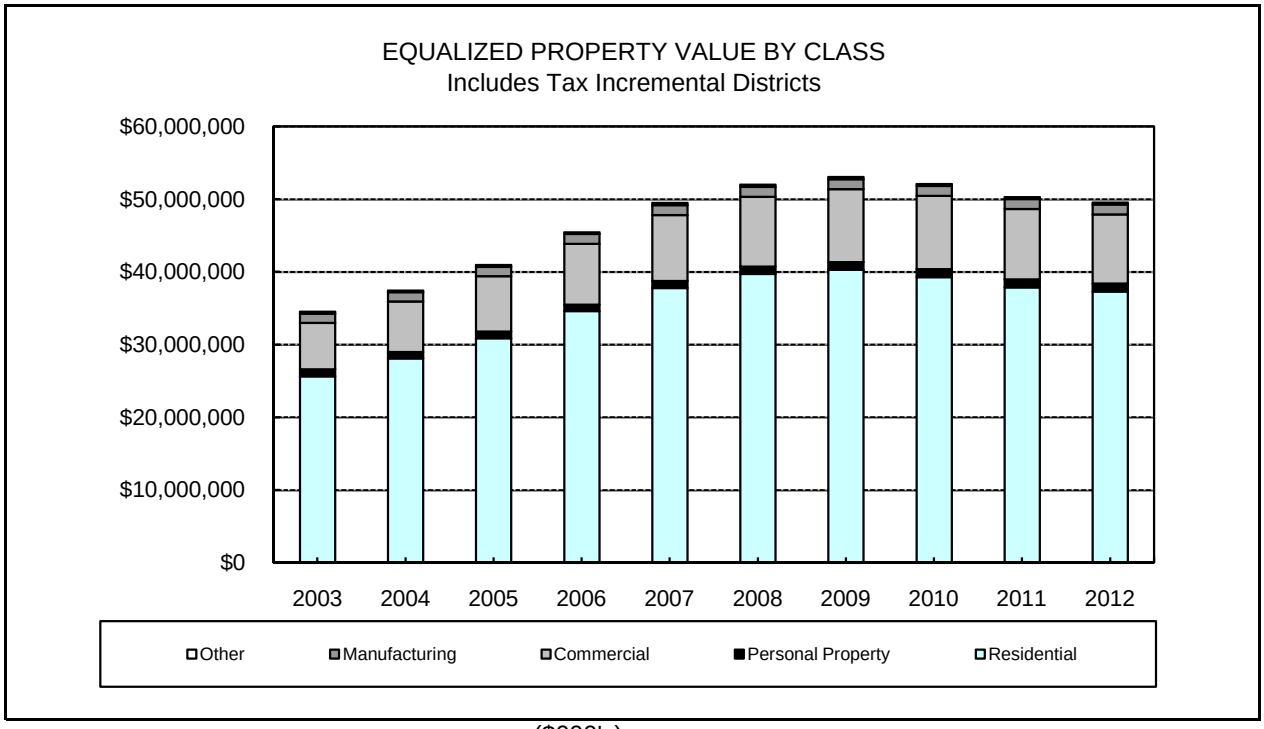
Equalized property value is a broad measure of the County's tax base. The Wisconsin Department of Revenue annually determines the equalized (fair market) value of all property subject to general property taxation. Equalized values are reduced by tax incremental district value increments for apportioning the County levy. In 2002-2007, higher market based inflation rates ranging from 4.2%-9% on residential properties (over 75% of total value) along with new construction were primarily responsible for greater valuation growth rates than in recent years. Beginning in 2009, negative inflation rates on residential properties and new construction of less than 2% are responsible for the valuation decrease. Prior to 2009, the County had not experienced a tax base reduction in over 30 years. For 2011, it was estimated that valuation would decrease again but less than 2010.



Valuation Year	Total Value	Change In Valuation	Rate of Change
2002	$33,791,109,550	$2,716,815,800	8.74%
2003	$36,910,435,050	$3,119,325,500	9.23%
2004	$40,244,065,050	$3,333,630,000	9.03%
2005	$44,614,092,450	$4,370,027,400	10.86%
2006	$48,476,599,550	$3,862,507,100	8.66%
2007	$50,954,981,250	$2,478,381,700	5.11%
2008	$52,055,313,050	$1,100,331,800	2.16%
2009	$51,220,442,050	($834,871,000)	-1.60%
2010	$49,439,797,100	($1,780,644,950)	-3.48%
2011	$48,747,058,300	($692,738,800)	-1.40%

Table 7
EQUALIZED PROPERTY VALUE BY CLASS OF PROPERTY

The total value of equalized property including all tax incremental districts reported for Waukesha County in budget year 2012 is $49.6 billion. The total reflects the combined valuation of several separate classes of property including: residential, personal, commercial, manufacturing, and agricultural, forest/swamp/other properties. Changes in the relative proportion of these classes of property reflect the growth and economic development trends of the County. Market values in the residential tax base have declined in recent years resulting in a decrease in this proportion of the tax base to 75% from 76% in 2008. However, commercial properties continue to maintain their share of the tax base at 19% for budget year 2012.



($000's)

Budget Year	Residential	Personal Property	Commercial	Mfg.	Agr./Forest/ Swamp/Other	Total Value
2003	$25,670,012	$932,194	$6,412,417	$1,253,162	$250,661	$34,518,446
2004	$28,124,600	$863,240	$6,940,711	$1,284,127	$237,492	$37,450,170
2005	$30,903,597	$912,143	$7,586,152	$1,305,452	$232,229	$40,939,573
2006	$34,623,811	$899,286	$8,355,042	$1,341,526	$231,366	$45,451,031
2007	$37,785,792	$967,353	$9,090,014	$1,367,315	$266,636	$49,477,110
2008	$39,743,016	$1,017,478	$9,557,795	$1,372,812	$297,043	$51,988,144
2009	$40,317,412	$1,047,674	$10,024,713	$1,369,402	$296,676	$53,055,877
2010	$39,273,723	$1,100,032	$10,084,520	$1,355,180	$298,055	$52,111,510
2011	$37,883,814	$1,103,080	$9,655,814	$1,360,989	$285,177	$50,288,874
2012	$37,329,217	$1,076,627	$9,525,264	$1,335,918	$285,537	$49,552,563
% of Total	75.3%	2.2%	19.2%	2.7%	0.6%	100.0%

Includes Tax Incremental Districts

Table 8
GENERAL COUNTY PURPOSE PROPERTY TAX LEVY DATA
EXCLUDES FEDERATED LIBRARY

	BUDGET YEAR	TAX YEAR	PROPERTY TAX RATES --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE(1)	RATE CHANGE ($$)	Tax Rate Change (%)
	2002	2001	$2.42	($0.04)	-1.76%
	2003	2002	$2.31	($0.11)	-4.48%
	2004	2003	$2.21	($0.10)	-4.33%
	2005	2004	$2.11	($0.10)	-4.50%
	2006	2005	$1.96	($0.15)	-6.95%
	2007	2006	$1.83	($0.13)	-6.77%
	2008	2007	$1.78	($0.05)	-2.95%
	2009	2008	$1.79	$0.01	0.66%
	2010	2009	$1.87	$0.08	4.50%
	2011	2010	$1.97	$0.10	5.45%
Adopted	**2012**	**2011**	**$2.01**	**$0.04**	**2.06%**

	BUDGET YEAR	TAX YEAR	COUNTY TAX LEVY(2)	TAX LEVY CHANGE ($$)	Tax Levy Change (%)
	2002	2001	$75,223,129	$4,249,071	5.99%
	2003	2002	$78,065,454	$2,842,325	3.78%
	2004	2003	$81,552,478	$3,487,024	4.47%
	2005	2004	$84,919,831	$3,367,353	4.13%
	2006	2005	$87,595,762	$2,675,931	3.15%
	2007	2006	$88,696,977	$1,101,215	1.26%
	2008	2007	$90,524,503	$1,827,526	2.06%
	2009	2008	$93,086,754	$2,562,251	2.83%
	2010	2009	$95,717,457	$2,630,703	2.83%
	2011	2010	$97,422,065	$1,704,608	1.78%
Adopted	**2012**	**2011**	**$98,037,483**	**$615,418**	**0.63%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE WITHOUT TIDS (3)	EQUALIZED VALUE CHANGE ($$)	Equalized Value Change (%)
	2002	2001	$31,074,293,750	$2,272,218,500	7.89%
	2003	2002	$33,791,109,550	$2,716,815,800	8.74%
	2004	2003	$36,910,435,050	$3,119,325,500	9.23%
	2005	2004	$40,244,065,050	$3,333,630,000	9.03%
	2006	2005	$44,614,092,450	$4,370,027,400	10.86%
	2007	2006	$48,476,599,550	$3,862,507,100	8.66%
	2008	2007	$50,954,981,250	$2,478,381,700	5.11%
	2009	2008	$52,055,313,050	$1,100,331,800	2.16%
	2010	2009	$51,220,442,050	($834,871,000)	-1.60%
	2011	2010	$49,439,797,100	($1,780,644,950)	-3.48%
Adopted	**2012**	**2011**	**$48,747,058,300**	**($692,738,800)**	**-1.40%**

NOTES: (1) Rounded to nearest cent.
(2) Excludes amounts for Federated Library System.
(3) Equalized value excludes tax incremental financing districts (TIDs).

Table 9
FEDERATED LIBRARY PROPERTY TAX LEVY DATA

	BUDGET YEAR	TAX YEAR	FEDERATED LIBRARY PROPERTY TAX RATE --PER $1,000 OF EQUALIZED VALUE-- GENERAL COUNTY RATE	RATE CHANGE ($$)	RATE CHANGE (%)
	2002	2001	$0.2703	($0.0019)	-0.69%
	2003	2002	$0.2643	($0.0061)	-2.24%
	2004	2003	$0.2629	($0.0014)	-0.52%
	2005	2004	$0.2354	($0.0275)	-10.44%
	2006	2005	$0.2416	$0.0062	2.62%
	2007	2006	$0.2232	($0.0184)	-7.62%
	2008	2007	$0.2159	($0.0073)	-3.26%
	2009	2008	$0.2210	$0.0051	2.34%
	2010	2009	$0.2314	$0.0104	4.70%
	2011	2010	$0.2460	$0.0146	6.31%
Adopted	**2012**	**2011**	**$0.2514**	**$0.0054**	**2.20%**

	BUDGET YEAR	TAX YEAR	COUNTY LEVY FOR FED LIB.	TAX LEVY CHANGE ($$)	TAX LEVY CHANGE (%)
	2002	2001	$2,364,431	$181,253	8.30%
	2003	2002	$2,544,105	$179,674	7.60%
	2004	2003	$2,769,187	$225,082	8.85%
	2005	2004	$2,741,386	($27,801)	-1.00%
	2006	2005	$2,576,634	($164,752)	-6.01%
	2007	2006	$2,597,084	$20,450	0.79%
	2008	2007	$2,663,828	$66,744	2.57%
	2009	2008	$2,752,289	$88,461	3.32%
	2010	2009	$2,773,900	$21,611	0.79%
	2011	2010	$2,853,939	$80,039	2.89%
Adopted	**2012**	**2011**	**$2,883,486**	**$29,547**	**1.04%**

	BUDGET YEAR	TAX YEAR	EQUALIZED VALUE MUNICIPALITIES W/O LIBRARIES	EQUALIZED VALUE CHANGE ($$)	EQUALIZED VALUE CHANGE (%)
	2002	2001	$8,746,220,900	$726,018,600	9.05%
	2003	2002	$9,626,522,000	$880,301,100	10.06%
	2004	2003	$10,533,032,800	$906,510,800	9.42%
	2005	2004	$11,643,340,500	$1,110,307,700	10.54%
	2006	2005	$10,664,628,100	($978,712,400)	-8.41%
	2007	2006	$11,636,122,500	$971,494,400	9.11%
	2008	2007	$12,337,085,300	$700,962,800	6.02%
	2009	2008	$12,454,954,400	$117,869,100	0.96%
	2010	2009	$11,989,066,300	($465,888,100)	-3.74%
	2011	2010	$11,602,963,300	($386,103,000)	-3.22%
Adopted	**2012**	**2011**	**$11,470,523,100**	**($132,440,200)**	**-1.14%**

Table 10
COMPARATIVE COUNTIES PROPERTY RATES
FOR 2011 ADOPTED BUDGET

Waukesha County's property tax rate is ranked 70th of 72 counties for 2011 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2010 Rank	Property Tax Rate For 2011 Budget (a)	County	2010 Rank	Property Tax Rate For 2011 Budget (a)
* MENOMINEE	1	$8.13	RUSK	37	$4.88
TAYLOR	2	$7.51	FOREST	38	$4.77
* KEWAUNEE	3	$7.48	OCONTO	39	$4.74
ADAMS	4	$7.23	PORTAGE	40	$4.74
LAFAYETTE	5	$7.16	POLK	41	$4.74
CLARK	6	$6.99	WOOD	42	$4.70
DUNN	7	$6.88	BARRON	43	$4.62
PEPIN	8	$6.83	MILWAUKEE	44	$4.45
CRAWFORD	9	$6.68	* OUTAGAMIE	45	$4.44
MARQUETTE	10	$6.50	* CALUMET	46	$4.41
JACKSON	11	$6.48	COLUMBIA	47	$4.37
FLORENCE	12	$6.32	* BROWN	48	$4.29
RICHLAND	13	$6.16	SAUK	49	$4.27
ROCK	14	$6.00	DOUGLAS	50	$4.26
WAUSHARA	15	$5.98	KENOSHA	51	$4.25
BUFFALO	16	$5.94	IRON	52	$4.10
WAUPACA	17	$5.80	WASHBURN	53	$4.02
MONROE	18	$5.79	MARINETTE	54	$3.98
* WINNEBAGO	19	$5.76	JEFFERSON	55	$3.95
TREMPEALEAU	20	$5.66	GRANT	56	$3.78
LINCOLN	21	$5.65	LA CROSSE	57	$3.62
DODGE	22	$5.62	ST CROIX	58	$3.53
JUNEAU	23	$5.56	EAU CLAIRE	59	$3.52
GREEN LAKE	24	$5.53	WALWORTH	60	$3.52
IOWA	25	$5.44	DOOR	61	$3.43
PRICE	26	$5.37	* RACINE	62	$3.29
FOND DU LAC	27	$5.37	CHIPPEWA	63	$3.28
GREEN	28	$5.36	BAYFIELD	64	$3.10
LANDGLADE	29	$5.29	BURNETT	65	$2.99
* MANITOWOC	30	$5.29	WASHINGTON	66	$2.86
VERNON	31	$5.22	SAWYER	67	$2.67
PIERCE	32	$5.18	DANE	68	$2.54
MARATHON	33	$5.15	ONEIDA	69	$2.00
ASHLAND	34	$5.13	* WAUKESHA	70	$1.97
* SHEBOYGAN	35	$5.10	VILAS	71	$1.92
SHAWANO	36	$5.01	OZAUKEE	72	$1.74

(a) Property tax rates shown exclude library system and other special taxing authorities.
Source: Compiled by the Wisconsin Department of Revenue.

Table 11
COMPARATIVE COUNTIES PROPERTY TAX PER PERSON
FOR 2010 AND 2011 BUDGETS

Waukesha County's property tax per person is ranked 68th of 72 counties for 2011 budget purposes. An asterik (*) to the left of the county name denotes that the county has not enacted an optional 0.5% county sales tax. An underline reflects counties bordering Waukesha County.

County	2010 Rank	2011 Rank	2010 Tax Levy Per Person	2011 Tax Levy Per Person
Door	2	1	$ 740.62	$ 885.84
Florence	3	2	$ 677.30	$ 843.20
Adams	1	3	$ 776.05	$ 822.11
Green Lake	4	4	$ 650.03	$ 716.21
Iron	8	5	$ 572.61	$ 714.27
Marquette	5	6	$ 601.85	$ 667.77
Washburn	6	7	$ 589.93	$ 659.89
Waushara	9	8	$ 562.67	$ 612.34
Vilas	11	9	$ 541.69	$ 611.11
* Menominee	13	10	$ 538.38	$ 609.96
Sawyer	10	11	$ 552.21	$ 594.77
Walworth	7	12	$ 580.39	$ 594.68
Bayfield	12	13	$ 539.29	$ 589.47
Burnett	14	14	$ 503.65	$ 550.98
Price	15	15	$ 479.89	$ 548.15
Forest	17	16	$ 478.79	$ 541.34
Pepin	16	17	$ 478.79	$ 494.14
* Kewaunee	21	18	$ 452.66	$ 491.48
Polk	20	19	$ 457.95	$ 488.76
Taylor	18	20	$ 469.53	$ 477.98
Oconto	22	21	$ 443.32	$ 468.22
Lincoln	27	22	$ 415.42	$ 463.96
Sauk	19	23	$ 467.23	$ 460.36
Jackson	24	24	$ 438.86	$ 458.32
Dunn	23	25	$ 440.24	$ 451.64
Langlade	36	26	$ 385.10	$ 451.40
Crawford	28	27	$ 409.52	$ 439.65
Juneau	31	28	$ 406.36	$ 436.52
Waupaca	29	29	$ 409.13	$ 434.77
Iowa	33	30	$ 393.71	$ 432.78
Buffalo	32	31	$ 400.62	$ 429.36
Lafayette	25	32	$ 429.06	$ 429.00
Oneida	35	33	$ 385.46	$ 418.47
* Winnebago	30	34	$ 408.47	$ 410.46
Columbia	26	35	$ 416.89	$ 408.21
Ashland	38	36	$ 372.89	$ 398.73
Rusk	50	37	$ 348.16	$ 396.11
* Sheboygan	37	38	$ 376.15	$ 392.80
Green	34	39	$ 392.84	$ 389.26
Pierce	39	40	$ 372.30	$ 380.64
Fond du Lac	40	41	$ 358.45	$ 377.88
Barron	48	42	$ 350.40	$ 375.57
Dodge	43	43	$ 354.71	$ 369.79
Richland	45	44	$ 352.92	$ 369.19
Rock	42	45	$ 356.22	$ 367.57
Clark	47	46	$ 351.02	$ 364.30
Marathon	41	47	$ 356.76	$ 359.47
Portage	46	48	$ 352.45	$ 356.38
Marinette	60	49	$ 315.57	$ 351.60
Kenosha	49	50	$ 349.93	$ 350.84
Trempealeau	44	51	$ 354.07	$ 350.60
Shawano	56	52	$ 330.28	$ 350.27
* Manitowoc	55	53	$ 331.66	$ 349.35
* Outagamie	52	54	$ 342.71	$ 346.81
Douglas	58	55	$ 325.66	$ 336.49
Monroe	54	56	$ 338.05	$ 335.64
* Brown	51	57	$ 342.88	$ 331.73
* Calumet	57	58	$ 325.83	$ 326.93
St Croix	53	59	$ 342.56	$ 325.63
Vernon	61	60	$ 314.16	$ 321.37
Jefferson	59	61	$ 319.44	$ 319.14
Wood	63	62	$ 288.43	$ 298.87
Washington	62	63	$ 297.97	$ 295.59
Milwaukee	64	64	$ 283.47	$ 285.35
Dane	65	65	$ 271.78	$ 272.64
* Racine	66	66	$ 259.39	$ 260.13
La Crosse	68	67	$ 255.47	$ 257.24
* Waukesha	67	68	$ 257.01	$ 257.15
Eau Claire	69	69	$ 243.47	$ 245.96
Chippewa	70	70	$ 239.02	$ 245.68
Ozaukee	71	71	$ 218.11	$ 220.39
Grant	72	72	$ 202.40	$ 209.22

Source: Compiled by the Wisconsin Taxpayers Alliance and information from the Wisconsin Department of Administration.

Table 12
OUTSTANDING DEBT PER CAPITA

Outstanding debt is defined as the remaining principal on general obligation bonds which the County has pledged its full faith and credit, and unlimited taxing power. Dividing the outstanding debt by the current population is another indicator of the burden on the community of the general obligation debt issued.

-In 2001, the County refinanced $16.4 million of debt issued between 1994 and 1996 resulting in future interest savings.

-The 2002 budget of $9.9 million was modified to borrow an additional $4.7 million and reduce the planned 2003 borrowing of $18.4 million to $13.5 million to take advantage of historically low interest rates in 2002.

-In 2002-2004 the bond issues was increased to fund a Justice Center addition project for $34 million, with additional borrowing over the following two years. The County retired $2.8 million of the remaining 1997 debt in 2004 with the use of General Fund balance.

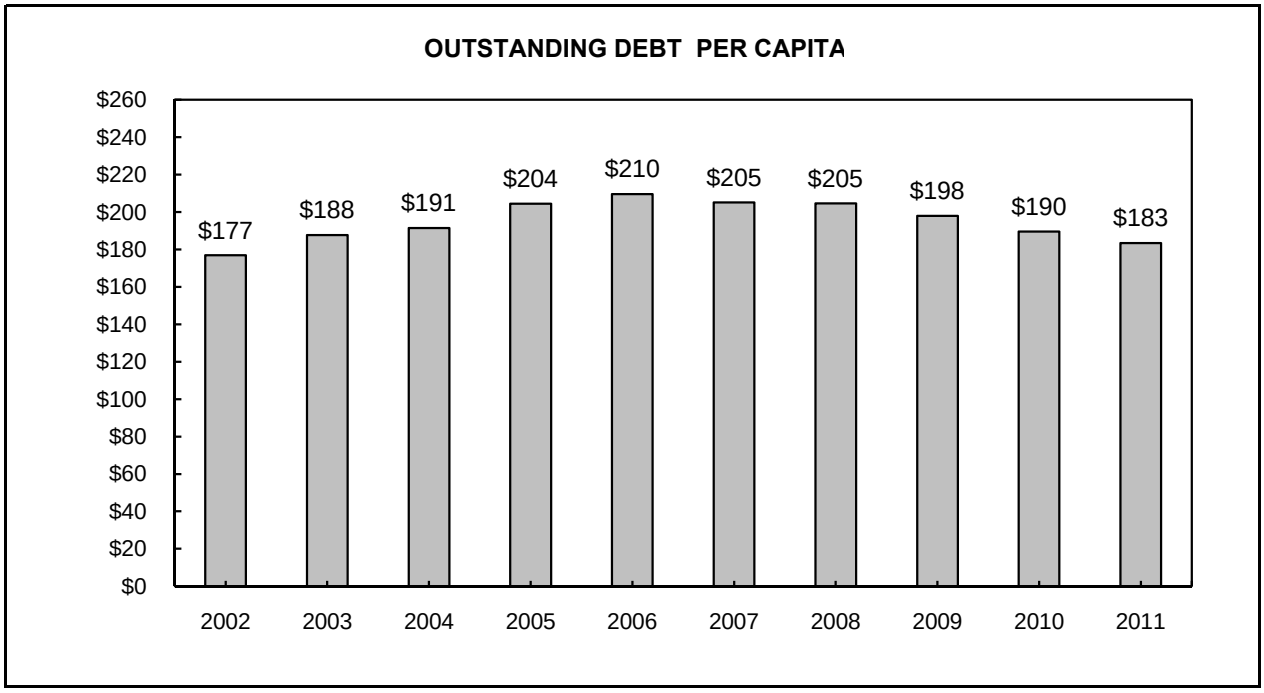
-In 2007, the County paid down $1.5 million of the 2000 debt issue.

-In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results.

-In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002.

-In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures.

-In 2011, the County refinanced $9.9 million of debt issued in 2003 & 2004 resulting in future interest savings. The County also refunded $6,635,000 of the 2005 notes.

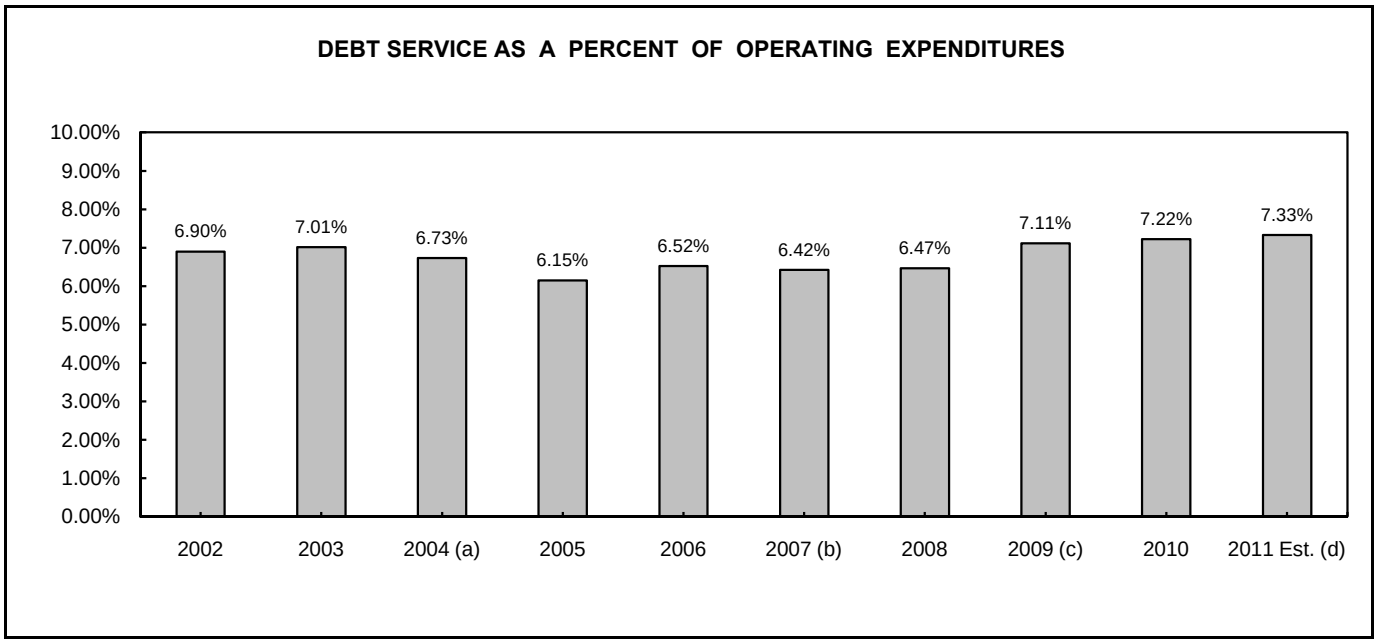


Year	Current Year Borrowing	Outstanding Debt	Population	Debt Per Capita
2002	$14,600,000	$65,085,000	368,077	$177
2003	$13,500,000	$69,665,000	371,189	$188
2004	$14,000,000	$71,465,000	373,339	$191
2005	$14,400,000	$77,150,000	377,348	$204
2006	$12,000,000	$79,525,000	379,577	$210
2007	$10,000,000	$78,250,000	381,603	$205
2008	$10,000,000	$78,320,000	382,697	$205
2009 *	$8,000,000	$75,855,000	383,190	$198
2010	$9,000,000	$73,930,000	389,891	$190
2011 *	$10,000,000	$71,590,000	390,267	$183

* Does not include debt issued to refinance prior year issues.

Table 13
DEBT SERVICE AS A PERCENT OF OPERATING EXPENDITURES

Debt service includes principal and interest payments on general county debt obligations borrowed for capital project expenditures. Debt service payments are examined relative to general operating expenditures including special revenue funds. As a fixed cost, debt service can reduce expenditure flexibility. According to the International City Management Association (ICMA), if debt service as a percent of operating expenditure is below 10 percent, the credit industry views this situation favorably. If it exceeds 20 percent, potential risk exists. County debt service has remained stable in proportion to increases in general operating expenditures. Overall, the County is still below the 10 percent threshold. Increases reflect a continued emphasis on capital needs including major highway and facility projects. The debt burden is managed in relation to the funding requirements of the Five-Year Capital Plan. In addition, the County has also used defeasement and refunding activity. In 2001, the County refinanced $16.4 million of debt issued between 1994 and 1996 resulting in future interest savings. In 2004, the County paid down the remaining $2.8 million of the 1997 issue, resulting in reduced debt service in 2005. In 2007, the County paid down $1.5 million of the 2000 debt issue. In 2008, borrowing was reduced from $12,000,000 in the 2008 adopted budget to $10,000,000 with the appropriation of general fund balance available from favorable 2007 year end results. In 2009, borrowing was reduced from $10,000,000 to $8,000,000 due to the reduction in project expenditures. The County also refinanced $7.7 million of debt issued in 2001 and 2002. In 2010, borrowing was reduced from $10,000,000 to $9,000,000 due to delays in project expenditures. In 2011, the County borrowed $10,000,000 and also refinanced $9.9 million of debt issued in 2003 and 2004.

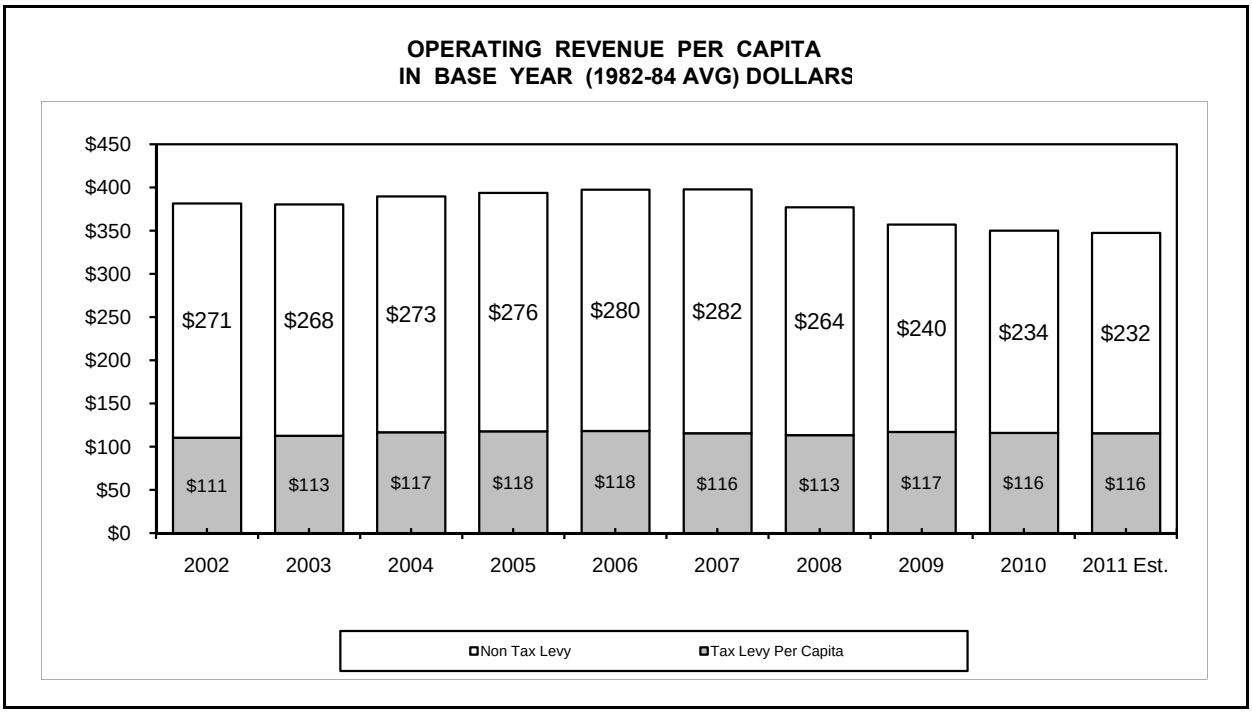


Year	Debt Service	Operating Expenditures	Percent
2002	$11,450,319	$165,985,724	6.90%
2003	$12,053,384	$171,871,964	7.01%
2004 (a)	$12,440,551	$184,864,883	6.73%
2005	$11,717,020	$190,463,473	6.15%
2006	$12,806,485	$196,462,959	6.52%
2007 (b)	$12,939,806	$201,591,217	6.42%
2008	$12,987,327	$200,868,835	6.47%
2009 (c)	$12,974,363	$182,406,472	7.11%
2010	$13,424,280	$185,925,176	7.22%
2011 Est. (d)	$14,260,230	$194,435,480	7.33%

(a) Excludes debt service to pay down remaining $2.8 million of the 1997 debt issue.
(b) Excludes debt service to pay down $1.5 million of the 2000 debt issue.
(c) Excludes debt service to refinance $7.7 million in debt issued in 2001 and 2002.
(d) Excludes debt service to refinance $9.9 million in debt issued in 2003 and 2004.

Table 14
OPERATING REVENUES PER CAPITA

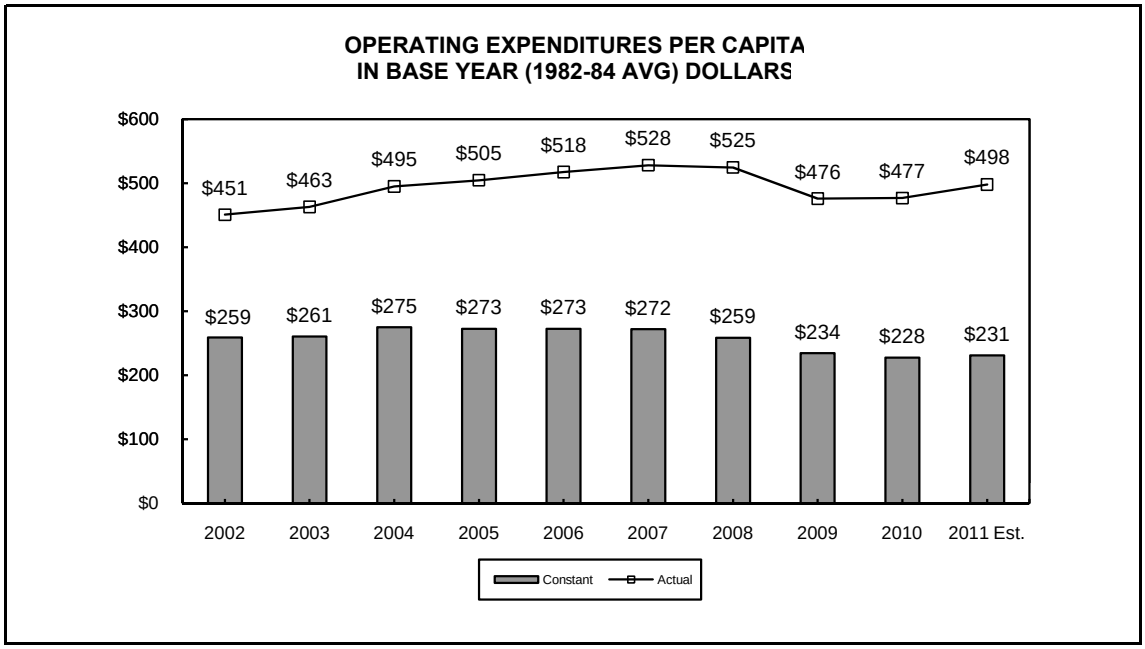
Operating revenue per capita shows how revenues are changing relative to changes in the levels of population. Revenues include general fund, special revenue and debt service funds. Revenue sources include tax levy, intergovernmental revenues, charges for services, fines/forfeitures and licenses/permits. Total revenues are adjusted for inflation with the base year being 1982-1984 average. Contributing to increases are State Medicaid Waiver programs which fund community base care for persons diverted from nursing home or other institutional care. In 2004, almost $3.0 million of new State Federal revenues are shifted to the County for the transfer of Children with Long Term Services including the Autism Services program from State provided to County administered services. A similiar shift occurs in 2005 along with $3.7 million for disabled individuals at Intermediate Care Facilities. In 2008, revenues are reduced for the transition to the State Family Care program with $8.3 million for client's care no longer provided by the County but now provided by State contracts to two private sector Managed Care organizations. Another $15 million reduction occurs in 2009, completing the transition. Revenue reduction in 2009 also include lower estimated interest earned on investments of $2.9 million.



Year	Oper. Revenues With Tax Levy	W.C. Property Tax Levy	Consumer Price Index	Revenues Base Year	Population	Per Capita
2002	$173,668,907	$70,785,692	174.0	$99,809,717	368,077	$271
2003	$176,677,228	$74,429,590	177.7	$99,424,439	371,189	$268
2004	$183,556,767	$78,682,880	180.2	$101,862,801	373,339	$273
2005	$193,001,363	$82,305,953	185.2	$104,212,399	377,348	$276
2006	$201,551,027	$85,216,371	189.9	$106,135,349	379,577	$280
2007	$209,204,070	$85,745,138	194.1	$107,781,592	381,603	$282
2008	$205,013,738	$88,052,506	203.0	$100,991,989	382,697	$264
2009	$186,622,210	$91,226,366	203.0	$91,932,123	383,190	$240
2010	$191,210,023	$94,981,926	209.6	$91,226,156	389,891	$234
2011 Est.	$195,311,862	$97,378,569	215.6	$90,589,917	390,267	$232

Table 15
OPERATING EXPENDITURES PER CAPITA

Changes in expenditures (1982-1984 base year dollars) per capita reflect changes in expenditures relative to changes in population. Expenditures include general fund, special revenue and debt service funds (excludes proprietary and capital project funds). Increases in 2001 and 2002 include $1.9 million and $1.35 million respectively to increase the level of the County's health insurance reserves recommended by actuarial analysis. Increases in 2004 include first year operations of the new County Communications budget of almost $2.0 million, new spending for the State Children's Long Term Services including Autism Services program of $3.0 million and increased expenditures in Health and Human Services Long Term Care programs by $2.3 million. The 2005 increase includes $1.6 million for the opening of the Justice Facility expansion in the fourth quarter, as well as increases for full year funding of the Communications Center. Another $1.0 million increase in 2006, also funds full year costs of the jail expansion. The indicator remains relatively flat until 2008, when cost to continue increases are offset with a $8.3 million reduction in expenditures for the state shifting the transfer of Health and Human Services Long Term Care program to state Family Care working with private sector contracted managed Care Organizations. This involves another $19 million reduction in 2009, which completes the transition.

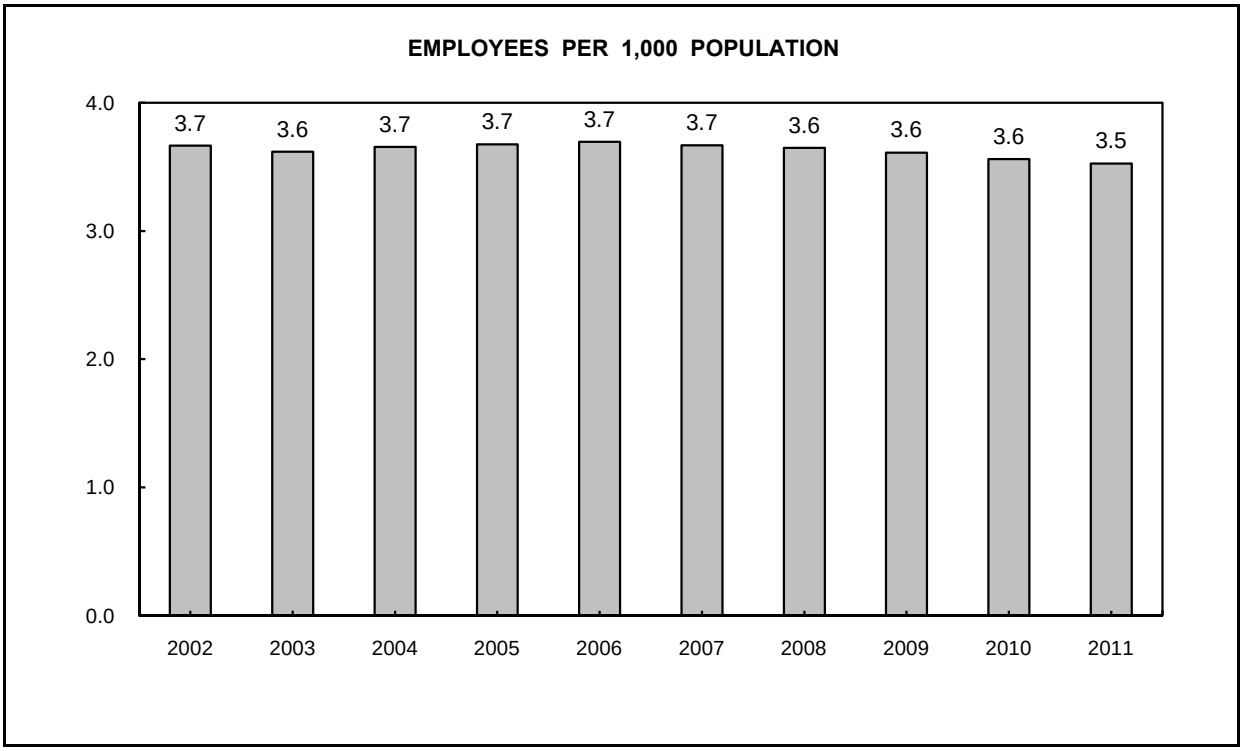


Year	Expenditures *	Consumer Price Index	Base Year	Population	Per Capita Actual	Per Capita Base Year
2002	$165,985,724	174.0	$95,394,094	368,077	$451	$259
2003	$171,871,964	177.7	$96,720,295	371,189	$463	$261
2004	$184,864,883	180.2	$102,588,725	373,339	$495	$275
2005	$190,463,473	185.2	$102,842,048	377,348	$505	$273
2006	$196,462,959	189.9	$103,456,008	379,577	$518	$273
2007	$201,591,217	194.1	$103,859,463	381,603	$528	$272
2008	$200,868,835	203.0	$98,950,165	382,697	$525	$259
2009	$182,406,472	203.0	$89,855,405	383,190	$476	$234
2010	$185,925,176	209.6	$88,704,760	389,891	$477	$228
2011 Est.	$194,435,480	215.6	$90,183,432	390,267	$498	$231

* Excludes one-time expenditures for debt retirement in 2004, payments to refund County debt in 2001 and payments to reduce the prior years unfunded pension liability.

Table 16
EMPLOYEES PER 1,000 POPULATION

The number of employees reflect the number of budgeted regular full-time and regular part-time positions stated in full time equivalents for each year. Since personnel costs represent a significant portion of the County's operating budget, changes in the number of employees in relation to the population of the County provide another means of assessing the growth in County operations. Increases or decreases may indicate changes in the productivity of employees. New positions in 2004 were created for the new Communications Center operations. In 2005 and 2006, the majority of the almost 37 net new positions were created for the opening of the new justice facility expansion, and additional full time equivalent positions associated with the full year impact of the Communications Center. In 2010, a net increase of 2.75 FTE budgeted regular positions was mainly due to the creation of 18 FTE positions in the Sheriff's Department as part of a new police services contract with the City of Pewaukee. The County offset this growth with positions reductions in other functional areas, resulting in a stable lower level of positions compared to population changes. For 2011, the budget includes a net reduction of 11.26 FTE regular positions mostly due to reductions in the Park, Environment, Education and Land Use and the Public Works functional areas, with a minimal increase in the County's population which results in a drop in employees per 1,000 of population to a very lean 3.5 per 1000.



Year	Employees*	Population	Employees per 1,000 Population
2002	1,349	368,077	3.7
2003	1,343	371,189	3.6
2004	1,365	373,339	3.7
2005	1,387	377,348	3.7
2006	1,403	379,577	3.7
2007	1,400	381,603	3.7
2008	1,396	382,697	3.6
2009	1,384	383,190	3.6
2010	1,388	389,891	3.6
2011	1,376	390,267	3.5

* Excludes temporary extra help, seasonals, and limited term employees

Table 17
BUDGETED PERSONNEL COSTS AS A PERCENT OF NET OPERATING BUDGET
(ALL FUNDS)

	2008	2009	2010	2011	2012
Personnel Costs	$108,450,462	$110,698,177	$113,524,322	$115,958,056	$114,012,267
Total Net Oper Expenditures (w/o Capital Projects)	$218,809,262	$204,318,446	$208,526,770	$213,555,811	$208,511,652
Percent of Net Operating Budget	49.6%	54.2%	54.4%	54.3%	54.7%

BUDGETED SALARY AND BENEFIT COST BREAKDOWN
(ALL FUNDS)

	2008	2009	2010	2011	2012
Salaries and wages (a)	$76,630,037	$78,036,840	$79,804,971	$80,730,321	$81,732,675
Employee Benefits (b)	$31,820,425	$32,661,337	$33,719,351	$35,227,735	$32,279,592
Total Personnel Costs	$108,450,462	$110,698,177	$113,524,322	$115,958,056	$114,012,267
Benefits as % of Total Salaries	41.5%	41.9%	42.3%	43.6%	39.5%

(a) Salaries and wages include salaries of regular full-time and part-time employees, overtime costs, limit term, seasonal extra help employees pay, Per Diems, Longevity pay for employees that start with the County prior to 1978, educational incentives and earned vacation pay.
(b) Amounts include compensated benefit cost only. Does not include value of paid time off such as vacation which is included in the salaries amounts.

Table 18
GENERAL COUNTY TAX LEVY PERCENT OF TOTAL NET EXPENDITURES
(2008 - 2012)

	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Gross Expenditures					
Operating	$235,070,289	$237,054,722	$242,442,657	$248,081,591	$244,662,650
Capital	$20,463,000	$19,399,400	$19,353,400	$19,982,500	$39,956,000
TOTAL GROSS EXPENDITURES	$255,533,289	$256,454,122	$261,796,057	$268,064,091	$284,618,650
Less: Interdepartmental Charges*	$16,261,027	$32,736,276	$33,915,887	$34,525,780	$36,150,998
TOTAL NET EXPENDITURES	$239,272,262	$223,717,846	$227,880,170	$233,538,311	$248,467,652
Operating % of Net Expenditures	91.4%	91.3%	91.5%	91.4%	83.9%
Capital % of Net Expenditures	8.6%	8.7%	8.5%	8.6%	16.1%
General County Tax Levy **					
Operating	$87,374,503	$90,039,354	$93,287,457	$94,997,065	$95,612,483
Capital	$3,150,000	$3,047,400	$2,430,000	$2,425,000	$2,425,000
TOTAL COUNTY GENERAL TAX LEVY	$90,524,503	$93,086,754	$95,717,457	$97,422,065	$98,037,483
Operating Levy % of General County Levy	96.5%	96.7%	97.5%	97.5%	97.5%
Capital Levy % of General County Levy	3.5%	3.3%	2.5%	2.5%	2.5%
General County Tax Levy % of Total Net Expenditures	37.8%	41.6%	42.0%	41.7%	39.5%

* In 2009, the Health and Dental Internal Services fund was created which added $16.1 million to the Interdepartmental Charge amount, the increase of $1.6 million in 2012 is mainly due to a actuarial recommended Health and Dental self insured premium increases charged to Departments and End User Technology Internal Service Fund phasing in the shifting of the total cost of computer ownership into department budgets (currently estimated at 86% of total costs) and Risk Management charges reflecting historical claim experience payout patterns charged to department and reviewing the general fund balance being used to subside this Internal Service fund.
** Total Levy Excluding Federated Library System.

Table 19
OPERATING & CAPITAL BUDGET SUMMARY WITH YEAR TO DATE INFORMATION

Note: State law (Wis Stats. Chap.65.90) requires budgets to include actual expenditures for not less than the first 6 months of the current year.

OPERATING BUDGET	2010 ACTUAL	2011 ADOPTED BUDGET	2011 MODIFIED BUDGET	2011 ACTUAL YTD (a)	2012 BUDGET	CHANGE FROM 2011 ADOPTED BUDGET $	%
EXPENDITURES							
PERSONNEL COSTS	$ 111,176,837	$ 115,958,056	$ 116,073,116	$ 74,504,544	$ 114,012,267	$ (1,945,789)	-1.68%
OPERATING EXPENSES	$ 89,842,871	$ 97,917,136	$ 100,807,228	$ 58,585,178	$ 95,735,125	$ (2,182,011)	-2.23%
INTERDEPT. CHARGES	$ 17,140,232	$ 18,050,943	$ 18,092,436	$ 12,770,117	$ 18,834,235	$ 783,292	4.34%
FIXED ASSET & IMPROVE	$ 1,143,152	$ 1,546,070	$ 2,666,504	$ 567,681	$ 1,382,125	$ (163,945)	-10.60%
DEBT SERVICE	$ 13,424,280	$ 14,609,386	$ 24,484,386	$ 23,139,924	$ 14,698,898	$ 89,512	0.61%
TOTAL EXPENDITURES	$ 232,727,372	$ 248,081,591	$ 262,123,670	$ 169,567,444	$ 244,662,650	$ (3,418,941)	-1.38%
REVENUES							
GEN'L GOVT. REVENUES	$ 60,644,622	$ 56,925,824	$ 65,341,806	$ 37,977,822	$ 50,279,046	$ (6,646,778)	-11.68%
FINES & LICENSES	$ 2,729,219	$ 2,868,750	$ 2,868,750	$ 2,381,108	$ 2,674,320	$ (194,430)	-6.78%
CHARGES FOR SERVICES	$ 30,636,538	$ 31,499,625	$ 31,499,625	$ 20,213,294	$ 31,846,179	$ 346,554	1.10%
INTERDEPART. REVENUES	$ 32,818,180	$ 34,525,780	$ 34,525,780	$ 24,211,517	$ 36,150,998	$ 1,625,218	4.71%
OTHER REVENUES (b)	$ 16,938,327	$ 25,476,642	$ 25,808,358	$ 5,968,445	$ 15,865,956	$ (9,610,686)	-37.72%
TOTAL REVENUES	$ 143,766,886	$ 151,296,621	$ 160,044,319	$ 90,752,186	$ 136,816,499	$ (14,480,122)	-9.57%
RETAINED EARNINGS	$ 3,126,344	$ 1,066,034	$ 1,066,034		$ 718,439	$ (347,595)	-32.61%
TRANSFERS/SURPLUSES	$ 6,404,527	$ -	$ (5,294,381)	$ -	$ 10,068,621	$ 10,068,621	0.00%
TAX LEVY	$ 98,491,357	$ 97,851,004	$ 97,851,004	NA	$ 98,495,969	$ 644,965	0.66%

CAPITAL BUDGET	2010 ACTUAL	2011 ADOPTED BUDGET	2011 MODIFIED BUDGET	2011 ACTUAL YTD (a)	2012 BUDGET	CHANGE FROM 2011 ADOPTED BUDGET $	%
EXPENDITURES	$ 15,378,799	$ 19,982,500	$ 24,380,368	$ 9,449,559	$ 39,956,000	$ 19,973,500	99.95%
REVENUES (b)	$13,283,947	$ 17,557,500	$ 17,677,500	$ 12,263,106	$ 37,531,000	$ 19,973,500	113.76%
TAX LEVY/ FUND BALANCE (c)	$ 2,094,852	$ 2,425,000	$ 6,702,868		$ 2,425,000	$ -	0.00%

(a) 2011 Actual Year to Date figures include financial and encumbrance activity through 9/14/11.

(b) Amounts include fund balance appropriations in 2010, 2011, and 2012 budget amounts.

(c) Capital projects are multi-year appropriations; therefore, negative tax levy figures represent unexpended funds that may be spent in subsequent years.

REGULAR FULL-TIME / PART-TIME
BUDGETED POSITIONS SUMMARY 2010-2012
EXCLUDES OVERTIME AND EXTRA HELP

	DEPARTMENTS BY FUND & FUNCTIONAL AREA	FUND	2010 Adopted Budget (a)(b)	Change from 2010	2011 Adopted Budget (a)(b)	Change from 2011	2012 Budget
	Emergency Preparedness	General	51.75	-	51.75	(0.60)	51.15
	Emergency Preparedness	Radio Services	5.25	-	5.25	-	5.25
	District Attorney	General	30.00	-	30.00	-	30.00
	Circuit Court Services	General	97.00	(1.50)	95.50	(3.50)	92.00
	Medical Examiner	General	10.75	-	10.75	(0.13)	10.62
	Sheriff	General	353.38	3.12	356.50	(2.00)	354.50
	Justice and Public Safety		**548.13**	**1.62**	**549.75**	**(6.23)**	**543.52**
	Corporation Counsel	Child Support - General Fund	27.60	-	27.60	-	27.60
(a)	Health & Human Services	General Fund	367.64	0.47	368.11	(2.05)	366.06
(a)	Health & Human Services	Aging & Disab. Res. Center Grant Func	24.26	(0.35)	23.91	0.49	24.40
(b)	**Health and Human Services (b)**		**419.50**	**0.12**	**419.62**	**(1.56)**	**418.06**
(c)	Register Of Deeds	General	21.00	(2.00)	19.00	(0.40)	18.60
	UW-Extension	General	3.00	-	3.00	-	3.00
	Fed. Library	State Aids & Misc. Fund	7.00	(0.75)	6.25	(0.25)	6.00
	Fed. Library	CAFÉ Shared Automation Fund	-	0.75	0.75	0.25	1.00
	Parks & Land Use	General	89.70	(7.70)	82.00	(1.20)	80.80
	Parks & Land Use	Golf Course	7.60	1.25	8.85	-	8.85
	Parks & Land Use	Ice Arenas	4.95	-	4.95	-	4.95
	Parks & Land Use	Materials Recycling Fund	-	4.15	4.15	-	4.15
	Parks & Land Use	Land Information Systems	4.00	-	4.00	-	4.00
(b)	Parks & Land Use	Community Development (a)	2.50	0.30	2.80	(0.45)	2.35
	Parks, Env., Educ., and Land Use		**139.75**	**(4.00)**	**135.75**	**(2.05)**	**133.70**
	Public Works	General	68.25	(4.50)	63.75	(6.25)	57.50
	Public Works	Transportation	64.85	(3.00)	61.85	(0.75)	61.10
	Public Works	Central Fleet Maintenance	16.00	(0.50)	15.50	(1.50)	14.00
	Public Works	Airport	3.00	-	3.00	-	3.00
	Public Works		**152.10**	**(8.00)**	**144.10**	**(8.50)**	**135.60**
	County Executive	General	4.50	-	4.50	0.15	4.65
	County Board	General	8.00	(1.00)	7.00	-	7.00
	County Clerk	General	4.00	-	4.00	-	4.00
	Treasurer	General	6.00	-	6.00	(0.50)	5.50
(c)	Dept. Of Administration	General	55.60	-	55.60	-	55.60
	Dept. Of Administration	Risk Management	3.20	-	3.20	-	3.20
	Dept. Of Administration	Communications	2.35	-	2.35	-	2.35
	Dept. Of Administration	Collections	5.75	-	5.75	-	5.75
	Dept. Of Administration	End User Ops. & Tech. Fund	26.60	-	26.60	-	26.60
	Corporation Counsel	General	11.40	-	11.40	-	11.40
	General Administration		**127.40**	**(1.00)**	**126.40**	**(0.35)**	**126.05**
	Total Regular (F.T. / P.T) Positions County-Wide (FTE)		**1,386.88**	**(11.26)**	**1,375.62**	**(18.69)**	**1,356.93**

(a) The 2011 Adopted Budget is restated for comparative purposes to the 2012 budget to reflect the shifting of 0.30 FTE programs and projects analyst positions (and related expenditure authority and revenues), to the Human Services General Fund budget from the Aging & Disability Resource Center (ADRC) Grant Fund (special revenue fund) Budget.

(b) The Community Development Fund, which was previously budgeted in the County Executive Department in the Health and Human Services Functional Area, has been transferred to the Parks and Land Use Department in the Parks, Environment, Education and Land Use Functional Area per County Board enrolled resolution 166-5. History has been restated for comparative purposes to the 2012 budget.

(c) The Tax Listing program, which was previously budgeted in Register of Deeds Office in the Parks, Environment, Education and Land Use Functional Area was shifted to the Department of Administration in the General Administration Functional Area during 2011, per County Board enrolled ordinance 166-29. History has been restated for comparative purposes to the 2012 budget.

For additional detail see the Budgeted Position Detail Summary for each Department

SUMMARY OF NET CHANGE IN FUNDED REGULAR FULL-TIME/PART-TIME POSITIONS IN 2012 BUDGET BY POSITION TITLE

	Dept	Fund	Program	Position Title	FTE Count
	2012 Adopted Budget Position Unfunds (But Not Abolished)				
	Emergency Preparedness	General	Communication Center Operation	Communication Center Supervisor (Overfill)	(1.00)
	Circuit Court Services	General	Administrative Services Division	Court Reporter	(0.50)
	Circuit Court Services	General	Criminal and Traffic Division	Clerk Typist I-II	(1.00)
	Circuit Court Services	General	Juvenile Court	Clerk Typist II	(0.50)
	Circuit Court Services	General	Court Commissioner Office	Court Commissioner	(1.00)
	Circuit Court Services	General	Register in Probate Office	Program Assistant	(0.50)
	Sheriff	General	Court Security	Deputy Sheriff	(1.00)
	Sheriff	General	Inmate Security and Services-Jail	Correctional Supervisor	(1.00)
	Parks & Land Use	General	Code Enforcement/Zoning	Senior Land Use Specialist	(0.50)
	Parks & Land Use	General	Septic/Well/Lab & Licensing	Environmental Health Sanitarian	(1.00)
	Public Works	Transportation	County & State Highway Ops.	Patrol Worker	(2.00)
	Public Works	Central Fleet	Central Fleet	Shop Supervisor	(1.00)
	Public Works	Central Fleet	Central Fleet	Mechanic	(0.50)
	Subtotal 2012 Adopted Budget Position Unfunds (But Not Abolished)				**(11.50)**
	2012 Adopted Budget Positions Unfunded and Abolished				
	Health & Human Services	General	Administrative Services	Office Services Coordinator	(1.00)
	Health & Human Services	General	Juvenile Center	Juvenile Center Workers	(3.70)
	Health & Human Services	General	Mental Health Outpatient & Support Svcs.	Sr. Mental Health Counselor	(1.55)
*	Health & Human Services	General	Public Health - WIC	Clerk Typist II	(1.00)
*	Health & Human Services	ADRC Grant	Aging and Disabilities Resource Center	Clerk Typist I	(1.00)
	Treasurer	General	Administrative Services & Tax Collections	Clerk Typist I-II	(1.00)
	Public Works	General	Housekeeping Services	Building Service Worker I	(10.00)
	Public Works	General	Housekeeping Services	Building Service Worker II	(4.00)
	Subtotal 2012 Adopted Budget Positions Unfunded and Abolished				**(23.25)**
	2012 Adopted Budget Position Creations				
	Health & Human Services	General	Administrative Services	Senior Financial Analyst	1.00
	Health & Human Services	General	Econ. Svcs. Admin. and Support	Economic Support Specialist	1.00
	Health & Human Services	General	Econ. Svcs. Admin. and Support	Clerk Typist II	1.00
	Health & Human Services	General	Mental Health Outpatient & Support Svcs.	Clinical Therapist	1.00
	Health & Human Services	General	Mental Health Outpatient & Support Svcs.	Sr. Mental Health Counselor	1.00
*	Health & Human Services	General	Public Health - WIC	Community Health Educator	1.00
	Public Works	General	Housekeeping Services	Building Service Workers	9.00
*	Health & Human Services	ADRC Grant	Aging and Disabilities Resource Center	Clerk Typist I-II	1.00
	Treasurer	General	Administrative Services & Tax Collections	Clerk Typist I-II	0.50
	Subtotal 2012 Adopted Budget Position Creations				**16.50**
	2012 Adopted Budget Position Funded Increases/(Decreases)				
*	Medical Examiner	General	Autopsy/Examinations	Dep. Med. Examiner/Pathologist Assistant	(0.13)
	Health & Human Services	General	Juvenile Center	Juvenile Center Worker	(0.30)
*	Health & Human Services	General	Senior Dining	Senior Dining Manager	(0.01)
	Subtotal 2012 Adopted Budget Position Funded Increases/(Decreases)				**(0.44)**
	Off-Budget Current Year 2011 Funded/(Unfunded)/Create/Abolish Position Changes				
	Administration	General	Tax Listing	Program Assistant (Enr. Ord. 166-29)	1.00
	Administration	General	Tax Listing	Real Property Tax Lister (Enr. Ord. 166-29)	(1.00)
	Circuit Court Services	General	Family Court Services	Circuit Court Div. Coord. (Enr. Ord. 166-36)	1.00
	Circuit Court Services	General	Family Court Services	Circuit Court Supervisor (Enr. Ord. 166-36)	(1.00)
	Subtotal Off-Budget Current Year 2011 Funded/(Unfunded) Position Changes				**-**
	Total 2012 Adopted Budget Net Funded/(Unfunded) Position Changes				**(18.69)**

*These are positions that include sunset clauses, which will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

The following schedules detail the funded position totals by department and program. They are presented alphabetically in department order.

ADMINISTRATION - General Fund	10 Year End	11 Budget	12 Budget	Change
Administrative Services				
Collections & Business Services Manager	0.10	0.10	0.10	-
Office Services Coordinator	0.70	0.70	0.70	-
Human Resources Assistant	2.00	2.00	2.00	-
Clerk Typist I/II	0.75	0.75	0.75	-
Clerk Typist II	1.45	1.45	1.45	-
Clerk Typist III	1.00	1.00	1.00	-
Clerk Typist II - Confidential	1.00	1.00	1.00	-
Clerk Typist III - Confidential	2.00	2.00	2.00	-
Purchasing Clerk	1.00	1.00	1.00	-
Extra Help	0.80	0.80	0.82	0.02
Overtime	-	-	-	-
Subtotal	10.80	10.80	10.82	0.02
Business Office				
Director of Administration	0.85	0.85	0.85	-
Collections & Business Services Manager	0.40	0.40	0.40	-
* Workforce Development Center Coordinator	1.00	1.00	1.00	-
Senior Financial Analyst	0.75	0.75	0.75	-
Administrative Assistant I - Fiscal Mgmt	0.50	0.50	0.50	-
Account Clerk I	2.00	2.00	2.00	-
Extra Help		-		-
Overtime	-	-	-	-
Subtotal	5.50	5.50	5.50	-
Payroll				
Accounting Services Manager	0.25	0.25	0.25	-
Senior Financial Analyst	0.25	0.75	0.75	-
Payroll Coordinator	1.00	1.00	1.00	-
Account Clerk II	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	0.01	0.01	-
Subtotal	2.50	3.01	3.01	-
Accounting Services/Accounts Payable				
Accounting Services Manager	0.75	0.75	0.75	-
Principal Financial Project Analyst	2.00	2.00	2.00	-
Senior Financial Analyst	0.75	0.25	0.25	-
Administrative Assistant I - Fiscal Mgmt	1.00	1.00	1.00	-
Account Clerk I	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	0.01	0.01	-
Subtotal	6.50	6.01	6.01	-
Tax Listing				
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist III	2.00	2.00	2.00	-
Program Assistant	-	1.00	1.00	-
Real Property Tax Lister	1.00	-	-	-
Community Service Representative	1.00	1.00	1.00	-
Extra Help	-	-		-
Overtime	0.02	0.02	0.05	0.03
Subtotal	5.02	5.02	5.05	0.03
Budget Management				
Budget Manager	1.00	1.00	1.00	-
Budget Management Specialist	1.00	1.00	1.00	-
Senior Financial Budget Analyst	3.00	3.00	3.00	-
Extra Help - Budget Intern	0.56	0.56	0.80	0.24
Overtime	-	-	-	-
Subtotal	5.56	5.56	5.80	0.24

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - General Fund (cont.)	10 Year End	11 Budget	12 Budget	Change
Human Resources				
Human Resources Manager	-	1.00	1.00	-
Labor Relations Manager	1.00	-	-	-
Employment Services Manager	1.00	-	-	-
Employee Benefits Administrator	1.00	1.00	1.00	-
Training Coordinator	1.00	1.00	1.00	-
Principal Human Resources Analyst	1.00	1.00	1.00	-
Senior Human Resources Analyst	2.00	2.00	2.00	-
Human Resources Analyst	-	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	7.00	-
Purchasing				
Risk/Purchasing Manager	0.25	0.25	0.25	-
Principal Buyer	1.00	1.00	1.00	-
Senior Buyer	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.25	3.25	3.25	-
Information Technology Solutions				
Information Systems Manager	0.85	0.85	0.85	-
Solutions Administrator	1.00	1.00	1.00	-
Principal Information Systems Professional	3.00	3.00	3.00	-
Senior Information Systems Professional	6.00	6.00	6.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	10.85	10.85	10.85	-
End User Operations & Technology Fund (Memo)				
Information Technology Manager	0.15	0.15	0.15	-
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	12.00	12.00	12.00	-
Senior Information Technology Professional	7.00	7.00	7.00	-
Information Technology Technician	1.40	1.40	1.40	-
Office Services Coordinator	0.25	0.25	0.25	-
Records Management Analyst	2.00	2.00	2.00	-
Clerk II	1.00	1.00	1.00	-
Delivery and Receiving Clerk	1.00	1.00	1.00	-
Extra Help	5.78	5.39	6.22	0.83
Overtime	0.06	0.06	0.06	-
Subtotal	32.44	32.05	32.88	0.83
TOTAL ADMINISTRATION - General Fund	**56.98**	**57.00**	**57.29**	**0.29**
Regular Positions	55.60	55.60	55.60	-
Extra Help	1.36	1.36	1.62	0.26
Overtime	0.02	0.04	0.07	0.03

ADMINISTRATION - General Fund (cont.)

2012 BUDGET ACTIONS:

Add: 0.02 FTE Temporary Extra Help in Administrative Services.
Add: 0.03 FTE Overtime in Tax Listing.
Add: 0.24 FTE Temporary Extra Help in Budget.

2011 CURRENT YEAR ACTIONS:

Transfer: 1.00 FTE Community Services Representative from Business Office to Tax Listing.
Transfer in: 1.00 FTE Clerk Typist II from Register of Deeds to DOA-Tax Listing.
Transfer in: 2.00 FTE Clerk Typist III from Register of Deeds to DOA-Tax Listing.
Transfer in: 1.00 FTE Real Property Tax Lister from Register of Deeds to DOA-Tax Listing.
Abolish: 1.00 FTE Real Property Tax Lister.
Create: 1.00 FTE Program Assistant.

2011 BUDGET ACTIONS:

Transfer: 0.50 FTE Senior Financial Analyst from Accounting to Payroll.
Add: 0.01 FTE Overtime in Payroll.
Add: 0.01 FTE Overtime in Accounting.
Retitle: Senior Financial Analyst to Senior Financial Budget Analyst

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - End User Technology Fund	10 Year End	11 Budget	12 Budget	Change
End User Technology				
Information Technology Manager	0.15	0.15	0.15	-
Business Services Administrator	1.00	1.00	1.00	-
Information Technology Infrastructure Administrator	0.80	0.80	0.80	-
Principal Information Technology Professional	12.00	12.00	12.00	-
Senior Information Technology Professional	7.00	7.00	7.00	-
Information Technology Technician	1.40	1.40	1.40	-
Extra Help	3.38	3.38	3.38	-
Subtotal	25.73	25.73	25.73	-
Records Management including Microfilming/Imaging				
Records Management Analyst	1.90	1.90	1.90	-
Office Services Coordinator	0.25	0.25	0.25	-
Clerk II	1.00	1.00	1.00	-
Delivery and Receiving Clerk	0.80	0.80	0.80	-
Extra Help	2.40	2.01	2.84	0.83
Overtime	0.06	0.06	0.06	-
Subtotal	6.41	6.02	6.85	0.83
Mail Services				
Delivery and Receiving Clerk	0.20	0.20	0.20	-
Records Management Analyst	0.10	0.10	0.10	-
Imaging Technician	-	-	-	-
Subtotal	0.30	0.30	0.30	-
TOTAL ADMINISTRATION - End User Technology Fund	**32.44**	**32.05**	**32.88**	**0.83**
Regular Positions	26.60	26.60	26.60	-
Extra Help	5.78	5.39	6.22	0.83
Overtime	0.06	0.06	0.06	-

2012 BUDGET ACTIONS:
Increase: 0.83 FTE Extra Help in Records Management.

2011 CURRENT YEAR ACTIONS:
None

2011 BUDGET ACTIONS:
Reduce: 1.88 FTE Extra Help in Records Management.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Risk Management Fund		10 Year End	11 Budget	12 Budget	Change
General/Auto Liability & Other Insurance					
Clerk Typist I/II		0.25	0.25	0.25	-
Clerk Typist III		0.75	0.75	0.75	-
Director of Administration		0.10	0.10	0.10	-
Office Service's Coordinator		0.05	0.05	0.05	-
Risk/Purchasing Manager		0.60	0.60	0.60	-
Principal Risk Management Analyst		0.20	0.20	0.20	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.95	1.95	1.95	-
Worker's Compensation					
Clerk Typist III		0.25	0.25	0.25	-
Director of Administration		0.05	0.05	0.05	-
Risk/Purchasing Manager		0.15	0.15	0.15	-
Principal Risk Management Analyst		0.80	0.80	0.80	-
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	1.25	1.25	1.25	-
TOTAL ADMINISTRATION - Risk Management Fund		**3.20**	**3.20**	**3.20**	**0.00**
Regular Positions		3.20	3.20	3.20	0.00
Extra Help		0.00	0.00	0.00	0.00
Overtime		0.00	0.00	0.00	0.00

2012 BUDGET ACTIONS:

None

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

ADMINISTRATION - Communications Fund	10 Year End	11 Budget	12 Budget	Change
Communications				
Administrative Assistant I - Fiscal Mgmt	0.50	0.50	0.50	-
Clerk Typist I-II	0.05	0.05	0.05	-
Information Technology Technician	0.60	0.60	0.60	-
Information Technology Administrator	0.20	0.20	0.20	-
Telecommunications Specialist	1.00	1.00	1.00	-
Extra Help				-
Overtime	0.02	0.02	0.02	-
Subtotal	2.37	2.37	2.37	-
TOTAL ADMINISTRATION - Communications Fund	**2.37**	**2.37**	**2.37**	**-**
Regular Positions	2.35	2.35	2.35	-
Extra Help	-	-	-	-
Overtime	0.02	0.02	0.02	-

2012 BUDGET ACTIONS:
None

2011 CURRENT YEAR ACTIONS:
None

2011 BUDGET ACTIONS:
None

ADMINISTRATION - Collections Fund	10 Year End	11 Budget	12 Budget	Change
Collections				
Account Clerk I	1.00	1.00	1.00	-
Collection and Business Services Manager	0.50	0.50	0.50	-
Senior Collections Specialist	4.00	4.00	4.00	-
Senior Financial Analyst	0.25	0.25	0.25	-
Extra Help	1.38	2.13	5.15	3.02
Overtime	-	-	-	-
Subtotal	7.13	7.88	10.90	3.02
TOTAL ADMINISTRATION - Collections Fund	**7.13**	**7.88**	**10.90**	**3.02**
Regular Positions	5.75	5.75	5.75	-
Extra Help	1.38	2.13	5.15	3.02
Overtime	-	-	-	-

2012 BUDGET ACTIONS:
Increase Extra Help 3.02 FTE

2011 CURRENT YEAR ACTIONS:
None

2011 BUDGET ACTIONS:
Increase Extra Help 0.75 FTE

TOTAL ADMINISTRATION - ALL FUNDS	102.12	102.50	106.64	4.14
Regular Positions	93.50	93.50	93.50	-
Extra Help	8.52	8.88	12.99	4.11
Overtime	0.10	0.12	0.15	0.03

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES	10 Year End	11 Budget	12 Budget	Change
Administrative Services Division				
Administrative Ass't. - Fiscal Mgmt.	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Clerk of Courts	1.00	1.00	1.00	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Clerk (Jury Coordinator)	1.00	1.00	1.00	-
Principal Information Systems Professional	1.00	1.00	1.00	-
Programs and Projects Analyst	1.00	1.00	1.00	-
Court Reporter	-	-	0.50	0.50
Extra Help	-	-	1.38	1.38
Overtime	-	-	-	-
Subtotal	7.00	7.00	8.88	1.88
Criminal and Traffic Division				
Account Clerk I	1.00	1.00	1.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	1.00	-
Clerk Typist I-II	4.00	4.00	3.00	(1.00)
Clerk Typist II	4.50	4.00	4.00	-
Clerk Typist III	4.00	4.00	4.00	-
Legal Clerk	5.00	5.00	5.00	-
Deputy Clerk of Court	7.00	7.00	7.00	-
Circuit Court Supervisor	2.00	2.00	2.00	-
Extra Help	0.30	-	-	-
Overtime	0.10	0.10	0.10	-
Subtotal	29.90	29.10	28.10	(1.00)
Family Division				
Account Clerk I	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	1.00	-
Clerk Typist I-II	2.00	2.00	2.00	-
Clerk Typist III	2.00	2.00	2.00	-
Legal Clerk	3.00	3.00	3.00	-
Deputy Clerk of Court	4.00	4.00	5.00	1.00
Circuit Court Supervisor	1.00	1.00	-	(1.00)
Circuit Court Division Coordinator	-	-	1.00	1.00
Extra Help	-	-	0.48	0.48
Overtime	0.05	0.05	0.05	-
Subtotal	14.05	14.05	15.53	1.48
Civil and Small Claim Division				
Account Clerk I	1.00	1.00	1.00	-
Chief Deputy Clerk	1.00	1.00	1.00	-
Clerk I-II	1.00	1.00	1.00	-
Clerk Typist II	2.00	2.00	2.00	-
Clerk Typist III	3.00	3.00	3.00	-
Legal Clerk	3.00	3.00	3.00	-
Deputy Clerk of Court	5.00	5.00	4.00	(1.00)
Circuit Court Supervisor	1.00	1.00	1.00	-
Extra Help	0.62	0.50	0.48	(0.02)
Overtime	0.07	0.10	0.12	0.02
Subtotal	17.69	17.60	16.60	(1.00)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CIRCUIT COURT SERVICES (cont.)	10 Year End	11 Budget	12 Budget	Change
Juvenile Court				
Account Clerk I	1.00	1.00	1.00	-
Clerk of Juvenile Court	1.00	1.00	1.00	-
Clerk Typist I-II	1.00	1.00	1.00	-
Clerk Typist II	1.00	0.50	-	(0.50)
Clerk Typist III	2.00	2.00	2.00	-
Legal Clerk	1.00	1.00	1.00	-
Deputy Clerk of Juvenile Court	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.02	0.03	0.03	-
Subtotal	9.02	8.53	8.03	(0.50)
Family Court Services				
Clerk Typist III	1.00	1.00	1.00	-
Family Court Counseling Supervisor	1.00	1.00	1.00	-
Social Worker	5.00	5.00	5.00	-
Extra Help	0.06	0.06	0.06	-
Overtime	-	-	-	-
Subtotal	7.06	7.06	7.06	-
Court Commissioner Office				
Court Commissioner	5.00	5.00	4.00	(1.00)
Court Reporter	1.50	1.00	-	(1.00)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.50	6.00	4.00	(2.00)
Register in Probate Office				
Clerk Typist I	1.00	1.00	1.00	-
Clerk Typist II	1.00	1.00	1.00	-
Deputy Register in Probate	2.00	2.00	2.00	-
Program Assistant	2.00	2.00	1.50	(0.50)
Register in Probate	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.00	7.00	6.50	(0.50)
TOTAL CIRCUIT COURT SERVICES	**98.22**	**96.34**	**94.70**	**(1.64)**
Regular Positions	97.00	95.50	92.00	(3.50)
Extra Help	0.98	0.56	2.40	1.84
Overtime	0.24	0.28	0.30	0.02

2012 BUDGET ACTIONS:

Unfund: 1.00 FTE Clerk Typist I-II in the Criminal Traffic Division
Unfund: 0.50 FTE Court Reporter in the Administration Division
Unfund: 0.50 FTE Program Assistant in the Probate Division
Unfund: 0.50 FTE Clerk Typist II in the Juvenile Division
Unfund: 1.00 FTE Court Commissioner Position in the Court Commissioners Office
Increase: 0.02 FTE Overtime in the Civil Division
Increase: 0.48 FTE Temporary Extra Help for Clerical Assistance in the Family Division
Increase: 0.26 FTE Temporary Extra Help for Civilian Bailiffs in the Administration Division
Increase: 0.13 FTE Temporary Extra Help for Program Assistant in the Administration Division
Increase: 0.48 FTE Temporary Extra Help for Clerical Assistance in the Civil Division
Transfer: 0.50 FTE Temporary Extra Help for Civilian Bailiffs from Civil Division to the Administration Division

2011 CURRENT YEAR ACTIONS:

Increase: 0.24 FTE Temporary Extra Help for Civilian Bailiffs in the Administration Division
Increase: 0.25 FTE Temporary Extra Help for Program Assistant in the Administration Division
Transfer: 1.00 FTE Court Reporters from Court Commissioners' Office to the Administration Division
Transfer: 1.00 FTE Deputy Clerk from the Civil Division to the Family Division
Abolish: 1.00 FTE Circuit Court Supervisor in the Family Division
Create: 1.00 FTE Circuit Court Division Coordinator in the Family Division

2011 BUDGET ACTIONS:

Unfund: 0.50 FTE Clerk Typist II in the Criminal Traffic Division
Unfund: 0.50 FTE Clerk Typist II in the Juvenile Court Office
Unfund: 0.50 FTE Court Reporter in the Court Commissioners' Office
Increase 0.04 FTE Overtime across divisions
Reduce: 0.42 FTE Temporary Extra Help across divisions

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

CORPORATION COUNSEL - General Fund	10 Year End	11 Budget	12 Budget	Change
General Legal Services				
Corporation Counsel	0.40	0.40	0.40	-
Principal Assistant Corporation Counsel*	1.10	1.50	1.10	(0.40)
Senior Attorney	3.10	2.10	3.50	1.40
Attorney	0.40	1.00	-	(1.00)
Commitment Hearings Coordinator	1.00	1.00	1.00	-
Office Services Coordinator	0.25	0.25	0.25	-
Legal Clerk	2.90	2.90	2.90	-
Extra Help	0.70	0.82	0.97	0.15
Overtime	0.00	0.02	0.04	0.02
Subtotal	9.85	9.99	10.16	0.17
Administrative / Internal Services				
Corporation Counsel	0.45	0.45	0.45	-
Principal Assistant Corporation Counsel	0.90	0.90	0.90	-
Financial Analyst	0.15	0.15	0.15	-
Office Services Coordinator	0.25	0.25	0.25	-
Clerk Typist I/II	0.50	0.50	0.50	-
Extra Help		-		-
Overtime		-		-
Subtotal	2.25	2.25	2.25	-
TOTAL CORPORATION COUNSEL - General Fund	**12.10**	**12.24**	**12.41**	**0.17**
Regular Positions	11.40	11.40	11.40	0.00
Extra Help	0.70	0.82	0.97	0.15
Overtime	0.00	0.02	0.04	0.02

2012 BUDGET ACTIONS:

Increase .15 FTE Extra Help in General Legal Services

Increase .02 FTE Overtime in General Legal Services

2011 CURRENT YEAR ACTIONS:

Transferred .40 FTE Attorney from General Legal Services to Child Support

Transferred .40 FTE Senior Attorney from Child Support to General Legal Services

Reclassification of 1.0 FTE from Attorney to Senior Attorney in General Legal Services

2011 BUDGET ACTIONS:

*1.00 FTE Principal Assistant Corporation Counsel underfilled by .40 FTE Attorney in Corporation Counsel - General Legal Services program and (transfer out) .60 FTE Attorney in Child Support

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

CORPORATION COUNSEL - Child Support	10 Year End	11 Budget	12 Budget	Change
Corporation Counsel	0.15	0.15	0.15	-
Principal Assistant Corporation Counsel	1.00	1.00	1.00	-
Senior Attorney	1.90	1.90	1.50	(0.40)
* Attorney	0.60	0.60	1.00	0.40
Child Support Supervisor	1.00	1.00	1.00	-
Financial Analyst	0.85	0.85	0.85	-
Office Services Coordinator	1.50	1.50	1.50	-
** Child Support Specialist	1.00	1.00	1.00	-
Child Support Specialist	8.00	8.00	8.00	-
Legal Clerk	2.10	2.10	2.10	-
Account Clerk I	2.00	2.00	2.00	-
Clerk Typist III	2.00	2.00	2.00	-
Clerk Typist II	4.00	4.00	4.00	-
Clerk Typist I/II	1.50	1.50	1.50	-
Extra Help	1.38	1.56	1.80	0.24
Overtime	0.01	0.03	0.08	0.05
TOTAL CORPORATION COUNSEL - Child Support	**28.99**	**29.19**	**29.48**	**0.29**
Regular Positions	27.60	27.60	27.60	0.00
Extra Help	1.38	1.56	1.80	0.24
Overtime	0.01	0.03	0.08	0.05
TOTAL CORPORATION COUNSEL	**41.09**	**41.43**	**41.89**	**0.46**
Regular Positions	39.00	39.00	39.00	-
Extra Help	2.08	2.38	2.77	0.39
Overtime	0.01	0.05	0.12	0.07

*1.0 FTE Approved Principal Assistant Corporation Counsel underfilled as Attorney.

** Child Support Specialist position has a sunset clause attached (Enr. Ord 156-065) to the position that it will be reduced or terminated if funding is reduced or terminated.

All Child Support positions are funded with State Administrative Reimbursement of 66%.

2012 BUDGET ACTIONS:
Increase: 0.24 FTE temporary extra help
Increase: 0.05 FTE overtime

2011 CURRENT YEAR ACTIONS:
Increase: 0.40 FTE Attorney reallocated from Corp. Counsel General Legal Services prgm to Child Support
Decrease: 0.40 FTE Senior Attorney reallocated from Child Support program to General Legal Services

2011 BUDGET ACTIONS:

Decrease: 0.34 FTE Temporary Extra Help
Decrease: 0.05 FTE Overtime

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY BOARD	10 Year End	11 Budget	12 Budget	Change
Legislative Support				
County Board Chairman*	1.00	1.00	1.00	-
County Board Chief of Staff	1.00	1.00	1.00	-
Legislative Policy Advisor**	2.00	2.00	2.00	-
Office Services Coordinator			-	-
Committee Secretary	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	6.00	6.00	6.00	-
Internal Audit				
Internal Audit Manager	1.00	1.00	1.00	-
Principal Internal Auditor	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	1.00	-
TOTAL COUNTY BOARD*	**7.00**	**7.00**	**7.00**	**0.00**
Regular Positions	7.00	7.00	7.00	-
Overtime	0.00	0.00	0.00	-
Extra Help	0.00	0.00	0.00	-

* The Waukesha County Board of Supervisors consists of 25 elected members . They elect a Chairperson who fills a 1.00 FTE position in the Legislative Support program. No FTE is budgeted for the County Board and Committees Operations program due to the part-time nature of the 24 Supervisor positions.

** 1.00 FTE Legislative Policy Advisor underfilled as 1.00 FTE Programs and Projects Analyst

2012 BUDGET ACTIONS:

None

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Unfund: 1.00 FTE Office Services Coordinator

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY CLERK	10 Year End	11 Budget	12 Budget	Change
Elections				
Account Clerk I	0.80	0.80	0.80	-
County Clerk	0.80	0.80	0.80	-
Deputy County Clerk	0.80	0.80	0.80	-
Extra Help	0.47	0.31	0.96	0.65
Overtime	0.05	-	0.05	0.05
Subtotal	2.92	2.71	3.41	0.70
Legislative Support & Administrative Services				
Account Clerk I	0.10	0.10	0.10	-
Clerk Typist II	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	-	0.07	0.07	-
Overtime	-	-	-	-
Subtotal	0.80	0.87	0.87	-
Licensing				
Account Clerk I	0.10	0.10	0.10	-
Clerk Typist II	0.50	0.50	0.50	-
County Clerk	0.10	0.10	0.10	-
Deputy County Clerk	0.10	0.10	0.10	-
Extra Help	0.60	0.51	0.51	-
Overtime	0.01	0.01	0.01	-
Subtotal	1.41	1.32	1.32	-
TOTAL COUNTY CLERK	**5.13**	**4.90**	**5.60**	**0.70**
Regular Positions	4.00	4.00	4.00	-
Extra Help	1.07	0.89	1.54	0.65
Overtime	0.06	0.01	0.06	0.05

2012 BUDGET ACTIONS:

Elections

Increase temporary extra help by 0.65 FTE

Increase overtime by 0.05 FTE based on 2010 actual usage.

2011 CURRENT YEAR ACTIONS:

Elections

Contingency Fund Transfer for costs related to Wisconsin Supreme Court Recount, which increases temporary extra help by 0.06 FTE and overtime by 0.04 FTE. (Enrolled Ordinance 166-30)

2011 BUDGET ACTIONS:

Elections

Reduce budgeted temporary extra help by 0.27 FTE.

Licensing

Increase budgeted overtime by 0.01 FTE.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY EXECUTIVE - General Fund	10 Year End	11 Budget	12 Budget	Change
Customer/Community Service/Advisory Boards				
Clerk Typist I/II	0.50	0.50	0.65	0.15
Chief of Staff	1.00	1.00	1.00	-
County Executive	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	-
Extra Help	-	0.04	0.04	-
Overtime	-	-	-	-
Subtotal	4.50	4.54	4.69	0.15
TOTAL COUNTY EXECUTIVE - General Fund	**4.50**	**4.54**	**4.69**	**0.15**
Regular Positions	4.50	4.50	4.65	0.15
Extra Help	0.00	0.04	0.04	0.00
Overtime	0.00	0.00	0.00	0.00

2012 BUDGET ACTIONS:

Allocate an additional 0.15 FTE Clerk Typist I-II from Community Development to the County Executive.

2011 CURRENT YEAR ACTIONS:

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

DISTRICT ATTORNEY	10 Year End	11 Budget	12 Budget	Change
Prosecution / Administrative Services				
Office Services Coordinator	1.00	1.00	1.00	-
Computer Services Coordinator	-	-	-	-
Secretary Supervisor	1.00	1.00	1.00	-
Social Worker I	1.00	1.00	1.00	-
Legal Clerk	9.00	9.00	9.00	-
Check Investigator	1.00	1.00	1.00	-
Clerk Typist III	4.00	4.00	4.00	-
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist I/II	3.00	2.00	2.00	-
Clerk Typist I	0.50	1.50	1.50	-
Extra Help	-	0.04	-	(0.04)
Overtime	-	-	-	-
Subtotal	21.50	21.54	21.50	(0.04)
Victim/Witness Program				
Victim/Witness Program Coordinator	1.00	1.00	1.00	-
Victim/Witness Specialist	2.50	2.50	2.50	-
Victim/Witness Specialist (Chap. 950)	3.00	3.00	3.00	-
Clerk Typist II (Chap. 950)	1.00	1.00	1.00	-
Extra Help	-	-		-
Overtime	-	-	-	-
Subtotal	7.50	7.50	7.50	-
VOCA Grant Program				
* Social Worker	1.00	1.00	1.00	-
EH - Social Worker	0.33	0.29	0.27	(0.02)
EH - Victim/Witness Specialist	0.45	0.47	0.48	0.01
Extra Help - Intern	0.07	0.08	0.07	(0.01)
Overtime	-	0.01	-	(0.01)
Subtotal	1.85	1.85	1.82	(0.03)
Victim/Witness Subtotal	**9.35**	**9.35**	**9.32**	**(0.03)**

* Positions are 100% State Funded and will be reduced or terminated if funding is reduced or terminated.

State funded District Attorney/ Assistant DA's		16.50	16.50	0.00

TOTAL DISTRICT ATTORNEY	30.85	30.89	30.82	(0.07)
Regular Positions	30.00	30.00	30.00	0.00
Extra Help	0.85	0.88	0.82	(0.06)
Overtime	-	0.01	-	(0.01)

2012 BUDGET ACTIONS:

Reduce Extra Help by 0.06 FTE

Reduce Overtime by 0.01 FTE

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Abolish 1.0 Regular FTE Clerk Typist I/II; Create 2.0 Part-Time FTE Clerk Typist I

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - General Fund	10 Year End	11 Budget	12 Budget	Change
Communication Center Operation				
Director of Emergency Preparedness	0.75	0.75	0.75	-
Training and Operations Manager	1.00	1.00	1.00	-
Communications Center Specialist	1.00	1.00	1.00	-
Communications Center Supervisor	6.00	6.00	5.00	(1.00)
Telecommunicator	40.00	40.00	40.00	-
Clerk Typist III	1.00	1.00	1.00	-
Sr. Financial Analyst	-	-	0.40	0.40
Extra Help				-
Overtime	2.93	2.32	1.92	(0.40)
Subtotal	52.68	52.07	51.07	(1.00)
Disaster Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-	-		-
* Program Assistant	0.75	0.75	0.75	-
Extra Help	-	-		-
Overtime	0.05	0.05	0.05	-
Subtotal	1.30	1.30	1.30	-
Hazardous Materials Management				
Emergency Management Coordinator	0.50	0.50	0.50	-
* Clerk Typist I/II	-	-		-
* Program Assistant	0.25	0.25	0.25	-
Extra Help	-	-		-
Overtime	0.01	0.01	0.01	-
Subtotal	0.76	0.76	0.76	-

* Position will be reduced or terminated if funding is reduced or terminated.

TOTAL EMERGENCY PREPAREDNESS - General Fund	54.74	54.13	53.13	(1.00)
Regular Positions	51.75	51.75	51.15	(0.60)
Extra Help	0.00	0.00	0.00	-
Overtime	2.99	2.38	1.98	(0.40)

2012 BUDGET ACTIONS:

Shift 0.40 FTE Sr. Financial Analyst position from Register of Deeds to Comm. Center Operations
Unfund 1.00 Communications Center Supervisor (overfill)
Decrease Overtime 0.40 FTE

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Overtime reduced by the $50,000 amount added last year for training.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

EMERGENCY PREPAREDNESS - Radio Services Fund	10 Year End	11 Budget	12 Budget	Change
Radio Services Operation				
Director of Emergency Preparedness	0.20	0.20	0.20	-
Radio Communications Administrator	0.80	0.80	0.75	(0.05)
Radio Communications Specialist	0.45	0.45	0.45	-
Radio Communications Technician	1.90	1.90	1.90	-
Account Clerk I	0.90	0.90	0.90	-
Extra Help	-	-	-	-
Overtime	0.16	0.05	0.05	-
Subtotal	4.41	4.30	4.25	(0.05)
Trunked Radio				
Director of Emergency Preparedness	0.05	0.05	0.05	-
Radio Communications Administrator	0.20	0.20	0.25	0.05
Radio Communications Specialist	0.55	0.55	0.55	-
Radio Communications Technician	0.10	0.10	0.10	-
Account Clerk I	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	0.13	0.05	0.05	-
Subtotal	1.13	1.05	1.10	0.05
TOTAL EMERGENCY PREPAREDNESS - Radio Services Fund	**5.54**	**5.35**	**5.35**	**-**
Regular Positions	5.25	5.25	5.25	-
Extra Help	-	-	-	-
Overtime	0.29	0.10	0.10	-
TOTAL EMERGENCY PREPAREDNESS - ALL FUNDS	**60.28**	**59.48**	**58.48**	**(1.00)**
Regular Positions	57.00	57.00	56.40	(0.60)
Extra Help	-	-	-	-
Overtime	3.28	2.48	2.08	(0.40)

2012 BUDGET ACTIONS:

Decrease Radio Communications Administrator by 0.05 FTE in Radio Services Operation

Increase Radio Communications Administrator by 0.05 FTE in Trunked Radio

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Transfer 0.05 FTE Radio Communications Administrator from Radio Services Operations to Trunked Radio Operations

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

FEDERATED LIBRARY	10 Year End	11 Budget (a)	12 Budget	Change
STATE AID, FEDERAL AND MISC. FUND				
Payments to Member Libraries/Systems				
* Clerk Typist III	0.06	0.06	0.06	-
* Director of Federated Library	0.30	0.30	0.30	-
Subtotal	0.36	0.36	0.36	-
Administrative Services				
* Director of Federated Library	0.55	0.55	0.55	-
* Clerk Typist III	0.88	0.88	0.88	-
Overtime	0.01	0.01	0.01	-
Extra Help	-	0.02	0.02	-
Subtotal	1.44	1.46	1.46	-
Resource Sharing				
* Director of Federated Library	0.04	0.04	0.04	-
* Library Services Specialist	0.05	0.05	0.05	-
* Clerk Typist I-II	0.80	0.80	0.80	-
* Clerk Typist III	0.04	0.04	0.04	-
* Librarian	1.50	1.50	1.50	-
Subtotal	2.43	2.43	2.43	-
Automation Technology				
* Director Of Federated Library	0.05	0.05	0.05	-
* Library Automation Coordinator	1.00	0.25	-	(0.25)
Subtotal	1.05	0.30	0.05	(0.25)
Education and Outreach				
* Director of Federated Library	0.06	0.06	0.06	-
* Clerk Typist I-II	0.20	0.20	0.20	-
* Clerk Typist III	0.02	0.02	0.02	-
* Library Services Specialist	0.95	0.95	0.95	-
* Librarian	0.50	0.50	0.50	-
Subtotal	1.73	1.73	1.73	-
CAFÉ SHARED AUTOMATION FUND (a)				
* Library Automation Coordinator	-	0.75	1.00	0.25
Subtotal	-	0.75	1.00	0.25

* Positions will be reduced or terminated if State funding is reduced or terminated.

(a) The CAFÉ Shared Automation Fund was transitioned from the City of Waukesha's Public Library to the Waukesha County Federated Library System beginning in the 2011 budget.

TOTAL FEDERATED LIBRARY	**7.01**	**7.03**	**7.03**	**-**
Regular Positions	7.00	7.00	7.00	-
Overtime	0.01	0.01	0.01	-
Extra Help	-	0.02	0.02	-

2012 BUDGET ACTIONS:

Transfer 0.25 FTE Library Automation Coordinator From Automation Technology to CAFÉ Shared Automation Fund

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Transfer 0.75 FTE Library Automation Coordinator from Automation Technology to CAFÉ Shared Automation Fund

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	10 Year End	11 Budget	12 Budget	Change
Administrative/Information Services				
Account Clerk I	9.00	9.00	9.00	-
* Account Clerk I	1.00	1.00	1.00	-
Account Clerk II	4.00	4.00	4.00	-
Accounting Services Coordinator	1.00	1.00	1.00	-
* Administrative Assistant I	0.58	-	-	-
Administrative Services Manager	1.00	1.00	1.00	-
Centralized Records Supervisor	1.00	1.00	1.00	-
Clerk I	1.00	1.00	1.00	-
Clerk II	3.00	4.00	4.00	-
Clerk Typist I	1.00	1.00	1.00	-
Clerk Typist II	7.00	5.00	5.00	-
Clerk Typist I/II	3.00	3.00	3.00	-
Clerk Typist III	1.00	1.00	1.00	-
Clinical Director	0.10	0.10	0.10	-
Departmental Secretary	1.00	1.00	1.00	-
Deputy Director of Health & Human Services	1.00	1.00	1.00	-
Director of Health & Human Services	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Health and Human Services Coordinator	1.00	1.00	1.00	-
Human Services Supervisor	-	1.00	1.00	-
Office Services Coordinator	4.00	4.00	3.00	(1.00)
Principal Information Systems Professional	1.00	1.00	1.00	-
Program Assistant	3.00	4.00	4.00	-
** Programs and Projects Analyst	1.00	4.00	4.00	-
Senior Financial Analyst	2.00	2.00	3.00	1.00
Extra Help	0.26	0.26	0.26	-
Overtime	0.15	0.15	0.15	-
Subtotal	50.09	53.51	53.51	-
Intake and Shared Services				
Clinical Therapist	1.00	1.00	1.00	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	3.00	3.00	3.00	-
Human Services Support Specialist	4.17	4.00	4.00	-
Social Worker	11.00	11.50	11.50	-
Social Worker	0.50	0.50	0.50	-
Volunteer Program Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.63	0.63	0.63	-
Subtotal	22.30	22.63	22.63	-
Economic Services Administration and Support				
Clerk Typist II	3.00	3.00	4.00	1.00
Economic Support Coordinator	1.00	1.00	1.00	-
Economic Support Specialist	30.00	30.00	31.00	1.00
Economic Support Supervisor	4.00	4.00	4.00	-
Fraud Investigator	1.00	1.00	1.00	-
Human Services Support Specialist	0.33	-	-	-
Social Worker	0.50	-	-	-
Extra Help	-	-	-	-
Overtime	0.36	0.36	0.36	-
Subtotal	40.19	39.36	41.36	2.00

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

** The 2011 Adopted Budget has been restate for comparitive puproses to reflect the transfer in of 2 FTE programs and projects analyst positions from the H&HS Aging & Disability Resource Center (ADRC) General Fund, the H&HS ADRC Grant Fund and H&HS Nutrition programs. See 2011 Current Year Actions later in this position summary for more detail.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Human Services - General Fund	10 Year End	11 Budget	12 Budget	Change
Children and Family Division: In-Home Safety and Out of Home Placement Services				
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	2.50	2.50	2.50	-
Social Worker	19.00	20.00	20.00	-
* Social Worker	1.00	1.00	1.00	-
Extra Help	0.22	0.22	0.22	-
Overtime	0.11	0.11	0.11	-
Subtotal	23.83	24.83	24.83	-
Children with Special Needs Unit (Including Birth to Three)				
Human Services Supervisor	0.50	0.50	0.50	-
Senior DD Counselor	1.00	1.00	1.00	-
Social Worker	3.00	3.00	3.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	4.50	4.50	4.50	-
Family Services & Juvenile Services				
Clinical Therapist	2.50	2.50	2.50	-
Human Services Manager	1.00	1.00	1.00	-
Human Services Supervisor	4.00	4.00	4.00	-
Social Worker	32.00	31.00	31.00	-
Educational Specialist	-	-	-	-
Human Services Support Specialist	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	40.50	39.50	39.50	-
Juvenile Center				
Juvenile Center Worker	17.60	17.60	13.60	(4.00)
Clerk Typist II	2.00	2.00	2.00	-
Juvenile Center Coordinator	1.00	1.00	1.00	-
Juvenile Center Supervisor	6.00	6.00	6.00	-
Extra Help	2.09	2.09	0.70	(1.39)
Overtime	0.42	0.42	0.70	0.28
Subtotal	29.11	29.11	24.00	(5.11)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - General Fund- Human Services	10 Year End	11 Budget	12 Budget	Change
Mental Health Outpatient and Support Services				
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist I/II	1.00	1.00	1.00	-
Clinical Director	0.10	0.10	0.10	-
Clinical Psychologist	1.00	1.00	1.00	-
Clinical Services Manager	0.80	0.80	0.80	-
Clinical Therapist	7.00	7.00	8.00	1.00
* Clinical Therapist	1.00	1.00	1.00	-
Human Service Supervisor	2.50	2.50	2.50	-
Licensed Practical Nurse	-	-	-	-
Mental Health Center Administrator	0.45	0.45	0.45	-
Nurse Practitioner	1.00	1.00	1.00	-
Outpatient Service Coordinator	0.70	0.70	0.70	-
Psychiatrist	2.63	2.13	2.13	-
Registered Nurse	4.50	4.50	4.50	-
Senior Clinical Psychologist	2.50	2.50	2.50	-
Senior Mental Health Counselor	10.30	10.30	9.75	(0.55)
* Senior Mental Health Counselor	3.00	3.00	3.00	-
Extra Help	3.33	3.33	3.33	-
Overtime	-	-	-	-
Subtotal	42.81	42.31	42.76	0.45
Alcohol & Other Drug Abuse Outpatient Clinic and Support Services				
Human Services Supervisor	1.00	1.00	1.00	-
Outpatient Services Coordinator	0.30	0.30	0.30	-
Senior Substance Abuse Counselor	8.00	8.00	8.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.30	9.30	9.30	-

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS - Human Services - General Fund	262.63	265.05	262.39	(2.66)
Regular Positions	255.06	257.48	255.93	(1.55)
Overtime	1.67	1.67	1.95	0.28
Extra Help	5.90	5.90	4.51	(1.39)

2012 BUDGET ACTIONS:

Administrative/Information Services
Abolish 1.0 FTE Office Services Coordinator
Create 1.0 FTE Senior Financial Analyst

Economic Services Administration and Support
Create 1.0 FTE Clerk Typist II
Create 1.0 FTE Economic Support Specialist

Juvenile Center
Unfund/Abolish 3 Regular Full-Time (3.0 FTE) Juvenile Center Workers
Unfund/Abolish 1 Regular Part-Time (0.7 FTE) Juvenile Center Worker
Reduce 1 Regular Part-Time Juvenile Center Worker from 0.9 FTE to 0.6 FTE
Decrease 1.39 Extra Help - Juvenile Center Worker
Increase 0.28 Overtime - Juvenile Center Worker

Mental Health Outpatient and Support Services
Reclass 1.0 FTE Senior Mental Health Counselor to a 1.0 FTE Clinical Therapist
Increase Regular Part-Time Senior Mental Health Counselor from 0.55 FTE to 1.0 FTE

2011 CURRENT YEAR ACTIONS:

The 2011 Adopted Budget has been restated for the following changes:

Administrative/Information Services
Transfer in 0.70 FTE Program and Projects Analyst from H&HS Aging & Disability Resource Center (ADRC) General Fund - Community Services Program
Transfer in 0.40 FTE Program and Projects Analyst from H&HS ADRC General Fund - Transportation Services Program
Transfer in 0.30 FTE Program and Projects Analyst from H&HS ADRC General Fund - Administrative Services Program
Transfer in 0.05 FTE Program and Projects Analyst from H&HS ADRC General Fund - Information & Assistance/ Case Management Program
Transfer in 0.30 FTE Program and Projects Analyst from H&HS ADRC Grant Fund - ADRC Program
Transfer in 0.15 FTE Program and Projects Analyst from H&HS Nutrition - Senior Dining Program
Transfer in 0.10 FTE Program and Projects Analyst from H&HS Nutrition - Home Delivered Meal Program

2011 BUDGET ACTIONS:

Administrative/Information Services
Unfund 0.58 FTE Administrative Assistant I
Create 1.0 FTE Human Services Supervisor
Create 1.0 Programs and Projects Analyst
Reclass 1.0 FTE to Clerk Typist II from Program Assistant
Reclass 1.0 FTE to Clerk II from Clerk Typist II
Positon title change to Health & Human Services Coordinator from Human Services Coordinator

Intake and Shared Services
Transfer in 0.33 FTE Human Services Support Specialist from Economic Services Administration and Support
Unfund 0.50 FTE Human Services Support Specialist
Transfer 0.50 FTE Social Worker from Economic Services Administration and Support

Economic Services Administration and Support
Transfer 0.33 FTE Human Services Support Specialist to Intake and Shared Services
Transfer 0.50 FTE Social Worker to Intake and Shared Services

Children and Family Division: In-Home Safety and Out of Home Placement Services
Transfer 1.0 FTE Social Worker from Children with Special Needs Unit

Children with Special Needs Unit (Including Birth to Three)
Transfer 1.0 FTE Social Worker to Children and Family Division
Transfer 1.0 FTE Social Worker from Family Services and Juvenile Services

Family Services & Juvenile Services
Transfer 1.0 FTE Social Worker to Children with Special Needs Unit

Mental Health Outpatient and Support Services
Transfer 0.50 FTE Psychiatrist to Mental Health Fund 350

Alcohol & Other Drug Abuse Outpatient Clinic and Support Services
Positon title change to Senior Substance Abuse Counselor from Senior Alcohol and Other Drug Abuse Counselor

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Mental Health Center	10 Year End	11 Budget	12 Budget	Change
Mental Health Center				
Certified Occupational Therapy Assistant	2.00	2.00	2.00	-
Chief Psychiatrist	1.00	1.00	1.00	-
Clerk I/II	1.00	1.00	1.00	-
Clerk Typist II	2.00	1.00	1.00	-
Clinical Director	0.80	0.80	0.80	-
Clinical Services Manager	0.20	0.20	0.20	-
Clinical Therapist	2.00	2.00	2.00	-
Food Service Specialist	1.00	1.00	1.00	-
Licensed Practical Nurse	1.50	1.50	1.50	-
Mental Health Center Administrator	0.55	0.55	0.55	-
Nursing and Patient Services Coordinator	1.00	1.00	1.00	-
Occupational Therapy Supervisor	1.00	1.00	1.00	-
Psychiatric Technician	16.00	16.00	16.00	-
Psychiatrist	-	0.50	0.50	-
Registered Nurse (RN)	9.10	9.10	9.10	-
Registered Nurse Supervisor	1.00	1.00	1.00	-
Secretary Supervisor	-	1.00	1.00	-
Senior Clinical Psychologist	0.50	0.50	0.50	-
Weekend Registered Nurse	1.80	1.80	1.80	-
Extra Help	3.64	4.05	4.92	0.87
Overtime	0.47	0.47	0.47	-
Subtotal	46.56	47.47	48.34	0.87
TOTAL H&HS - Mental Health Center	**46.56**	**47.47**	**48.34**	**0.87**
Regular Positions	42.45	42.95	42.95	-
Overtime	0.47	0.47	0.47	0.00
Extra Help	3.64	4.05	4.92	0.87

2012 BUDGET ACTIONS:

Increase Extra Help 0.87 FTE

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Transfer in 0.50 FTE Psychiatrist from Mental Health Outpatient and Support Svcs. to the Mental Health Center.
Abolish 1.0 FTE Clerk Typist II
Create 1.0 FTE Secretary Supervisor
Increase 0.41 FTE Extra Help

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - Public Health - General Fund		10 Year End	11 Budget	12 Budget	Change
Public Health Administration					
Clerk Typist III		1.00	1.00	1.00	-
Clerk Typist I/II		1.00	1.00	1.00	-
Public Health Manager		1.00	1.00	1.00	-
Public Health Technician		-	-	-	-
Overtime		-	-	-	-
	Subtotal	3.00	3.00	3.00	-
Child Health					
Clerk Typist II		0.45	0.45	0.45	-
Community Health Educator		0.39	0.39	0.39	-
Public Health Nurse II		2.70	2.70	2.70	-
Public Health Supervisor		0.25	0.25	0.25	-
Public Health Technician		-	-		-
Extra Help		0.65	0.65	-	(0.65)
	Subtotal	4.44	4.44	3.79	(0.65)
Maternal Health					
Clerk Typist II		0.45	0.45	0.45	-
* Community Health Educator		0.60	0.51	0.51	-
Community Health Educator		0.30	0.30	0.30	-
Public Health Nurse II		3.75	3.75	3.75	-
Public Health Supervisor		0.50	0.50	0.50	-
	Subtotal	5.60	5.51	5.51	-
Women, Infants, Children Nutrition Program					
* Clerk Typist II		2.00	2.00	1.00	(1.00)
* Community Health Educator		1.00	1.00	2.00	1.00
Public Health Nurse II		0.07	0.07	0.07	-
* WIC Program Supervisor		1.00	1.00	1.00	-
* Registered Dietetic Technician		0.50	0.50	0.50	-
* Extra Help - Public Health Technician		-	0.40	0.40	-
Extra Help		0.92	0.92	0.92	-
	Subtotal	5.49	5.89	5.89	-
Community Health					
Clerk Typist II		1.00	1.00	1.00	-
* Clerk Typist II		1.00	1.00	1.00	-
Community Health Educator		0.31	0.31	0.31	
* Community Health Educator		0.20	0.49	0.49	-
Public Health Nurse II		1.15	1.65	1.65	-
Epidemiologist		1.00	1.00	1.00	-
Public Health Technician		1.00	1.00	1.00	-
Public Health Supervisor		0.15	0.15	0.15	-
Human Services Coordinator		1.00	1.00	1.00	-
Extra Help		-	-	-	-
	Subtotal	6.81	7.60	7.60	-
Communicable Disease Control					
Clerk Typist II		1.10	1.10	1.10	-
Public Health Supervisor		1.10	1.10	1.10	-
Public Health Nurse II		10.93	10.43	10.43	-
Public Health Technician		0.74	0.74	0.74	-
Community Health Educator		-	-	-	-
Extra Help		1.82	1.82	1.11	(0.71)
	Subtotal	15.69	15.19	14.48	(0.71)

* Sunset position, position will be terminated or reduced if funding is terminated or reduced.

TOTAL H&HS Public Health - General Fund	**41.03**	**41.63**	**40.27**	**(1.36)**
Regular Positions	37.64	37.84	37.84	-
Overtime	-	-	-	-
Extra Help	3.39	3.79	2.43	(1.36)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

2012 BUDGET ACTIONS:

Child Health

Decrease Extra Help 0.65 FTE

Women, Infants, Children Nutrition Program

Abolish 1.0 FTE Clerk Typist II (Sunset Position)
Create 1.0 FTE Community Health Educator (Sunset Position)

Communicable Disease Control

Decrease Extra Help 0.71 FTE

2011 CURRENT YEAR ACTIONS:

Public Health Administration

Increase Extra Help by 0.03 FTE - Community Health Educator (Enrolled Ordinance 166-18)

2011 BUDGET ACTIONS:

Maternal Health

Transfer 0.09 FTE Community Health Educator from Maternal Health to Community Health

Women, Infants, Children Nutrition Program

Increase Extra Help 0.40 FTE for Public Health Technician

Community Health, Disease Surveillance and Control

Transfer 0.09 FTE Community Health Educator to Community Health from Maternal Health
- Increase Community Health Educator by 0.20 to 0.49, (Full-Time, other 0.51 FTE budgeted in Maternal Health)
- Abolish Part-Time Community Health Educator Position to Create Full-Time position above.

Decrease 0.20 FTE Community Health Educator for Tobacco II Grant
Transfer 0.50 FTE Public Health Nurse II to Community Health from Communicable Disease Control

Communicable Disease Control

Transfer 0.50 FTE Public Health Nurse II from Communicable Disease Control to Community Health

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - AGING AND DISABILITY RESOURCE CENTER (ADRC) GRANT FUND	10 Year End	11 Budget	12 Budget	Change
Aging and Disability Resource Center (1)				
Account Clerk II	0.05	-	-	-
* Clerk Typist I	1.00	1.00	-	(1.00)
* Clerk Typist I/II	-	-	1.00	1.00
Clerk Typist II	0.15	0.15	0.15	-
* Sr. ADRC Specialist (Clt Services Specialist)	0.30	0.30	0.50	0.20
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.25	0.25	-
* Human Services Manager	-	-	-	-
* Human Services Coordinator	1.00	1.00	1.00	-
* Human Services Supervisor	3.00	3.00	3.00	-
* Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.46	0.46	0.50	0.04
Programs & Projects Analyst (1)	0.10	-	-	-
* Senior ADRC Specialist (Public Health Nurse II)	1.00	1.00	1.00	-
* Senior ADRC Specialist (Senior DD Counselor)	9.00	9.00	9.00	-
Senior Financial Analyst	0.20	-	-	-
* Senior ADRC Specialist/ADRC Specialist (Social Worker)	5.75	5.75	6.00	0.25
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	22.26	21.91	22.40	0.49
1) Based upon ADRC opening 04/01/08.				
Benefit Specialist				
Benefits Specialist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.00	2.00	2.00	-

* New positions created with sunset clause will be terminated or reduced if funding is terminated or reduced.

(1) 2011 Budget restated to reflect shift of Programs and Project Analyst FTE to Human Services -Administration division.

TOTAL H&HS AGING AND DISABILITY RESOURCE CENTER - ADRC GRANT FUND	24.26	23.91	24.40	0.49
Regular Positions	24.26	23.91	24.40	0.49
Overtime	-	-	-	-
Extra Help	-	-	-	-

2012 BUDGET ACTIONS:

Aging and Disability Resource Center

Reclassify 1.0 FTE Clerk Typist I to a Clerk Typist I/II

Transfer 0.23 FTE Sr. ADRC Specialist (Clt Services Specialist) from Information & Assistance
Transfer 0.03 FTE Sr. ADRC Specialist (Clt Services Specialist) to Case Management

Transfer 0.01 FTE Sr. ADRC Specialist (Nursing & Sr Serv Supr) from Information & Assistance
Transfer 0.03 FTE Sr. ADRC Specialist (Nursing & Sr Serv Supr) from Case Management

Transfer 0.10 FTE Sr. ADRC Specialist (Social Worker) to Community Services
Transfer 0.38 FTE Senior ADRC Specialist/ADRC Specialist (Social Worker) from Information & Assistance
Transfer 0.03 FTE Senior ADRC Specialist/ADRC Specialist (Social Worker) to Case Management

2011 CURRENT YEAR ACTIONS:

Aging and Disability Resource Center

Transfer 0.30 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

2011 BUDGET ACTIONS:

Aging and Disability Resource Center

Unfund 0.05 FTE Account Clerk II
Reclass 0.20 FTE Senior Financial Analyst to Programs and Projects Analyst

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - NUTRITION GENERAL FUND	10 Year End	11 Budget (1)	12 Budget	Change
Senior Dining				
Account Clerk II	0.10	-	-	-
Clerk Typist I/II	0.35	0.35	0.35	-
Clerk Typist II	0.10	0.10	0.10	-
ADRC Manager	0.10	0.10	0.10	-
* Nutrition Services Assistant	0.30	0.30	0.30	-
* Nutrition and Aging Services Supervisor	0.45	0.45	0.45	-
Programs and Projects Analyst (1)	0.05	-	-	-
Senior Financial Analyst	0.10	-	-	-
Volunteer Program Specialist	0.25	0.25	0.25	-
* Senior Dining Manager	1.57	1.57	1.56	(0.01)
* Extra Help (Senior Dining Managers)	1.36	1.36	1.38	0.02
Overtime	-	-	-	-
Subtotal	4.73	4.48	4.49	0.01
Home Delivered Meals				
Account Clerk II	0.20	-	-	-
Clerk Typist I/II	0.65	0.65	0.65	-
ADRC Manager	0.10	0.10	0.10	-
* Nutrition Services Assistant	0.20	0.20	0.20	-
* Nutrition and Aging Services Supervisor	0.55	0.55	0.55	-
Programs and Projects Analyst (1)	0.05	-	-	-
Senior Financial Analyst	0.05	-	-	-
Volunteer Program Specialist	0.25	0.25	0.25	-
* Senior Dining Manager	2.23	2.23	2.23	-
* Extra Help (Senior Dining Managers)	0.97	0.97	0.98	0.01
Overtime	-	-	-	-
Subtotal	5.25	4.95	4.96	0.01

* Position created with sunset clause that will be terminated or reduced if funding is terminated or reduced.

(1) 2011 Budget restated to reflect shift of Programs and Project Analyst FTE to Human Services -Administration division.

TOTAL H&HS - ADRC- NUTRITION - GENERAL FUND	9.98	9.43	9.45	0.02
Regular Positions	7.65	7.10	7.09	(0.01)
Overtime	0.00	0.00	0.00	0.00
Extra Help	2.33	2.33	2.36	0.03

2012 BUDGET ACTIONS:

Senior Dining

Decrease Senior Dining Manager by 0.01 FTE

Increase Temporary Extra Help by 0.02 FTE

Home Delivered Meals

Increase Temporary Extra Help by 0.01 FTE

2011 CURRENT YEAR ACTIONS:

Senior Dining

Transfer 0.15 FTE Program and Projects Analyst to Fund 150-Adminstrative/Information Services

Home Delivered Meals

Transfer 0.10 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

2011 BUDGET ACTIONS:

Senior Dining

Unfund 0.10 FTE Account Clerk II

Reclass 0.10 FTE Senior Financial Analyst to Programs and Projects Analyst

Positon title change to Nutrition and Aging Services Supervisor from Health and Nutrition Supervisor

Position title Change to Senior Dining Manager from Senior Dining Center Manager

Home Delivered Meals

Unfund 0.20 FTE Account Clerk II

Reclass 0.05 FTE Senior Financial Analyst to Programs and Projects Analyst

Positon title change to Nutrition and Aging Services Supervisor from Health and Nutrition Supervisor

Position title Change to Senior Dining Manager from Senior Dining Center Manager

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - GENERAL FUND

	10 Year End	11 Budget	12 Budget	Change
Adult Protective Services				
Human Services Supervisor	1.00	1.00	1.00	-
Registered Nurse	-	-	-	-
Social Worker	8.00	8.00	8.00	-
Clinical Therapist	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	11.00	11.00	11.00	-
Transportation Services				
Account Clerk II	0.10	-	-	-
Clerk Typist II	0.65	0.65	0.65	-
Sr. ADRC Specialist (Clt Services Specialist)	0.30	0.30	0.30	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.10	0.10	0.10	-
Programs and Projects Analyst (1)	0.40	-	-	-
Secretary Supervisor	0.05	0.05	0.05	-
Senior Financial Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.60	1.10	1.10	-
Community Services				
Account Clerk II	0.35	-	-	-
Clerk Typist II	0.95	0.95	0.95	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.15	0.15	0.15	-
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.25	0.25	0.25	-
Programs and Projects Analyst (1)	0.45	-	-	-
Senior Financial Analyst	0.25	-	-	-
Sr. ADRC Specialist (Social Worker)	0.05	0.05	0.15	0.10
Volunteer Program Specialist	0.25	0.25	0.25	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	2.70	1.65	1.75	0.10
Information & Assistance				
Account Clerk II	0.10	-	-	-
Clerk Typist II	0.80	0.80	0.80	-
Sr. ADRC Specialist (Clt Services Specialist)	0.28	0.28	0.05	(0.23)
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.11	0.11	0.10	(0.01)
Senior ADRC Specialist/ADRC Specialist (Social Worker)	0.78	0.78	0.40	(0.38)
Extra Help	0.44	0.44	0.44	-
Overtime	-	-	-	-
Subtotal	2.51	2.41	1.79	(0.62)
Case Management				
Sr. ADRC Specialist (Clt Services Specialist)	0.12	0.12	0.15	0.03
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.05	0.05	0.05	-
Sr. ADRC Specialist (Nursing & Sr Serv Supr)	0.18	0.18	0.15	(0.03)
Programs and Projects Analyst	0.05	-	-	-
Senior ADRC Specialist/ADRC Specialist (Social Worker)	0.42	0.42	0.45	0.03
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.82	0.77	0.80	0.03

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - ADRC - GENERAL FUND

	10 Year End	11 Budget	12 Budget	Change
Administrative Services				
Account Clerk II	0.10	-	-	-
Clerk Typist II	0.35	0.35	0.35	-
ADRC Manager (Formerly Director of Senior Services/ADRC)	0.25	0.25	0.25	-
Programs and Projects Analyst (1)	0.30	-	-	-
Secretary Supervisor	0.95	0.95	0.95	-
Senior Financial Analyst	-	-	-	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.95	1.55	1.55	-

* Position created with sunset clause will be terminated or reduced if funding is terminated or reduced.

(1) 2011 Budget restated to reflect shift of Programs and Project Analyst FTE to Human Services -Administration division.

TOTAL H&HS ADRC - General Fund	**20.58**	**18.48**	**17.99**	**(0.49)**
Regular Positions	20.14	18.04	17.55	(0.49)
Overtime	0.00	0.00	0.00	0.00
Extra Help	0.44	0.44	0.44	0.00

2012 BUDGET ACTIONS:

Community Services

Transfer in 0.10 FTE Sr. ADRC Specialist (Social Worker) from ADRC Grant Fund

Information & Assistance

Transfer out 0.23 FTE Sr. ADRC Specialist (Clt Services Specialist) to ADRC Grant Fund
Transfer out 0.01 FTE Sr. ADRC Specialist (Nursing & Sr. Serv Supr) to ADRC Grant Fund
Transfer out 0.38 FTE Sr. ADRC Specialist/ADRC Specialist (Social Worker) to ADRC Grant Fund

Case Management

Transfer in 0.03 FTE Sr. ADRC Specialist (Clt Services Specialist) from ADRC Grant Fund
Transfer out 0.03 FTE Sr. ADRC Specialist (Nursing & Sr. Serv Supr) to ADRC Grant Fund
Transfer in 0.03 FTE Sr. ADRC Specialist/ADRC Specialist (Social Worker) from ADRC Grant Fund

2011 CURRENT YEAR ACTIONS:

Community Services

Transfer 0.70 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

Transportation Services

Transfer 0.40 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

Administrative Services

Transfer 0.30 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

Case Management

Transfer 0.05 FTE Program and Projects Analyst to Fund 150-Administrative/Information Services

2011 BUDGET ACTIONS:

Community Services

Unfund 0.35 FTE Account Clerk II
Reclass 0.25 FTE Senior Financial Analyst to Programs and Projects Analyst

Transportation Services

Unfund 0.10 FTE Account Clerk II
Reclass 0.35 FTE Senior Financial Analyst to Programs and Projects Analyst

Administrative Services

Unfund 0.10 FTE Account Clerk II
Reclass 0.05 FTE Senior Financial Analyst to Programs and Projects Analyst

Information & Assistance

Unfund 0.10 FTE Account Clerk II

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS - General Fund	10 Year End	11 Budget	12 Budget	Change
Criminal Justice Collaborating Council (CJCC)				
Programs and Projects Analyst\ Criminal Justice Collaborating Council Coordinator	1.00	1.00	1.00	-
Temporary Extra Help	-	1.00	-	(1.00)
Subtotal	1.00	2.00	1.00	(1.00)
TOTAL H&HS - CJCC General Fund	**1.00**	**2.00**	**1.00**	**(1.00)**
Regular Positions	1.00	1.00	1.00	0.00
Overtime	0.00	0.00	0.00	0.00
Extra Help	0.00	1.00	0.00	(1.00)

2012 BUDGET ACTIONS:

Decrease Temp Extra Help by 1.0 FTE

2011 CURRENT YEAR ACTIONS:

2011 BUDGET ACTIONS:

Increase Temp Extra Help by 1.0 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

H&HS VETERANS' SERVICES	10 Year End	11 Budget	12 Budget	Change
Veterans' Information Assistance				
Clerk Typist II	2.00	2.00	2.00	-
Director of Veteran's Services	1.00	1.00	1.00	-
Veteran Service Aide	0.70	0.70	0.70	-
Extra Help		-		-
Overtime		-		-
Subtotal	3.70	3.70	3.70	-
TOTAL H&HS VETERANS' SERVICES	**3.70**	**3.70**	**3.70**	**-**
Regular Positions	3.70	3.70	3.70	-
Overtime	-	-	-	-
Extra Help	-	-	-	-
TOTAL H&HS DEPARTMENT ALL FUNDS	**409.74**	**411.67**	**407.54**	**(4.13)**
Regular Positions	391.90	392.02	390.46	(1.56)
Overtime	2.14	2.14	2.42	0.28
Extra Help	15.70	17.51	14.66	(2.85)

2012 BUDGET ACTIONS:

None

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

MEDICAL EXAMINER		10 Year End	11 Budget	12 Budget	Change
Autopsy/Examinations					
	Medical Examiner (Pathologist)	0.74	0.74	0.74	-
*	Pathologist	0.75	0.75	0.75	-
	Deputy Medical Examiner	1.48	1.61	1.61	-
*	Dep. Med. Exam. / Path. Assistant	0.72	0.72	0.59	(0.13)
	Departmental Secretary	0.46	0.46	0.46	-
	Clerk Typist I/II	0.35	0.35	0.35	-
	Extra Help	0.13	-	-	-
	Overtime	0.10	0.10	0.10	-
	Subtotal	4.73	4.73	4.60	(0.13)
Investigations/Cremations					
	Medical Examiner (Pathologist)	0.26	0.26	0.26	-
*	Pathologist	0.25	0.25	0.25	-
	Deputy Medical Examiner	4.17	4.39	4.39	-
*	Dep. Med. Exam. / Path. Assistant	0.03	0.03	0.03	-
	Departmental Secretary	0.54	0.54	0.54	-
	Clerk Typist I/II	0.65	0.65	0.65	-
	Extra Help	0.22		0.50	0.50
	Overtime	0.27	0.27	0.27	-
	Subtotal	6.39	6.39	6.89	0.50

* Sunset position, position will be reduced or terminated if contract funding is reduced or terminated.

TOTAL MEDICAL EXAMINER	**11.12**	**11.12**	**11.49**	**0.37**
Regular Positions	10.40	10.75	10.62	(0.13)
Extra Help	0.35	0.00	0.50	0.50
Overtime	0.37	0.37	0.37	-

2012 BUDGET ACTIONS:

Decrease 0.13 FTE Deputy Med. Examiner/Pathology Assistant

Increase Extra Help 0.50 FTE in Investigations/Cremations

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund		10 Year End	11 Budget	12 Budget	Change
Household Hazardous Waste					
Clerk Typist III		1.00	-	0.10	0.10
Recycling Specialist		2.00	0.05	0.05	-
Solid Waste Supervisor		1.00	0.10	0.10	-
Land Resources Manager		0.30	-	-	-
Senior Conservation Specialist		0.10	0.10	-	(0.10)
Extra Help		0.87	-	-	-
Overtime		-	-	-	-
	Subtotal	5.27	0.25	0.25	-
Agricultural Land & Water					
Senior Conservation Specialist		0.30	0.30	0.30	-
Manager Land Resources		0.20	0.20	0.20	-
Conservation Specialist		0.50	0.50	0.50	-
Extra Help		-	0.10	0.10	-
Overtime		-	-	-	-
	Subtotal	1.00	1.10	1.10	-
Urban Water Land & Water					
Senior Civil Engineer		0.70	0.70	1.00	0.30
Senior Conservation Specialist		1.60	1.60	1.60	-
Conservation Specialist		0.50	0.50	0.50	-
Land Conservation Supervisor		-	-	-	-
Manager Land Resources		0.50	0.50	0.50	-
Extra Help		-	0.75	0.75	-
Overtime		-	-	-	-
	Subtotal	3.30	4.05	4.35	0.30
Planning					
Clerk Typist II		1.00	1.00	1.00	-
Senior Civil Engineer		0.30	0.30	-	(0.30)
Clerk Typist III		1.00	1.00	1.00	-
Planning And Zoning Manager		0.80	0.80	0.80	-
Senior Land Use Specialist		1.30	1.30	1.30	-
Land Use Specialist *		-	-	0.95	0.95
Senior Planner		1.37	1.37	0.60	(0.77)
Extra Help		-	0.48	-	(0.48)
Overtime		-	-	-	-
	Subtotal	5.77	6.25	5.65	(0.60)
Code Enforcement/Zoning					
Planning And Zoning Manager		0.20	0.20	0.20	-
Secretary Supervisor		1.00	1.00	1.00	-
Senior Land Use Specialist		2.70	2.70	2.20	(0.50)
Land Use Specialist *		-	-	0.05	0.05
Senior Planner		0.33	0.33	0.40	0.07
Extra Help		-	-	-	-
Overtime		-	-	-	-
	Subtotal	4.23	4.23	3.85	(0.38)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	10 Year End	11 Budget	12 Budget	Change
Environmental Health				
Clerk Typist II	2.00	2.00	2.00	-
Environmental Health Manager	1.00	1.00	1.00	-
Groundwater Program Coordinator	1.00	1.00	1.00	-
Extra Help	-	0.38	0.38	-
Overtime	0.02	0.04	0.04	-
Subtotal	4.02	4.42	4.42	-
Humane Animal				
Human Animal Officer	1.00	1.00	1.00	-
Extra Help	0.46	0.58	0.58	-
Overtime	-	0.03	0.03	-
Subtotal	1.46	1.61	1.61	-
Hazardous Materials				
Hazardous Materials Coordinator	1.00	1.00	0.90	(0.10)
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.00	1.00	0.90	(0.10)
Licensing				
Environmental Health Sanitarian I	6.30	6.30	6.00	(0.30)
Environmental Health Supervisor	-	-	-	-
Hazardous Materials Coordinator			0.10	0.10
Lead Environmental Health Sanitarian	1.00	1.00	1.00	-
Extra Help	-	0.48	0.48	-
Overtime	0.06	-	-	-
Subtotal	7.36	7.78	7.58	(0.20)
Septic/Well/Lab Programs				
Environmental Health Sanitarian I	5.70	4.70	4.00	(0.70)
Environmental Health Specialist	1.00	1.00	1.00	-
Environmental Health Supervisor	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	7.70	6.70	6.00	(0.70)
Parks Programs				
Clerk Typist I-II	1.00	1.00	1.00	-
Park Foreman	8.00	8.00	8.00	-
Park Maintenance Worker	6.00	6.00	6.00	-
Carpenter	2.00	2.00	2.00	-
Clerk Typist III	1.00	1.00	1.00	-
Food Service Coordinator	1.00	1.00	1.00	-
Park Programs Specialist	2.00	2.00	2.00	-
Parks Supervisor	2.00	2.00	2.00	-
Parks Systems Manager	1.00	1.00	1.00	-
Senior Landscape Architect	3.00	3.00	3.00	-
Extra Help	32.00	34.75	34.75	-
Overtime	1.76	1.41	1.41	-
Subtotal	60.76	63.16	63.16	-

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - General Fund	10 Year End	11 Budget	12 Budget	Change
General County Grounds Maintenance				
Golf Course Superintendent	1.00	0.50	0.50	-
Park Maintenance Worker	3.00	2.25	2.25	-
Extra Help	5.13	4.52	4.52	-
Overtime	0.64	0.66	0.66	-
Subtotal	9.77	7.93	7.93	-
Retzer Nature Center				
Clerk Typist I/II	1.00	1.00	1.00	-
Nature Center Supervisor	1.00	1.00	1.00	-
Park Naturalist	0.50	0.50	0.50	-
Park Foreman	1.00	1.00	1.00	-
Conservation Biologist (Sr. Park Naturalist)	1.00	1.00	1.00	-
Extra Help	3.79	4.22	4.22	-
Overtime	0.15	0.13	0.13	-
Subtotal	8.44	8.85	8.85	-
Exposition Center				
Enterprise Operations Manager	0.20	0.20	0.20	-
Exposition Center Manager	1.00	1.00	1.00	-
Lead Expo Worker	1.00	1.00	1.00	-
Expo Center Worker	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Extra Help	5.94	4.52	4.52	-
Overtime	0.08	0.12	0.12	-
Subtotal	10.22	8.84	8.84	-
Administrative Services				
Account Clerk I	1.00	1.00	1.00	-
Account Clerk II	3.00	3.00	3.00	-
Business Manager	1.00	1.00	1.00	-
Clerk Typist I/II	2.00	2.00	2.00	-
Director Of Parks And Land Use	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	9.00	9.00	9.00	-

* The Land Use Specialist position is an underfill of the approved Senior Land Use Specialist position

TOTAL PARKS & LAND USE - General Fund	**139.30**	**135.17**	**133.49**	**(1.68)**
Regular Positions	88.40	82.00	80.80	(1.20)
Extra Help	48.19	50.78	50.30	(0.48)
Overtime	2.71	2.39	2.39	-

2012 BUDGET ACTIONS:

Solid Waste Planning

Transfer in 0.10 FTE Clerk Typist III from Materials Recycling Facilties (MRF)
Transfer out 0.10 FTE Senior Conservation Specialist to the MRF

Urban Land & Water

Transfer in 0.30 FTE Sr. Civil Engineer from Planning Program

Planning

Transfer out 0.30 FTE Sr. Civil Engineer to Urban Land & Water Program
Transfer in 0.18 FTE Sr. Planner from Parks and Land Use HOME Grant Program (Community Development Fund)
Decrease Extra Help 0.48 FTE

Code Enforcement/Zoning

Transfer in 0.12 FTE Sr. Planner from Parks and Land Use HOME Grant Program (Community Development Fund)
Unfund 0.50 FTE Senior Land Use Specialist

Hazardous Materials

Transfer out 0.10 FTE Hazardous Materials Coordinator to Licensing Program

Licensing

Unfund 0.80 FTE Environmental Health Sanitarian
Transfer in 0.50 FTE Environmental Health Sanitarianfrom Septic and Well Program
Transfer in 0.10 FTE Hazardous Materials Coordinator from Hazardous Materials Program

Septic/Well/Lab

Unfund 0.20 FTE Envoronmental Health Sanitarian
Transfer out 0.50 FTE Environmental Health Sanitarian to Licensing Program

2011 CURRENT YEAR ACTIONS:

Planning

Fund 0.95 FTE Land Use Specialist
Unfund 0.95 Senior Planner

Code Enforcement/Zoning

Fund 0.05 FTE Sr. Land Use Specialist
Unfund 0.05 FTE Senior Planner

2011 BUDGET ACTIONS:

Planning

Unfund 1.0 FTE Senior Planner -
Transfer 0.18 FTE Sr. Planner to Parks and Land Use HOME Grant Program (Community Development Fund)

Code Enforcement/Zoning

Transfer 0.12 FTE Sr. Planner to Parks and Land Use HOME Grant Program (Community Development Fund)

Licensing

Abolish 1.0 FTE Environmental Health Supervisor (Unfunded in 2009 Budget)
Unfund 1.0 FTE Environmental Health Sanitarian
Create 1.0 FTE Lead Environmental Health Sanitarian

Septic/Well/Lab

Unfund 1.0 FTE Environmental Health Sanitarian

Parks Program

Increase Extra Help 0.59 FTE

General County Grounds Maintenance

Transfer 0.15 FTE Golf Course Superintendant from Golf Courses Fund
Increase Extra Help 0.01 FTE

Retzer Nature Center

Decrease Extra Help 0.29 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Community Development Fund (1)	10 Year End	11 Budget	12 Budget	Change
Parks and Land Use - CDBG				
* Community Development Coordinator	0.70	0.90	0.90	-
* Program Assistant	0.70	0.80	0.80	-
* Clerk Typist I/II	0.35	0.35	0.26	(0.09)
Extra Help			-	-
Overtime	0.03	0.03	0.03	-
Subtotal	1.78	2.08	1.99	(0.09)
Parks and Land Use - Other CDBG Grant Programs				
* Community Development Coordinator		-		-
* Program Assistant		-		-
Extra Help		-		-
Overtime		-		-
Subtotal	-	-	-	-
Parks and Land Use - HOME Grant Programs				
* Community Development Coordinator	0.30	0.10	0.10	-
* Program Assistant	0.30	0.20	0.20	-
* Clerk typist I/II	0.15	0.15	0.09	(0.06)
Senior Planner	0.00	0.30	0.00	(0.30)
Extra Help				-
Overtime	0.01	0.01	0.01	-
Subtotal	0.76	0.76	0.40	(0.36)
TOTAL PARKS & LAND USE - Community Development Fund	**2.54**	**2.84**	**2.39**	**(0.45)**
Regular Positions	2.50	2.80	2.35	(0.45)
Overtime	0.04	0.04	0.04	0.00
Extra Help	0.00	0.00	0.00	0.00

* Position will be terminated or reduced if funding is eliminated or reduced.

2012 BUDGET ACTIONS:

(1) Community Development is moved from the County Executive Department to the Parks and Land Use Department in 2012 and the 2010 Actuals and 2011 Budget have been restated to reflect the change for comparative purposes.

CDBG Grant Programs

Transfer out 0.09 Clerk Typist I/II from CDBG to County Executive

HOME Grant Programs

Transfer out 0.06 of a Clerk Typist I/II from HOME program to the County Executive budget

Transfer out 0.30 FTE of a Senior Planner position from the HOME program to Parks and Land Use Planning and Code Enforcement programs.

2011 CURRENT YEAR ACTIONS:

2011 BUDGET ACTIONS:

CDBG Grant Programs

Transfer in 0.20 FTE of the Community Development Coordinator from the HOME Program to the CDBG Program.

Transfer in 0.10 FTE of the Program Assistant from the HOME Program to the CDBG Program

HOME Grant Programs

Transfer out 0.20 FTE of the Community Development Coordinator from the HOME Program to the CDBG Program.

Transfer out 0.10 FTE of the Program Assistant from the HOME Program to the CDBG Program.

Transfer in 0.30 FTE of a Senior Planner position from the Parks and Land Use Code Enforcement and Planning Program to the HOME Program.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - LIS Fund	10 Year End	11 Budget	12 Budget	Change
				-
Land Information Systems Manager	1.00	1.00	1.00	-
Land Information Systems Analyst	3.00	3.00	3.00	-
Extra Help	-	-	-	-
TOTAL PARKS & LAND USE- LIS Fund	4.00	4.00	4.00	-
Regular Positions	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	-	-	-	-

2012 BUDGET ACTIONS

None

2011 CURRENT YEAR ACTIONS

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Golf Courses	10 Year End	11 Budget	12 Budget	Change
NAGA-WAUKEE GOLF COURSE				
Enterprise Operations Manager	0.27	0.27	0.27	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Naga-Waukee	3.27	3.27	3.27	-
Extra Help (FTE)	10.25	10.25	8.75	(1.50)
Overtime (FTE)	0.41	0.41	0.41	-
Total Naga-Waukee	**13.93**	**13.93**	**12.43**	**(1.50)**
WANAKI GOLF COURSE				
Enterprise Operations Manager	0.25	0.25	0.25	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Golf Course Superintendent	1.00	1.00	1.00	-
Park Maintenance I	1.00	1.00	1.00	-
Subtotal Wanaki	3.25	3.25	3.25	-
Extra Help (FTE)	9.83	9.83	8.50	(1.33)
Overtime (FTE)	0.36	0.36	0.36	-
Total Wanaki	**13.44**	**13.44**	**12.11**	**(1.33)**
MOOR DOWNS GOLF COURSE				
Enterprise Operations Manager	0.08	0.08	0.08	-
Golf Course Superintendent	0.50	0.50	0.50	-
Park Maintenance Worker I	0.75	0.75	0.75	-
Golf Course Clubhouse Supervisor	1.00	1.00	1.00	-
Subtotal Moor Downs	2.33	2.33	2.33	-
Extra Help (FTE)	3.05	3.05	2.50	(0.55)
Overtime (FTE)	0.15	0.15	0.15	-
Total Moor Downs	**5.53**	**5.53**	**4.98**	**(0.55)**
FUND SUBTOTAL				
Regular Position (FTE)	**8.85**	**8.85**	**8.85**	**-**
Extra Help (FTE)	23.13	23.13	19.75	(3.38)
Overtime (FTE)	0.92	0.92	0.92	-
FUND TOTAL	**32.90**	**32.90**	**29.52**	**(3.38)**

2012 BUDGET ACTIONS:

Reduce Extra Help 3.38 FTE

2011 CURRENT YEAR ACTIONS:

2011 BUDGET ACTIONS:

Reduce Extra Help 0.70 FTE

Transfer 0.15 FTE Golf Superintendant from Golf Course Fund to Parks - General Fund

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Ice Arenas	10 Year End	11 Budget	12 Budget	Change
NAGA-WAUKEE Ice Arena				
Enterprise Operations Manager	0.10	0.10	0.10	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Subtotal Naga-Waukee Ice Arena	2.10	2.10	2.10	-
Extra Help (FTE)	2.41	2.41	2.41	-
Ovetime (FTE)		-		-
Total Naga-Waukee Ice Arena	**4.51**	**4.51**	**4.51**	**-**
EBLE PARK Ice Arena				
Enterprise Operations Manager	0.10	0.10	0.10	-
Ice Arena Coordinator	1.00	1.00	1.00	-
Ice Arena Supervisor	1.00	1.00	1.00	-
Clerk I	0.75	0.75	0.75	-
Subtotal Eble Ice Arena	2.85	2.85	2.85	-
Extra Help (FTE)	2.01	2.01	2.01	-
Total Eble Park Arena	**4.86**	**4.86**	**4.86**	**-**
FUND SUBTOTAL				
Regular Positions	**4.95**	**4.95**	**4.95**	**-**
Extra Help (FTE)	4.42	4.42	4.42	-
Overtime (FTE)	-	-	-	-
FUND TOTAL	**9.37**	**9.37**	**9.37**	**-**

2012 BUDGET ACTIONS:

None

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PARKS & LAND USE - Material Recycling Facility Fund	10 Year End	11 Budget (a)	12 Budget	Change
				-
(a) Clerk Typist III	-	1.00	0.90	(0.10)
* (a) Recycling Specialist	-	1.95	1.95	-
(a) Solid Waste Supervisor	-	0.90	0.90	-
(a) Land Resources Manager	-	0.30	0.30	-
Senoir Conservation Specialist	-	-	0.10	0.10
(a) Extra Help	-	1.45	1.08	(0.37)
Subtotal	-	5.60	5.23	(0.37)
TOTAL PARKS & LAND USE- Material Recycling Facility Fund	-	5.60	5.23	(0.37)
Regular Positions	-	4.15	4.15	-
Extra Help	-	1.45	1.08	(0.37)
Overtime	-	-	-	-

* Includes 1.0 FTE Recycling Specialist position created in 1997 by ordinance 151-61 that has sunset clause attached. Position is 75% funded with recycling grant and material sales revenue and will be reduced or terminated if funding is reduced or terminated.

(a) 2011 is the first year budgeting staff in the MRF, that were previously accounted for in the Parks General Fund - Solid Waste Planning, Implementation and Education program.

TOTAL PARKS & LAND USE - ALL FUNDS	**188.10**	**189.89**	**184.00**	**(5.89)**
Regular Positions	108.70	106.76	105.10	(1.66)
Extra Help	75.73	79.78	75.55	(4.23)
Overtime	3.67	3.35	3.35	-

2012 BUDGET ACTIONS

Transfer out 0.10 FTE Clerk Typist III to the Parks & Land Use General Fund - Solid Waste, Implementation & Education

Transfer in 0.10 FTE Sr. Conservation Specialist III to the Parks & Land Use General Fund - Solid Waste, Implementation & Education

Reduce Temporary Extra Help by 0.37 FTE

2011 CURRENT YEAR ACTIONS

None

2011 BUDGET ACTIONS

Increase Temporary Extra Help by 0.13 FTE

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	10 Year End	11 Budget	12 Budget	Change
Architectural Services/Property Management				
Account Clerk I	1.00	1.00	1.00	-
Architectural Engineer Technician	1.00	1.00	1.00	-
Architectural Services Manager	1.00	1.00	1.00	-
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	3.05	3.05	3.05	-
Contracted Services Management				
Facilities Manager	0.20	0.20	0.20	-
Building Operations Supervisor	0.20	0.20	0.20	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.40	0.40	0.40	-
Energy Consumption				
Facilities Manager	0.10	0.10	0.10	-
Building Operations Supervisor	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.20	0.20	0.20	-
Facilities Maintenance & Services				
Building Operations Supervisor	1.30	1.30	1.30	-
Electrician	1.00	1.00	1.00	-
Facilities Manager	0.50	0.50	0.50	-
Maintenance Mechanic I	4.00	4.00	4.00	-
Maintenance Mechanic II	15.00	15.00	15.00	-
Maintenance Mechanic III	4.00	4.00	4.00	-
Building Service Worker II	-	-	-	-
Extra Help	0.23	0.23	0.40	0.17
Overtime	0.26	0.26	0.26	-
Subtotal	26.29	26.29	26.46	0.17

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	10 Year End	11 Budget	12 Budget	Change
Building Improvement Plan & Planned Maintenance				
Building Operations Supervisor	0.40	0.40	0.40	-
Facilities Manager	0.05	0.05	0.05	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.45	0.45	0.45	-
Housekeeping Services				
Building Service Worker I	11.00	10.00	-	(10.00)
Building Service Worker II	7.00	4.00	-	(4.00)
Building Service Worker			9.00	9.00
Facilities Manager	0.10	0.10	0.10	-
Housekeeping Supervisor	1.40	1.40	1.40	-
Extra Help	-	-	-	-
Overtime	0.04	0.04	0.04	-
Subtotal	19.54	15.54	10.54	(5.00)
Contracted Cleaning				
Housekeeping Supervisor	0.60	0.60	0.60	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.60	0.60	0.60	-
Engineering Services				
Engineering Services Manager	1.00	1.00	1.00	-
Senior Civil Engineer	2.85	2.85	2.95	0.10
Senior Engineering Techincian	1.50	1.50	1.50	-
Extra Help	1.75	1.75	1.69	(0.06)
Overtime	-	-	-	-
Subtotal	7.10	7.10	7.14	0.04
Permit Processing				
Clerk Typist II	0.08	0.00	0.00	-
Senior Engineering Technician	1.50	1.50	1.50	-
Senior Civil Engineer	0.10	0.10	-	(0.10)
Extra Help	-	-	-	-
Overtime	-	-	-	-
	1.68	1.60	1.50	(0.10)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - General Fund	10 Year End	11 Budget	12 Budget	Change
Traffic Control				
Patrol Worker	2.25	2.25	1.00	(1.25)
Sign and Signal Maintenance	3.00	3.00	3.00	-
Senior Civil Engineer	0.65	0.65	0.65	-
Extra Help	-	-	1.00	1.00
Overtime	0.19	0.19	0.19	-
Subtotal	6.09	6.09	5.84	(0.25)
Administrative Services				
Administrative Assistant I	1.00	1.00	1.00	-
Business Manager	0.90	0.90	0.90	-
Clerk Typist II	0.42	-	-	-
Departmental Secretary	1.00	1.00	1.00	-
Director of Public Works	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Extra Help	-	0.15	0.15	-
Overtime		-	-	-
Subtotal	5.32	5.05	5.05	-
TOTAL PUBLIC WORKS - General Fund	70.72	66.37	61.23	(5.14)
Regular Positions	68.25	63.75	57.50	(6.25)
Extra Help	1.98	2.13	3.24	1.11
Overtime	0.49	0.49	0.49	0.00

2012 BUDGET ACTIONS:

3.00 FTE Building Service Worker I positions abolished

2.00 FTE Building Service Worker II positions abolished

7.00 FTE Building Service Worker I positions reclassed to Building Service Worker

2.00 FTE Building Service Worker II positions reclassed to Building Service Worker

0.10 FTE Sr. Civil Engineer shifted from Permit Processing to Engineering

1.00 FTE Extra Help included in Traffic Engineering for a Co-op student to assist with traffic studies

1.25 FTE Patrol Workers shifted to Highway Operations division to better reflect the level of service in each program area

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

1.00 FTE Building Service Worker I unfunded

3.00 FTE Building Service Worker II unfunded

3.00 FTE Maintenance Mechanic II are abolished

3.00 FTE Maintenance Mechanic I are created

0.50 FTE Clerk Typist II unfunded

0.15 FTE Extra Help added to the Administrative Services Program area to assist with special projects

1.00 FTE Building Service Worker II abolished (from the 2010 budget)

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Transportation Fund	10 Year End	11 Budget	12 Budget	Change
County Operations				
Account Clerk I	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Crew Leader	2.00	2.00	2.00	-
Field Operations Manager	1.00	1.00	1.00	-
Patrol Superintendant	2.00	2.00	2.00	-
Patrol Worker	29.75	29.75	30.00	0.25
Extra Help	0.46	0.46	0.92	0.46
Overtime	1.97	1.97	1.73	(0.24)
Subtotal	39.18	39.18	39.65	0.47
State Highway Operations				
Patrol Superintendent	2.00	2.00	2.00	-
Patrol Worker	23.00	23.00	22.00	(1.00)
Extra Help	1.67	1.67	1.18	(0.49)
Overtime	1.21	1.21	1.21	-
Subtotal	27.88	27.88	26.39	(1.49)
Transit Services				
Business Manager	0.10	0.10	0.10	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.10	0.10	0.10	-
TOTAL PUBLIC WORKS - Transportation Fund	67.16	67.16	66.14	(1.02)
Regular Positions	61.85	61.85	61.10	(0.75)
Extra Help	2.13	2.13	2.10	(0.03)
Overtime	3.18	3.18	2.94	(0.24)

2012 BUDGET ACTIONS:

1.00 FTE Patrol Worker shifted from State Highway Operations to County Highway Operations.
1.25 FTE Patrol Worker shifted from Traffic Control in General Fund to County Highway Operations.
2.00 FTE Patrol Worker positions unfunded.
0.03 FTE Extra Help Reduction
0.24 FTE Overtime Reduction

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

3.00 FTE Patrol Workers unfunded from State Highway Operations
0.47 FTE reduction in overtime in State Highway Operations*
0.05 FTE increase in overtime in County Highway Operations

** This is consistent with the State's Level of Service request for 2011*

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - AIRPORT FUND	10 Year End	11 Budget	12 Budget	Change
Building, Grounds & Ramp Operations/Fixed Based Operator				
Airport Manager	0.27	0.27	0.27	-
Clerk Typist III	0.19	0.19	0.19	-
Programs & Projects Analyst	0.53	0.53	0.53	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.99	0.99	0.99	-
Control Tower & Fueling Operations				
Airport Manager	0.03	0.03	0.03	-
Clerk Typist III	0.02	0.02	0.02	-
Programs & Projects Analyst	0.06	0.06	0.06	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	0.11	0.11	0.11	-
Administrative Services				
Airport Manager	0.70	0.70	0.70	-
Clerk Typist III	0.79	0.79	0.79	-
Programs & Projects Analyst	0.41	0.41	0.41	-
Extra Help	-	-	-	-
Overtime	-	-	-	-
Subtotal	1.90	1.90	1.90	-
TOTAL AIRPORT	**3.00**	**3.00**	**3.00**	**0.00**
Regular Positions	3.00	3.00	3.00	0.00
Overtime	0.00	0.00	0.00	0.00
Extra Help	0.00	0.00	0.00	0.00

2012 BUDGET ACTIONS:

None

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

None

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

PUBLIC WORKS - Central Fleet	10 Year End	11 Budget	12 Budget	Change
Repair & Maintenance				
Account Clerk I	0.75	0.75	0.75	-
Fleet Manager	0.90	0.90	0.90	-
Lead Mechanic	2.00	2.00	2.00	-
Mechanic	10.00	9.50	9.00	(0.50)
Shop Supervisor	1.00	1.00	-	(1.00)
Stock Clerk	1.00	1.00	1.00	-
Extra Help	0.45	0.75	0.65	(0.10)
Overtime	0.08	0.08	0.08	-
Subtotal	16.18	15.98	14.38	(1.60)
Central Fueling				
Account Clerk I	0.25	0.25	0.25	-
Fleet Manager	0.10	0.10	0.10	-
Subtotal	0.35	0.35	0.35	-
TOTAL PUBLIC WORKS - Central Fleet	**16.53**	**16.33**	**14.73**	**(1.60)**
Regular Positions	16.00	15.50	14.00	(1.50)
Extra Help	0.45	0.75	0.65	(0.10)
Overtime	0.08	0.08	0.08	-
TOTAL PUBLIC WORKS - ALL FUNDS	**157.41**	**152.86**	**145.10**	**(7.76)**
Regular Positions	149.10	144.10	135.60	(8.50)
Extra Help	4.56	5.01	5.99	0.98
Overtime	3.75	3.75	3.51	(0.24)

NOTE: Airport Operations is shifted under the Department of Public Works in 2011, therefore, the 2010 Adopted Budget position total is adjusted by 3.0 FTE to reflect this change.

2012 BUDGET ACTIONS:

1.0 FTE Shop Supervisor unfunded.
0.50 FTE Mechanic unfunded.

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

0.30 FTE increase in Extra Help to assist with writing reports for upgraded fleet software program.
0.50 FTE unfunding of a Mechanic position.

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

REGISTER OF DEEDS		10 Year End (a)	11 Budget (a)	12 Budget	Change
Administrative Services					
Account Clerk I		0.60	0.60	0.60	-
Programs & Projects Analyst		1.00	-	-	
* Senior Financial Analyst		-	1.00	0.60	(0.40)
Deputy Register of Deeds		1.00	1.00	1.00	-
Register of Deeds		1.00	1.00	1.00	-
Extra Help		-	-	-	-
	Subtotal	3.60	3.60	3.20	(0.40)
Real Estate					
Secretary Supervisor		1.00	1.00	1.00	-
Clerk Typist I/II		3.00	2.00	2.00	-
Clerk Typist II		5.00	4.00	4.00	-
Clerk Typist III		1.00	1.00	1.00	-
Extra Help		-	-	-	-
Overtime		0.23	0.23	0.25	0.02
	Subtotal	10.23	8.23	8.25	0.02
Cashiering					
Account Clerk I		0.40	0.40	0.40	-
Clerk I/II		2.00	2.00	1.50	(0.50)
Clerk Typist II		1.00	1.00	1.00	-
Clerk III		2.00	2.00	2.00	-
Extra Help		-	-	-	-
Overtime		0.05	0.05	0.03	(0.02)
	Subtotal	5.45	5.45	4.93	(0.52)
Vital Statistics					
Overtime		-	-	-	-
Clerk I/II		2.00	2.00	2.50	0.50
	Subtotal	2.00	2.00	2.50	0.50
TOTAL REGISTER OF DEEDS		**21.28**	**19.28**	**18.88**	**(0.40)**
Regular Positions		21.00	19.00	18.60	(0.40)
Overtime		0.28	0.28	0.28	-
Extra Help		0.00	0.00	0.00	-

(a) 2010 Year-End and 2011 Budget are restated to reflect the shifting of 4.02 FTE budgeted in Tax Listing Program to the Department of Administration.

2012 BUDGET ACTIONS:

Shift 0.40 FTE Sr. Financial Analyst position to Department of Emergency Preparedness
Shift 0.50 FTE of a Clerk I/II position from Cashiering to Vital Statistics
Increase Overtime 0.02 FTE in Real Estate
Decrease Overtime 0.02 FTE in Cashiering

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Unfund 1.00 FTE Clerk Typist I/II
Unfund 1.00 FTE Clerk Typist II
Decrease Extra Help by 0.28 FTE
*Reclassify 1.00 FTE Programs & Projects Analyst to 1.0 FTE Senior Financial Analyst

NOTE: *The Programs and Projects Analyst position will be reclassified as a Senior Financial Analyst beginning in the 2011 budget year, reflecting the duties and responsibilities associated with the shared role. A determination to maintain the shared arrangement and the reclassification will be done following an evaluation of the pilot program and with the 2012 budget.*

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF	10 Year End	11 Budget	12 Budget	Change
Process / Warrant Service				
Captain	1.00	1.00	1.00	-
Deputy	5.00	5.00	5.00	-
Account Clerk II	1.00	1.00	1.00	-
Clerk Typist II	4.00	4.00	4.00	-
Clerk I/II	1.00	1.00	1.00	-
Extra Help	-	-	-	-
Overtime	0.20	0.19	0.19	-
Subtotal	12.20	12.19	12.19	-
Court Security				
Lieutenant	1.00	1.00	1.00	-
Deputy	18.86	18.86	17.86	(1.00)
Extra Help	3.78	3.84	4.99	1.15
Overtime	0.40	0.35	0.35	-
Subtotal	24.04	24.05	24.20	0.15
General Investigations				
Captain	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	-
Detectives	24.00	24.00	24.00	-
* Detectives	1.00	1.00	1.00	-
Photo Technician	2.00	2.00	2.00	-
Incident Report Clerk	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.40	0.39	0.39	-
Subtotal	31.40	31.39	31.39	-
Special Investigations				
Captain	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	-
Detectives	4.00	4.00	4.00	-
Extra Help	-	-	-	-
Overtime	0.30	0.52	0.52	-
Subtotal	6.30	6.52	6.52	-

*One Detective position is fully funded through a municipal contract. If funding is reduced or terminated, the position will be reduced or terminated.

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF (cont.)	10 Year End	11 Budget	12 Budget	Change
General Patrol				
Captain	3.00	3.00	3.00	-
Lieutenant	7.00	7.00	7.00	-
* Lieutenant	3.00	3.00	3.00	-
Deputy	73.14	73.14	73.14	-
* Deputy	25.00	26.00	26.00	-
Clerk III	1.50	1.50	1.50	-
Extra Help	-	-	-	-
Overtime	6.17	4.68	4.68	-
Subtotal	118.81	118.32	118.32	-
Inmate Security and Services-Jail				
Jail Administrator	1.00	1.00	1.00	-
Senior Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Facility Manager	2.00	2.00	2.00	-
Correctional Supervisor	10.00	10.00	9.00	(1.00)
Correctional Officers	95.00	95.00	95.00	-
Correctional Srvs Assistant	2.00	2.00	2.00	-
Clerk III	7.00	7.00	7.00	-
Clerk Typist II	5.00	-	-	-
Clerk II	-	5.00	5.00	-
Extra Help		-	-	-
Overtime	3.50	3.13	3.13	-
Subtotal	126.50	126.13	125.13	(1.00)
Inmate Security and Services-Huber Facility				
Correctional Facility Manager	1.00	1.00	1.00	-
Correctional Supervisor	3.00	3.00	3.00	-
Senior Correctional Counselors	1.00	1.00	1.00	-
Correctional Officers	25.00	25.00	25.00	-
Account Clerk I	2.00	2.00	2.00	-
Extra Help	-	-	-	-
Overtime	0.83	0.84	0.84	-
Subtotal	32.83	32.84	32.84	-
Administrative Services				
Sheriff	1.00	1.00	1.00	-
Inspector	1.00	1.00	1.00	-
Deputy Inspector	1.00	1.00	1.00	-
Business Manager	1.00	1.00	1.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Departmental Secretary	1.00	1.00	1.00	-
Account Clerk II	1.00	1.00	1.00	-
Account Clerk I	1.00	1.00	1.00	-
Clerk Typist III	1.00	1.00	1.00	-
Incident Report Clerk	8.00	8.00	8.00	-
Clerk Typist II	1.00	1.00	1.00	-
Clerk Typist I/II	1.00	1.00	1.00	-
Extra Help	1.26	1.14	1.16	0.02
Overtime	0.03	0.11	0.11	-
Subtotal	20.29	20.25	20.27	0.02

*Three Lieutenant positions and twenty-six Deputy positions are fully funded through municipal contracts. If funding is reduced or terminated the positions will be reduced or terminated.

Waukesha County Budgeted Positions
Full-time Equivalents (FTE)

SHERIFF (cont.)	10 Year End	11 Budget	12 Budget	Change
TOTAL SHERIFF	**372.37**	**371.69**	**370.86**	**(0.83)**
Regular Positions	355.50	356.50	354.50	(2.00)
Extra Help	5.04	4.98	6.15	1.17
Overtime	11.83	10.21	10.21	-

2012 BUDGET ACTIONS:

Increase: Extra help by 1.17 FTE
Unfund: 1.00 FTE Deputy Sheriff as security screener
Unfund: 1.00 FTE Correctional Supervisor

2011 CURRENT YEAR ACTIONS:

None

2011 BUDGET ACTIONS:

Reclassify: 5.00 FTE Clerk Typist II to Clerk II in the Jail-Inmate Security and Services Division
Fund: 1.50 FTE Correctional officers results in 1.12 FTE for remaining partial funding due to creation in 2010
Create: 1.00 FTE Deputy Sheriff, Village of Sussex contract
Abolish: 1.00 FTE Computer Coordinator position unfunded in 2009
Abolish: 1.00 FTE Programs and Projects Analyst position unfunded in 2009

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

COUNTY TREASURER		10 Year End	11 Budget	12 Budget	Change
Tax Collections/Processing					
Account Clerk I		0.25	0.25	0.25	-
Clerk Typist I-II		0.25	0.25	0.50	0.25
Clerk II		1.00	1.00	1.00	-
Deputy County Treasurer		0.20	0.20	0.20	-
Extra Help		0.04	0.06	0.07	0.01
Overtime		0.02	0.04	0.03	(0.01)
	Subtotal	1.76	1.80	2.05	0.25
Investments					
Treasurer		0.20	0.20	0.20	-
Extra Help					-
Overtime					-
	Subtotal	0.20	0.20	0.20	-
Administrative Services					
Account Clerk I		0.75	0.75	0.75	-
Clerk Typist I-II		0.75	0.75	-	(0.75)
Clerk II		1.00	1.00	1.00	-
Deputy County Treasurer		0.80	0.80	0.80	-
Treasurer		0.80	0.80	0.80	-
Extra Help			-		-
Overtime			-		-
	Subtotal	4.10	4.10	3.35	(0.75)
TOTAL COUNTY TREASURER		**6.06**	**6.10**	**5.60**	**(0.50)**
Regular Positions		6.00	6.00	5.50	(0.50)
Extra Help		0.04	0.06	0.07	0.01
Overtime		0.02	0.04	0.03	(0.01)

2012 BUDGET ACTIONS:

Abolish a 1.0 FTE Clerk Typist I-II
Create a 0.50 FTE Clerk Typist I-II
Increase extra help 0.01 FTE
Decrease overtime 0.01 FTE

2011 CURRENT YEAR ACTIONS:

2011 BUDGET ACTIONS:

Waukesha County Budgeted Positions

Full-time Equivalents (FTE)

UW EXTENSION	10 Year End	11 Budget	12 Budget	Change
Strengthening County Citizens, Families & Communities				
Clerk Typist II	2.00	2.00	2.00	-
Office Services Coordinator	1.00	1.00	1.00	-
Extra Help	0.01	0.03	0.14	0.11
Overtime	-	-	-	-
Subtotal	3.01	3.03	3.14	0.11
Faculty*	4.75	4.75	4.75	-

***** State "133" Contract UW Extension positions that are funded by 60 pecent state funding and 40 percent local share funding.

TOTAL UW-EXTENSION	**3.01**	**3.03**	**3.14**	**0.11**
Regular Positions	3.00	3.00	3.00	-
Overtime	-	-	-	-
Extra Help	0.01	0.03	0.14	0.11
Faculty Positions *funded by State\County\Grants*	***4.75***	***4.75***	4.75	-

2012 BUDGET ACTIONS:
Increase: Extra Help by 0.11 FTE

2011 CURRENT YEAR ACTIONS:
Increase Extra Help by 0.14 FTE (Enrolled Ordinance 165-83)

2011 BUDGET ACTIONS:
Decrease: Extra Help by 0.04 FTE

GLOSSARY OF SIGNIFICANT TERMS

ACCRUAL BASIS OF ACCOUNTING
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

ACTIVITIES
The major programs and projects performed by a department.

ACTIVITY AND PROGRAM DATA STATISTICS
Data that reflects the volume (quantitative measure) of work performed in the significant activities of a department/program. As the County implements its strategic planning process, this information will be transitioned into performance measures (see performance measures).

ADOPTED BUDGET
The budget that is approved by the County Board in November for the following fiscal year beginning January 1.

AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)
An economic stimulus package enacted by the United States Congress in 2009 that expands social welfare and infrastructure (as well as education and health care) provisions in an attempt to rejuvenate the United States. economy.

AMORTIZATION
The gradual elimination of a liability.

APPROPRIATION
The legal authorization to make expenditures or incur financial obligations for goods or services during the budget year. Appropriations are authorized in department budgets by fund.

APPROPRIATION UNIT
An expenditure account grouped by purpose, including:
1. Personnel Costs
2. Operating Expenses
3. Interdepartmental Charges
4. Fixed Assets/Improvements
5. Debt Service

ASSESSED VALUATION
A valuation set on real estate and certain personal property, by the municipal assessor, as a basis for levying property taxes. (See equalized value)

ASSESSMENT
The act of assessing.

ASSETS
Resources with present service capacity that the government presently controls.

AUTHORIZED POSITIONS
Regular full-time or regular part-time positions as authorized by a County Board approved ordinance.

BADGERCAREPLUS
A State medical assistance benefit program that has two main benefit plans: Standard and Benchmark. The Standard Plan is for families with income at or below 200% of the Federal Poverty Level (FPL). The Benchmark Plan which provides more limited services than the Standard Plan, is for families with income above 200% of the FPL, and for self-employed parents and Caretakers. In addition, BadgerCarePlus has several limited health plans including: Family Planning Waiver program, Prenatal Care Services, Emergency Services and Well Women (Cervical and breast cancer related) Care.

BALANCE SHEET
A statement that discloses the financial condition of an entity by assets, liabilities, and fund balance (equity) of a fund or account group at a specific date to exhibit financial position.

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

BOND OR PROMISSORY NOTES
A fixed interest financial asset issued for a period of time with the purpose of raising capital by borrowing.

GLOSSARY OF SIGNIFICANT TERMS

BOND RATING
A level of risk assigned to general obligation promissory notes assessed by a rating agency. The higher the rating, the less risky the notes are to the entity borrowing the funds. Waukesha County has a AAA bond rating, which represents the lowest risk possible to obtain. Waukesha County is one of less than thirty counties in the nation with a AAA bond rating.

BONDED DEBT
The portion of indebtedness represented by outstanding bonds, which include general obligation promissory notes that are backed by approved, irrevocable future tax levies for debt service.

BUDGET
A plan of financial operation embodying an estimate of proposed expenditures and revenues for a given calendar year. It specifies the type and level of county services to be provided, while limiting through the appropriation process the amount of money that can be spent. Budgets are adopted for the following fiscal year, but they can be modified. Most local governments have two types of budgets, an "operating" budget and a "capital" budget.

BUDGET BOOK
The official written document prepared by the budget office and supporting staff, which presents the Executive's proposed budget to the County Board for review and the final adopted document, subsequent to County Board approval and Executive veto (if necessary).

BUDGET MESSAGE
The opening section of the budget prepared by the County Executive, that provides the County Board of Supervisors and the public with a general summary of important aspects of budget policy, including changes from the current and previous fiscal years.

BUDGETARY CONTROL
The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorization. Waukesha County controls at the appropriation unit level (see appropriation unit).

BUDGETED POSITIONS
Authorized positions that are funded in the current or ensuing budget year.

CAPITAL BUDGET
A budget of approved capital projects contained in the first year of the five-year capital projects plan.

CAPITAL EXPENDITURES
The cost of acquisition of operating equipment items, which includes expenditures for fixed assets and capital projects.

CAPITAL OUTLAY
The cost of acquisition of operating equipment items such as vehicles and office equipment greater than $5,000. These items generally have a useful life greater than one year, but less than ten years, and are included in an organization's operating budget.

CAPITAL PROJECT
An active or proposed nonrecurring expenditure that is in excess of one hundred thousand dollars ($100,000) for costs associated with a permanent fixed asset (e.g. building, land, highway and technology improvements, or equipment), and has a useful life or extends the useful life of an existing fixed asset, usually in excess of seven (7) years.

CAPITAL PROJECTS PLAN
A five-year plan for capital expenditures. The first year in the plan is the adopted Capital Budget.

COMMISSIONS AND BOARDS
Members consist of both County Board of Supervisors and citizens. Most commission and board members are appointed by the County Executive and approved by the County Board. Responsibilities include making policy recommendations to the Executive on decisions that affect county government services and operations.

COMMUNITY AIDS – BASIC COUNTY ALLOCATION (BCA)
The major state funding source for County Human Service Department programs. These funds can be broadly used to pay for social services and services for mentally disabled persons.

GLOSSARY OF SIGNIFICANT TERMS

COMMUNITY OPTIONS PROGRAM WAIVER (COP-Waiver; COP-W)
Provides Medical Assistance funding for home and community-based care for elderly and physically disabled citizens who have long-term care needs, and who would otherwise be eligible for Medical Assistance reimbursement in a nursing home. County participation was mandated effective January 1, 1990.

COMMUNITY SERVICES DEFICIT REDUCTION (CSDR)
A federal funding source that reimburses counties for a portion of Medical Assistance eligible costs

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)
The official annual financial report for the County. This report is prepared in conformity with Generally Accepted Accounting Principles, and is subject to review by a public accounting firm. The report provides information used by bond rating agencies, prospective investors, regulatory and funding agencies, and other interested parties.

COMPREHENSIVE COMMUNITY SERVICES (CCS)
Under State Administrative Code Ch. DHS 36, Comprehensive Community Services are designed to provide persons with mental disorders and substance-use disorders a flexible array of individualized community based psycho-social rehabilitation services authorized by a mental health professional to consumers with mental health or substance use issues across their lifespan.

CONTINGENCY FUNDS
Assets or other resources set aside to provide for unforeseen expenditures or for anticipated expenditures of uncertain amounts.

COUNTY BOARD CHAIRMAN
A County Board member elected by the County Board. This full-time position refers all matters directed to the County Board to the appropriate standing committees of the Board, and is responsible for determining the meeting agendas and for conducting the proceedings of the Board at its meeting. The County Board Chairman serves as Chairman of the Executive Committee and at any joint meeting of County Board Committees.

COUNTY BOARD OF SUPERVISORS
The acting County legislative body. Comprised of twenty-five (25) supervisors elected from separate districts. Supervisors are elected for two-year terms in April of even numbered years.

COUNTY EXECUTIVE
A non-partisan position who is elected at large for a four-year term. The Executive is responsible for coordinating and directing all administrative and management functions for the County, which are not vested in other elected officials. The Executive has the power to appoint the heads of all County departments, except those headed by elected officials or State statutory boards and commissions. The Executive appoints the members of most boards and commissions. Appointments are subject to County Board confirmation. A major responsibility of the County Executive is budget preparation and its submission to the County Board. The County Executive may veto a resolution or ordinance passed by the County Board, and the Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary to override a County Executive veto.

COUNTY-WIDE KEY STRATEGIC OUTCOMES
Seven strategic planning outcomes that are identified as significant priorities of the County. Departments assign each programmatic area to one outcome.

DEBT
An obligation resulting from borrowing money.

DEBT LIMIT
The maximum amount of gross or net debt legally permitted.

DEBT RATE LIMIT
The maximum debt rate that the County may levy a tax, which is imposed by the state legislature based on the 1993 debt rate limit.

DEBT SERVICE
Cost of principal, interest, and service costs pertaining to long-term notes or bonds, which are issued to finance capital projects.

DEFEASANCE
The pay-down of debt by setting aside asset/funding in a fund to fulfill future principal and interest payments.

GLOSSARY OF SIGNIFICANT TERMS

DEFICIT
The excess of expenditures/uses over revenues/resources.

DEPARTMENT
A major county office (agency) that administers programs and operations.

DEPRECIATION
A business operating expense, which reflects the annual benefit derived from capitalized fixed asset purchases. These costs are calculated for proprietary funds (i.e., internal service and enterprise funds only) in accordance with Generally Accepted Accounting Principals.

DESIGNATED FOR SUBSEQUENT YEAR
A portion of this year's unreserved fund balance to provide for the excess of expenditures, other financing uses over revenues, and other financing sources budgeted in the next year.

EFFECTIVENESS INDICATOR
A type of performance measure including effectiveness, quality, cycle time and citizen satisfaction that measures results and accomplishments of the service provided.

EFFICIENCY INDICATOR
A performance measure that measures how much output or outcome can be produced or provided by a given resource level, or how much input it takes to produce a given outcome level. Indicators quantify the relationship between inputs and outputs and can be expressed as productivity ratios or as unit-cost ratios.

EMPLOYEE BENEFITS
Compensation in addition to regular salary or wages provided to an employee. This includes health insurance, life insurance, dental insurance, Social Security, Wisconsin Retirement, and salary continuance (disability insurance).

ENCUMBRANCE
Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is established.

END USER TECHNOLOGY FUND (EUTF)
The End User Technology Fund is an internal service fund established to finance common technology infrastructure for county users. The fund is managed on a total cost of ownership basis and includes the following costs: the replacement and maintenance of personal computers, printers, and copiers; software licensing and support; help desk and training; maintenance of county network hardware and software; backup and recovery functions; and other costs related to making technology available to users.

EQUALIZED PROPERTY VALUATION
Equalized value is the statutory full market value of all taxable property within each jurisdiction (except agricultural land, which is valued based on income). The State Department of Revenue analyzes market sales statewide to estimate the full market (or equalized) value of each jurisdiction. Equalized values provide a means of comparing different jurisdictions, even if they are assessed at different percentages of market value. Equalized values are used to apportion the levies of overlying districts (e.g., schools and counties) to the municipalities within them. Also, they are used in distribution formulas for certain types of state aid to local governments. The state values are needed because municipalities assess property at varying percentages of market value.

EQUITY
The excess of assets over liabilities generally referred to as fund balance.

EXPENDITURE
The outflow of funds paid, or to be paid, for an asset or service obtained, regardless of when the expense is actually paid. NOTE: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended.

FINANCIAL STATEMENTS
Presentation of financial data that shows the financial position, cash flows generated, and the results of financial operations of a fund, for a group of accounts, or an entire entity for a particular accounting period.

FISCAL YEAR
A twelve-month period to which the annual operating budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. Waukesha County uses a January 1 to December 31 calendar year as its fiscal year.

GLOSSARY OF SIGNIFICANT TERMS

FIXED ASSETS/IMPROVEMENTS
Costs of all equipment items (over $5,000) used by agencies. This category includes capital outlay, small office equipment items, large automotive equipment, and major maintenance projects. Capital projects as defined by County Code and indicated above are excluded.

FULL TIME EQUIVALENT (FTE)
Used to compare the hours budgeted for regular full-time, regular part-time, temporary part-time, and overtime based on 2,080 hours annually of a full-time position.

FUNCTIONAL AREA
Departments are grouped in the annual budget according to the related functions that they perform. The budget has eight functional areas including: Justice & Public Safety, Health & Human Services, Parks, Environment, Education and Land Use, Public Works, General Administration, Capital Projects, Debt Service, and Non-Departmental.

FUND BALANCE
Fund Balance is the difference between assets and liabilities in a government fund's balance sheet.

The current GASB standard is as follows:

Reserved Fund Balance – A portion of fund balance that is legally segregated for a specific use.

Unreserved Fund Balance

- *Designated* – A portion of fund balance established to indicate tentative plans for financial resource utilization in a future period. Such plans are subject to change and may never be legally authorized or result in expenditures such as designations for operations and for subsequently budgeted expenditures.

- *Undesignated* – The remainder of fund balance which is neither reserved nor designated.

Beginning in 2011, GASB 54 replaces these with five classifications, establishing a hierarchy that is based on the extent to which spending constraints restrict how a government can use the funds. The five classifications are:

- **Nonspendable fund balance** – amounts that are not in a spendable form, such as inventory or prepaid expenses. It also includes amounts that are required to be maintained intact, such as the principal of an endowment fund.

- **Restricted fund balance** – amounts that can be spent only for specific purposes stipulated by external providers, such as grant providers or bondholders, as well as amounts that are restricted constitutionally or through legislation.

- **Committed fund balance** – amounts that can be used only for specific purposes that are determined by a formal action of the County Board. These commitments may be changed or lifted, but only by the same formal action that was used to impose the constraint originally.

- **Assigned fund balance** – amounts that are intended for specific purposes, as expressed by the governing body or authorized official. This applies to the remaining resources in any governmental fund other than the general fund that are intended to be used for a defined purpose.

- **Unassigned fund balance** – all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

GLOSSARY OF SIGNIFICANT TERMS

FUNDS
A fiscal entity that is segregated for the purpose of accounting and budget reporting. The following is a brief definition of the major types of funds used by Waukesha County.

1. Capital Projects: to account for financial resources to be used for the acquisition or construction of major facilities or equipment.

2. Debt Service: to account for the accumulation of resources for, and the payment of, general long-term debt and interest (other than enterprise and internal service fund debt).

3. General: to account for all financial resources used to fund general government operations not accounted for by other funds.

4. Proprietary: an account that uses the accrual basis of accounting.
    a. Enterprise: to account for operations that are financed and operated similar to private businesses with the intention that the costs of providing goods or services to the general public is to be financed or recovered primarily through user charges (e.g. golf courses).
    b. Internal Service: to account for the cost of providing goods or services by one department to another department on a cost-reimbursement basis (e.g. Central Fleet).

5. Special Revenue: are created to account and report revenue sources that are restricted or committed to specified purposes (e.g. Federated Library Funds).

FUND PURPOSE
A statement that describes the reasons why the fund exists. It is mainly used to describe the purpose of certain special revenues and proprietary (Internal Services and Enterprises) funds.

GENERAL OBLIGATION BONDS
Bonds in which the government pledges its full faith and credit to the repayment of bonds that it issues. The County is authorized by law (section 67.05 (10)) to levy on all taxable property, such ad valorem taxes, without limitation as to rate or amount that may be necessary to pay the notes.

INCOME MAINTENANCE (IM)
Used to describe services and associated funding related to the providing of economic support services, such as food stamps, low income child care, and medical benefits.

INTERDEPARTMENTAL CHARGES
Costs of all supplies, materials, or services purchased by one county department from another county department (mainly Internal Service funds).

KEY OUTCOME INDICATOR (KOI)
Used to identify and justify how the performance measure is an indicator of success. KOIs link the performance measure to the outcomes and objectives and explain why the measure is important in determining success.

LAND INFORMATION SYSTEM (LIS)
An integrated computerized system that links land parcel locations to digital mapping and databases concerning property information (e.g., address, zoning, or civil boundaries).

LIABILITIES
Amounts that are owed for assets received, services rendered, or any other obligation.

MAJOR FUNDS DEFINITIONS
A fund is considered major if it is the primary operating fund of the County or meets the following criteria: (1) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type. (2) The same element of the individual governmental fund or enterprise fund that met the 10 percent test, is at least five percent of the corresponding total for all governmental and enterprise funds combined. In addition, any other governmental or proprietary fund that the County believes is particularly important to financial statement users may be reported as a major fund. The County has four major funds: General, Health and Dental Insurance, Debt Service, and Department of Public Works – Airport Fund.

MEDICAL ASSISTANCE (MA)
A Medicaid (Title XIX) program that pays for necessary health care services for persons whose financial resources are not adequate to provide for their health care needs.

GLOSSARY OF SIGNIFICANT TERMS

MISSION
A statement defining the major reasons for the existence, including the purpose of the County.

MODIFIED ACCRUAL BASIS OF ACCOUNTING
Basis of accounting in which (1) revenues are recognized in the accounting period when they become available and measurable, and (2) expenditures are recognized in the accounting period when the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

MODIFIED BUDGET
An ordinance and fund transfer as a result of unanticipated revenues and/or expenditures that change the adopted budget; it then becomes a modified budget.

NET ASSETS
The residual of all other elements presented in a statement of financial position.

OBJECTIVES
Goal statement that focuses on achieving the county-wide key strategic outcome. The level of services or specific achievement an agency expects to, or plans to accomplish in the budget year. Objectives should reflect desired outcomes or results as identified in the strategic plan.

OBLIGATIONS
Amounts that a governmental unit may be required to legally meet out of its resources, including both liabilities and unliquidated encumbrances.

OPERATING BUDGET
A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means in which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets for governments is usually required by law. Even when not required by law, annual operating budgets are essential for sound financial management.

OPERATING EXPENSES
Cost of all utilities, supplies, materials, travel, and tuition expenses necessary for the operation of a department. Also includes costs of all services purchased from outside vendors.

OPERATING TRANSFERS
All interfund (between fund) and intrafund (within funds) appropriation transfers other than residual equity transfers, (Fund Balance) to the appropriation unit of the fund through which the resources are to be expended.

OTHER FINANCING SOURCES
Funds received from general long-term debt proceeds, operating transfers in, and material proceeds of fixed asset dispositions. Such amounts are classified separately from operating revenues.

OTHER FINANCING USES
Funds used for operating transfers out. Such amounts are classified separately from expenditures.

OVERLAPPING DEBT
The proportionate share of the debts of local governments located in whole or in part within the limits of the reporting government, which must be borne by property within each government.

PER CAPITA INCOME
The total county income divided by the total county population.

PER DIEM
Compensation that is paid on a per day basis.

PERFORMANCE MEASURE
A measure used to determine success by indicating how well a program or service is accomplishing its mission and goals, by linking program area results to the County-Wide Key Strategic Outcomes and Objectives.

PERSONNEL COSTS
Costs of all salary and non-salary compensation incurred in accordance with County policy. Includes wages, longevity, and overtime compensation paid to County employees. This also includes compensation for sick leave, holiday, vacation, and education leaves. Major employee benefits include: County pension and Social Security contributions, health, life, dental, and disability insurance.

GLOSSARY OF SIGNIFICANT TERMS

POSITION SUMMARY
The list of budgeted full-time positions within each program. Positions are expressed in terms of full-time work year equivalents (FTE); which is approximately 2,080 hours per year.

PROGRAM
The primary identifiable financial unit of a department, which groups department functions and activities that have a common purpose.

PROGRAM BUDGET
A budget that focuses upon the mission, function, and objectives of a department rather than upon its detailed (line item) object classes of expenditures.

PROMISSORY NOTE
A written promise to pay (debt) a specific sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specified percentage of the principal (interest rate).

PROPERTY TAX
Taxes levied on both real and personal property according to the property's equalized valuation and tax rate.

RETAINED EARNINGS
An equity account reflecting the accumulated earnings of a proprietary (enterprise) fund.

REVENUES
Financial resources received from tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. There are several budget categories of revenue that the County receives, including:

1. General Government Revenues: contracts or grant funds mainly from state and/or federal sources for the support of programs.

2. Fines and Licenses: funds received as a result of penalties paid by persons having been found in violation of state laws and/or county ordinances. Fees received from the sale of county issued licenses and permits to citizens and business entities to enable them to carry out regulated activities.

3. Charge for Services: funds received as payment for services performed by county agencies.

4. Interdepartmental Revenues: funds received for payments made or services performed by county agencies for other county agencies.

5. Other Revenues: funds received for rents, commissions, and other commercial-type income. Also includes transfers from other funds and proceeds from borrowing.

STANDING COMMITTEES
There are seven standing committees of the County Board organized on functional lines. The Executive, Finance, and Personnel committees deal with administrative policy matters; whereas, the remaining four standing committees (Judiciary and Law Enforcement; Health and Human Services; Land Use, Parks, and Environment: and Public Works) are concerned with policy matters affecting public services. Committees make recommendations to the Board on all budget and legislative matters that have been referred to them.

STATE AID
Funds made available by the legislature for distribution to each local unit of government based on a prescribed formula of distribution to offset some expenses.

STATEMENT OF PURPOSE
A statement defining the major reasons for the existence of the department, including its purpose in the County government.

STATUTE
A written law enacted by a duly organized and constituted legislative body.

STRATEGIC PLANNING
The process of determining long-term goals and then identifying the best approach for achieving those goals.

GLOSSARY OF SIGNIFICANT TERMS

SUNSET CLAUSE POSITIONS
Authorized positions created by County Board approved ordinances, which include a clause to reduce or eliminate a position or budget appropriation for that position if the designated funding source is subsequently reduced or terminated.

TAX INCREMENTAL FINANCING DISTRICT (TID)
Areas of redevelopment within a municipality, designated to finance public projects that stimulates development or redevelopment that would not otherwise occur. The area involved is designated a TIF district. To finance the cost of improvements, property taxes levied on any increased property value within the TID are diverted from the overlying taxing jurisdictions (municipal, school district, vocational district, and county) and, are placed in a special account to be used to pay the project costs.

TAX LEVY
The total amount of revenues to be raised by property taxes to support County activities. Property taxes are levied in the current year for subsequent year appropriations.

TAX LEVY BUDGET BASE
The amount of tax levy included in the current year adopted budget.

TAX LEVY RATE (MILL RATE)
The amount of taxes levied for each $1,000 (mill) of equalized property valuation at the current tax rate.

TAX RATE LIMIT
The maximum rate in which the County may levy a tax. It is imposed by the state legislature based on the 1993 tax rate limit.

TRUE NON-RESIDENT (TNR)
Resident in a non-library community.

UNFUNDED POSITIONS
An authorized position with no funding appropriation provided for the current or ensuing budget year.

VETO
A power of the County Executive to delete or stop approval on a resolution or ordinance passed by the County Board. The County Executive may exercise a partial veto of legislation that involves an appropriation. A two-thirds vote of the members elect of the County Board is necessary in order to override a County Executive veto action.

WORKING CAPITAL
A measure of both an entity's efficiency and its short-term financial health. The working capital ratio is calculated as:

Working Capital = Current Assets – Current Liabilities

Positive working capital means that the entity is able to pay off its short-term liabilities. Negative working capital means that an entity currently is unable to meet its short-term liabilities with its current assets (cash, accounts receivable and inventory). Also known as "net working capital", or the "working capital ratio."

YOUTH AIDS
A funding source distributed by the State of Wisconsin Department of Corrections to pay for state correctional services for youths found by the courts to be delinquent, and to fund correctional alternative programs and services at the county level.

GLOSSARY OF ACRONYMS

AASHTO American Association of State Highway and Transportation Officials
ABE Adult Basic Education
ADA Americans with Disabilities Act
ADRC Aging and Disability Resource Center
ADT Average Daily Traffic
AFCSP Alzheimer's Family Caregiver Support Program
AHPR Annual Housing Performance Report
AODA Alcohol and Other Drug Abuse
APS Adult Protective Services
ARRA American Recovery and Reinvestment Act
ATC Alcohol Treatment Court
AVL Automatic Vehicle Location
BC Benefit/cost
BCA Basic County Allocation
BJA Bureau of Justice Assistance
CAD Computer Aided Dispatch
CAFR Comprehensive Annual Financial Report
CAR Child at Risk
CAFÉ Computer Access for Everyone
CBD Central Business District
CCAP Circuit Court Automation Program
CCS Comprehensive Community Services
CDBG Community Development Block Grant
CDC Centers for Disease Control
CHDS Community Health and Disease Surveillance Program
CHIP County Highway Improvement Program
CHIPS Children in Need of Protection or Services
CJCC Criminal Justice Collaborating Council
CLTS Children's Long Term Support Waiver Services
CMAQ Congestion Mitigation Air Quality
CPI Consumer Price Index
CPI-U Consumer Price Index -Urban
CRI Cities Readiness Initiative
CRS Community Recovery Services
CSAT Center for Substance Abuse Treatment
CSMs Certified Survey Maps
CSN Children with Special Needs Unit
CSP Community Support Program
CTH County Trunk Highway
CY Calendar Year
DARE Drug Abuse Resistance Education
DATCP State Department of Trade and Consumer Protection
DD Developmental Disabilities
DHS Department of Health and Human Services
DFS State Departments of Children and Family Services
DLTCL Wisconsin Division for Libraries, Technology and Community Learning
DNR State Department of Natural Resources
DOA Department of Administration
DOC State Department of Corrections
DOT Department of Transportation
DRC Day Report Center
DPI Department of Public Instruction
EBT Economic Benefit Transfer
EECBG Energy Efficiency and Conservation Block Grant
EFNEP Expanded Food and Nutrition Education Program
EMD Emergency Medical Dispatch
EMMA Electronic Municipal Market Access
EMS Emergency Medical Services
EPA Federal Environmental Protection Agency
EPCRA Emergency Planning and Community Right-to-Know Act
EPL Emerald Park Landfill
ES Economic Support
ESBA Eating Smart Being Active
EUTF End User Technology Fund
FAA Federal Aviation Association
FACTORS Family Care Tracking System
FAR's Federal Aviation Regulations
FCS Family Court Services
FMPP Farmers Market Promotion Program
FSP Family Support Program
FTE Full Time Equivalent
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GAB Government Accountability Board
GAL Guardian ad Litems
GASB Government Accounting Standards Board
GASG General Aviation Security Guidelines
GED General Education Development
GPR Grantee Performance Report
GTA General Transportation Aids
HHS Household Hazardous Waste
HIPAA Health Insurance Portability and Accountability Act
HOME Home Investment Partnerships Grant
HSED High School Equivalency Diploma
HUD Housing and Urban Development
ICFMR Intensive Care Facilities for Mentally Retarded
IDP Intoxicated Driver Program
IFSP Individual Family Service Plan
IM Income Maintenance
IT Information Technology
JABG Juvenile Accountability Block Grant
LIHEAP Low Income Home Energy Assistance Program
LIS Land Information System
LSS Lutheran Social Services
MA Medical Assistance
MCH Maternal and Child Health
MCO Manage Care Organization
MHC Mental Health Center
MHO-CSP Mental Health Outpatient – Community Support Program
MOU Memorandum of Understanding
MRF Materials Recycling Fund
MSL Medical Support Liability
NAED National Academies of Emergency Dispatch
NFPA National Fire Protection Association
NIMS National Incident Management System
NOS Not Otherwise Specified
NSIP Nutrition Services Incentive Program
NSP Neighborhood Stabilization Program
OAR Operating After Revocation
OGF Oracle Government Financials
OHC Out-of-home Care
OJA Office of Justice Assistance
OJJDP Office of Juvenile Justice and Delinquency Prevention
OWI Operating While Intoxicated
PCI Pavement Condition Index
PHD Public Health Division
PNCC Prenatal Care Coordination Program
POS Point of Service
POWTS Private On-site Waste Treatment Systems
PSAP Public Service Answering Point
PSE Preliminary Site Evaluation
REI Recycling Efficiency Initiative
RFP Request for Proposal
RMA Routine Maintenance Agreement
RMS Records Management System
ROI Return on Investment
RTA Regional Transit Authority
SAPP Substance Abuse Prevention Program
SBA Small Business Administration
SDWA Safe Drinking Water
SED Seriously Emotionally Disturbed
SEWRPC Southeastern Wisconsin Regional Planning Commission
SMSA Standard Metropolitan Statistical Area
SPD State Public Defender
SRO School Resource officer
SSI Supplemental Security Income
STEM Science, Technology, Engineering, and Mathematics
STI Sexually Transmitted Infection
SVRIS Statewide Vital Records Information System
SVRS Statewide Voter Registration System
TDD Telecommunication Device for the Deaf
TE Transportation Enhancement
TID Tax Incremental Financing District
TNR True Non-Resident
TPA third-party administrator
TPR Termination of Parental Rights
UPS Uninterruptible Power Supply
USDA United States Department of Agriculture
UW-EXT University of Wisconsin Extension Office
UWW University of Wisconsin-Waukesha
VA Veterans Administration
VIMS Veteran's Information Management System
VOCA Victims of Crime Act
WCC Waukesha Communications Center
WCEDC Waukesha County Economic Development Corporation
WCFLS Waukesha County Federated Library System
WCHS Waukesha County Historical Society
WCNC Waukesha County Nutrition Coalition
WCS Wisconsin Correctional Service
WCTC Waukesha County Technical College
WDC Workforce Development Center
WEDSS Wisconsin Electronic Disease Surveillance System
WIC Women, Infant and Child
WIDOT Wisconsin Department of Transportation
WiSACWIS Wisconsin Statewide Automated Child Welfare Information System
WIMCR Wisconsin Medicaid Cost Report
WIR Wisconsin Immunization Registry
WMMIC Wisconsin Municipal Mutual Insurance Company
WNEP Wisconsin Education Nutrition Program
WRS Wisconsin Retirement System

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